

***CapacityWare*[™] and Reliability**

There are two major factors to consider when determining that *CapacityWare*[™] is the most reliable change system available: source data (surveys and inventories), and remediation guidance. Both are influenced by the environment within which change initiatives are undertaken. If the environment within which surveys, inventories, and remediative activity is carefully controlled, reliability is approximately 95%. If these factors are not carefully controlled, reliability may be as low as 80%. Because *CapacityWare*[™] is a change management system, both the data and remediation that results from the data are thoughtfully linked and reliability is enhanced - the *CapacityWare*[™] system is more than just the survey software.

A. Survey Items. The *CapacityWare*[™] Survey Item Pool contains over 1,000 items. Those that are used repeatedly have been continuously refined and are considered well over 90% reliable. The process *QWLC* uses is to examine each survey item following the administration of a survey and determine the potential error resulting from item language. Items are then either refined or discarded. Since *QWLC* is a strong advocate of allowing the client (within guidelines) to select items or create them, not all items have the same high level of reliability, however. *QWLC* strongly believes that the client must have the prerogative to create and select items of interest. Although we make every effort to determine reliability before the survey is released, and absolute check occurs when the data is analyzed. The rationale for this approach is that a remediative technique is often less reliable than the data upon which the technique is created.

B. RGB Inventory Items. *QWLC* recently completed a reliability study of the RGB Inventory in association with an internship at Christopher Newport University. The results have caused a slight improvement in the language of two items of the 25 on the inventory that will strengthen RGB categorical results. As a result, the reliability of the RGB Inventory was established at 93%. Our arrangement with the university will enable a continuing review of future results that provide the most reliable package available. We believe there are many factor that contribute to the functional reliability of this inventory that go beyond the statistical calculations. As time and necessity permit, *QWLC* will continue to examine results and make every effort to improve the practical nature of this inventory.

From a practical standpoint, RGB Inventory results . . .

1. are highly stable - they do not vary from day to day.
2. are situation resistant - having a good day/bad day is the same.
3. are more stable in a pattern/profile than specific scores.
4. are apt to change over time with a significant job responsibilities shift.
5. are a reliable predictor of individual and group behavior when the pattern is strong.
6. are apparent as people seek out those who fill a pattern void.
7. correlate independently with observed behavior more then self assessment.
8. correlate with tasks being performed over reasonable periods without producing stress.
9. correlate with group composite results and with group behavior.
10. increase empathy in a productive way resulting in enhanced capacity.
11. are more readily understood and applied from the loading dock to the board room.
12. are easily applied in 26 Classical Organization Development model-situations.

C. Standard Practices. Although *QWLC* is concerned about the reliability of survey and inventory results, our greater concern is the reliability of remediation based on those results. The most important question is, "Does the *CapacityWare*TM system reliably improve organization capacity to achieve its purpose?" The answer is a resounding, "Yes!" We use more rigorous practical applications than any other organization developer to assist our clients. Our system reports Mean and Mode calculations, computes standard error automatically, and recommends deliberate remediation methodology based on reliable data. *CapacityWare*TM uses embedded statistical computations provided by the Microsoft programming environment and therefore equal to any national statistical package in use commercially.

One of our clients, Langley Research Center, subjected our system to intense mathematical rigors and concluded that it exceeded the requirements for which we intend its use. A Ph.D. in Mathematics completed the work. Although the system has been in use for over 10 years, we continue to improve it with every use and always will.