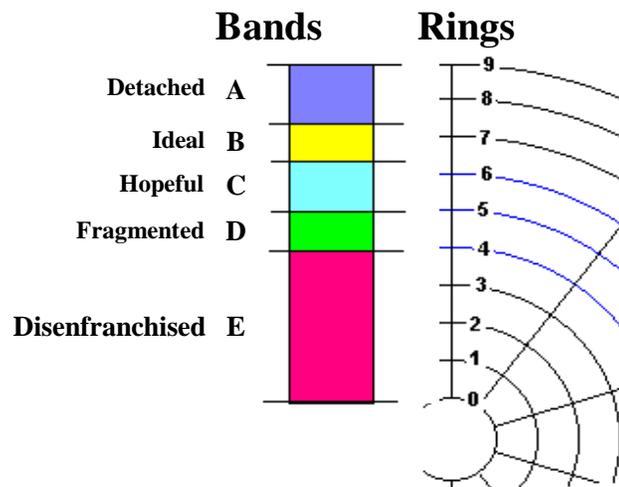


Smart Tailoring Organization Development Banding Technology

A. Overview. Smart Tailoring is a system used by organization developers to measure capacity and match individuals and groups with an optimally effective strategy that will allow continuous improvement tailored to their needs. Placing people in Band groups for this purpose saves money dedicated to capacity building interventions because misplacement and/or mismatching would not produce the desired impact or return-on-investment. Individuals or groups at the fringe of a Band may be equally well served, or potentially better served, by the remediation strategy of next closest Band, or by a reasonable hybrid of both the current Band and the next closest Band strategies.

The use of this Banding Technology is integrated with *CapacityWare*, the LTI software and literature package that assists with organization culture and capacity development efforts.



B. Band Descriptions.

1. Band A – Detached (Scale/Rings 7.6 to 9.0). People in Band A are often unnecessarily “protected” from the bad news that would enable them to be more effective. Some people in organizations seem to be detached from the implications of the culture normally found deeply embedded in the organization structure and normally close to the front-line work. All too often, senior management will score in Band A. The danger in Band A, especially as it relates to senior decision-makers, is that they will likely not invest the time, attention, or other organizational resources to solving problems they do not believe exist.

2. Band B – Ideal (Scale/Rings 6.5 to 7.5). Band B includes people who are approachable and inclusive. Individuals in Band B are afforded plenty of challenges for improvement by those around them. They acknowledge that problems exist and have a sense of priority about the problems they tackle. There is always something to learn, normally about what is going on at, or close to, the front-line. Decision-makers in Band B are quick to invest their organization’s resources in order to achieve close-to-the-customer solutions because they know improved performance strengthens capacity.

3. Band C – Hopeful (Scale/Rings 5.0 to 6.4). People in Band C are willing and reasonably committed to participation in processes that will make improvements possible. In this hopeful range, people are more easily converted to Band B if their talents and skills are efficiently and effectively directed toward solving “real” organizational problems. Engaging people in this Band with insignificant tasks that do not contribute to improving the organization’s capacity to fulfill its purpose will likely do more damage than good.

4. Band D – Fragmented (Scale/Rings 4.0 to 4.9). People in Band D lack unity of purpose and tend to focus on their immediate responsibilities rather than a holistic perspective. Band D “polarized camps” form from an “in group” and “out group” fracture in the organization that rarely follows specific boundaries. Fragmented groups will number at least two, maybe more. The unity surrounding organization purpose becomes blurred. Severe capacity deterioration begins to show at Band D.

5. Band E – Disenfranchised (Scale/Rings 0.0 to 3.9). Band 5 people tend to isolate themselves from both knowing about problems, and participating in a solution-oriented process. Isolation is often a retreat to the easier work required by the guidelines of their job description, and away from the more difficult and abstract organizational problem-solving required to move up the scale from Band E. It is common for long-time Band E’ers to be covert and overt program saboteurs, as well as individuals who frequently engage in intimidation, harassment, or even those involved in acts of violence in the workplace.

C. Remediation Implications. The foremost implication of Smart Tailoring is that a one-size-fits-all strategy is doomed to failure unless everyone in an organization is in the Band for which the strategy is developed – a highly unlikely condition. The more reasonable expectation is that the situation will require the application of convergent strategy sets – strategies designed to converge at Band B – Ideal.

Every indication suggests that an investment in training or education below Band C will be largely ineffective. Typically, Bands D and E are loaded with barriers to learning. People are too concerned with maneuvering around, or preventing, pain emanating from destructive relationships to be open to the application of traditional institutional learning. Learning techniques that enable them to cope or survive are far more important to them than traditional skill development.

Often the first strategy to engage is at Band A when senior decision-makers are clearly “detached.” Getting the resources or support to tackle more difficult organizational problems is difficult if Band A is loaded with top management. “Job one” becomes broadening the sense of reality for the whole organization range within the top ranks. If you can’t do this, with credibility, it may be impossible to provide help to those who work deep in the organization structure who need it most.

Without the ability to track participation accurately, in a full range of intervention events, change agents might never know whether their efforts are well directed until it is too late. With an appropriate tracking system like *CapacityWare*, change agents know precisely if participants are attending events that are tailored for their band needs. Some mandatory attendance will be required, since the hardest group to change is likely to be in Band E where the most resistance to change efforts resides.

Smart Tailoring also implies that the traditional organization development event may not cover the broad spectrum required of the new “strategy set” concept. Smart Tailoring demands that organization development continually reinvent dynamic new techniques.