

Verity Partner Tom Fee has been invited to speak at this year's 13<sup>th</sup> Annual South East Human Resources Management (SHRM) Conference to be held October 20<sup>th</sup> & 21<sup>st</sup> in Atlanta, GA. Tom's topic will be:

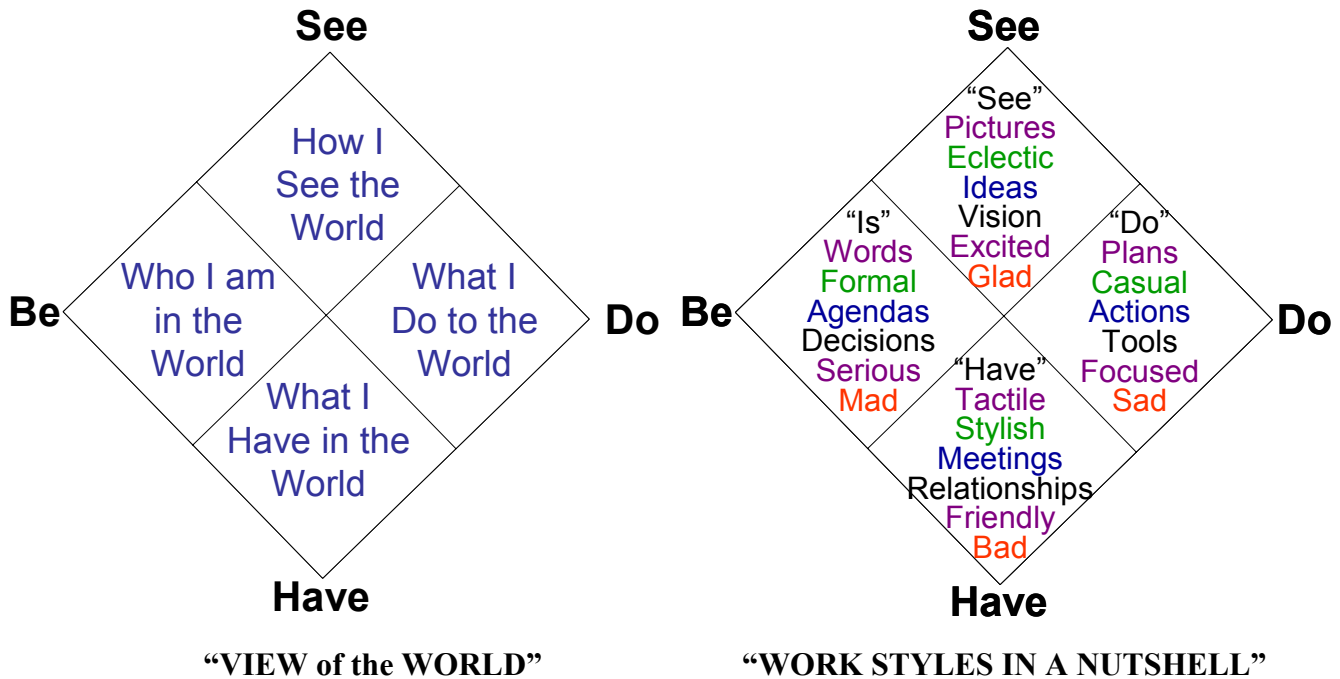
## Aligning HR with Change Efforts

Written by Verity Partners Tom Fee and Charles Feyt

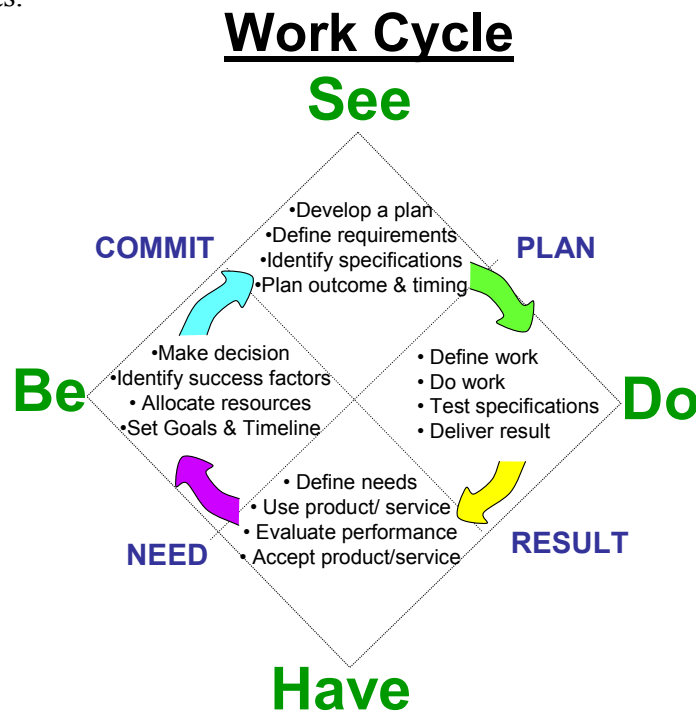
Organizational development and management consulting have had a checkered history of success. Based on our own experience, we have identified several factors that lead to successful change programs. We looked at the work that has been most meaningful to us and to our clients. What made it different and what made it work? How had we achieved the results that we and the clients wanted? Our analysis of the successes identified one key factor, the approach to people.

In the final analysis we found that successful structural solutions (strategy, restructuring, job redesign, reengineering, systems integration, change management) depend, first and foremost on an effective approach to people. We found that by using the right people model and developing our clients throughout the engagement, together we could accomplish most anything.

We have developed a simple model with four work styles that classify an individual's primary principles and motivation: Be, See, Do and Have. Because other models are often difficult to put to work, due to their level of academic sophistication and terminology, we have developed a view that is intentionally simplistic and easy to remember. The Be, See, Do, Have model integrates a range of attributes from other personality and style theories to provide a quick, intuitive approach to identifying the basic individual work styles and motivations.



These work styles provide a framework for discussing individual skills and abilities. They also provide a foundation to discuss how work styles integrate together effectively. To understand how the work styles function at work, we must first think about the flow of work. Each work style exhibits behaviors and has skills that are required to accomplish the four steps in a typical workflow: 1) determine a need, 2) commit to resolving the need, 3) develop a plan for execution and 4) deliver results.



### ***Approach for Implementing Be, See, Do, Have***

We have developed a four step approach to implementing Be-See-Do-Have that follows the basic questions:

1. Who am I? - Assessing basic and individual Work Style
2. What do I do well? – Building on the Work Style strengths
3. How can I get more done? – Aligning positions and responsibilities to the strengths of the Work Style
4. How can I be more effective? – Applying strengths of the Work Style to organizational situations.

This four step approach is applied with different tools and techniques at each of the four levels of an organization: individual, relationship, group/team and organization.

Step one begins with an assessment of individual work style at each level, for all individuals who are part of the organizational unit or team designated for using the model. The assessment utilizes both proprietary assessment tools and informal techniques.

Step two involves the identification of strengths and the development a plan for using these strengths for the advantage of the unit or team.

In step three, the focus is on matching position requirements and activities to those that best fit one's work style and strengths. Step three is also the time where trading off the ill-fitting duties of one professional to better suited colleagues occurs.

And finally, effectiveness is analyzed in terms of how effectively an individual and their organization manage the work and work cycles that naturally occur in assignments, projects, teams and organizations.

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