The AWE PHACTOR

What it takes to realize, manage, and sustain change.

Solushiens

STATEWIDE HUB HISTORICALLY UNDERUTILIZED BUSINESS PROGRAM
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Introduction

Modern change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It involves methods, tools, and processes to manage the people's side of change and achieve successful outcomes. Here are key elements:

- Vision and Strategy: Clearly define the reasons for change, the desired outcomes, and how success will be measured.
- Leadership and Sponsorship: Engage and support leaders who can champion the change, communicate its importance, and model the desired behaviors.
- Stakeholder Engagement: Identify and involve those affected by the change, addressing their concerns and ensuring their involvement and commitment.
- Communication and Education: Regularly communicate the need for change, its benefits, and the progress being made. Provide training and support to help people adapt.
- Change Agents and Networks: Appoint change agents who can support and facilitate the change process. Build networks of supporters to reinforce the change.
- Culture and Organization Alignment: Align the organization's culture, structure, and processes with the change goals to ensure sustainability.
- Metrics and Monitoring: Define metrics to track progress and measure the impact of the change. Use this data to make informed decisions and adjustments.
- Resilience and Flexibility: Acknowledge that change can be challenging and unpredictable. Encourage resilience and adaptability among individuals and teams.

At **Solushiens** we believe in the ability to realize, manage and sustain workforce change, change agents should focus on the Big 5 categories of change: 1) Change Leadership, 2) Change Readiness, 3) Change Planning, 4) Change Execution, and 5) Change Monitoring and Measurement. We also believe the change management should focus primarily on behavioral change management as the cornerstone, foundation, frame, and capstone of organizational change. This quarter's Ponderable will not explore the Big 5,

but will provide a practical framework for human-centric behavioral change management.

Welcome to the AWE PHACTOR: a transformative approach to leadership and organizational change. In these pages, we will embark on a journey to unlock the full potential of your workforce and drive your organization toward its strategic change objectives. The AWE PHACTOR is not just a theoretical concept but a proven methodology that has been successfully implemented in numerous organizations. By leveraging this framework, leaders can create a workplace where employees are empowered to excel, driving their organization toward its strategic objectives with purpose and clarity.

What does it take for a workforce to perform at its best? How can individuals within an organization reach their full potential and contribute to its success? These questions lie at the heart of effective leadership, and answering them requires a deep understanding of the complex interplay between people, systems, and culture within an organization.

In this book, we will explore the fundamental elements of workforce performance and organizational change. Drawing from years of experience and expertise, we will delve into the AWE PHACTOR framework—a powerful tool designed to empower leaders like you to guide their organizations through change and achieve their desired outcomes. We will begin with key assurance requirements and end with practical levers to adjust through the process of sustainable change.

The Assurances of A.W.E. and Its Impact on Workforce Performance

Welcome to the AWE PHACTOR journey—a transformative path that leads to unlocking your organization's full potential. As leaders, we constantly seek ways to propel our companies toward strategic success. In this chapter, we'll explore a high-level overview of the foundational principles of A.W.E. (Able, Willing, and Equipped) and their profound impact on workforce performance.

As a leader, it's your responsibility to ensure your company's workforce can perform at its full potential. Achieving this goal requires a comprehensive approach that addresses the three critical assurances of A.W.E.: Able, Willing, and Equipped.

Able: Be PRECISE When Understanding Individual Ability Within Your Teams

The first assurance of A.W.E. is "Able." Able refers to your workforce's personality, reputation, engagement, cognitive capability, intelligence quotient (I.Q.), social intelligence, and emotional intelligence. A workforce with solid cognitive abilities can better adapt to changing circumstances, solve complex problems, and communicate effectively.

- Personality Intelligence (P.I.) - In the context of the workforce, personality refers to the unique set of enduring characteristics, traits, behaviors, and patterns of thinking that shape an individual's approach to work-related situations, interactions, and tasks.
- Reputation - Reputation, in the context of the workforce, refers to the collective perception, evaluation, and assessment of an individual's professional character, integrity, and past performance within their professional community or organization.
- Engagement - Workforce engagement refers to the level of mutual involvement, commitment, and emotional connection between employees and employers regarding their work, organization, and goals.
- Capacity - In 2015, when I was working on a workforce planning project within a large charter school system, I developed a theorem to measure the Marginal Capacity (MC) of the workforce to help determine the “right size” for the organization structure. Capacity often overrides a person’s ability, willingness, and resource availability.
- Intelligence Quotient (IQ) - I.Q. measures cognitive ability, encompassing problem-solving skills, critical thinking, and overall intellectual capacity. A workforce with high I.Q.s can analyze complex data and make informed decisions.
- Social Intelligence - Social intelligence is understanding and navigating social situations, reading emotions, and building relationships. A workforce with social intelligence can collaborate effectively and resolve conflicts.
- Emotional Intelligence - Emotional intelligence is the ability to recognize and manage one's own emotions, as well as the feelings of others. A workforce with high emotional intelligence can regulate their reactions and respond to challenges with resilience.

To achieve our organizational goals, we must first ensure that our workforce is fully capable of meeting the challenges ahead. This begins with understanding the PRECISE nature of our employees—Personality, Reputation, Engagement, Capacity, Intelligence Quotient (IQ), Social Intelligence, and Emotional Intelligence. These elements form the bedrock of a competent workforce, empowering individuals to tackle problems, think critically, and adapt to change.

Personality plays a crucial role in determining an individual's suitability for a specific role, while Reputation provides valuable insights into an employee's past performance. Engagement is not merely a measure of job satisfaction but a mutual commitment between employees and employers. Capacity, often overshadowed by other factors, dictates an individual's ability to perform. Intelligence Quotient (IQ) has been linked to academic and professional success, while Social Intelligence and Emotional Intelligence are increasingly vital in today's diverse and inclusive workplaces.

The Assurance of a Willing Workforce

Pride, Purpose, and Persistence (P3) —forms the cornerstone of a willing workforce. Pride in one's work fosters engagement and productivity, while a clear sense of Purpose aligns employees with the company's goals. Persistence is essential, demonstrating dedication and resilience in the face of challenges. These attributes collectively contribute to a workforce that is not only willing but eager to contribute to the company's success.

Willing: Loyalty Over Obligation

The second assurance of A.W.E. is "Willing." Willing refers to the pride, purpose, and persistence of your workforce. A workforce willing to try to achieve its goals is more likely to succeed.

- Pride - Pride in one's work is a crucial motivator for many employees. A workforce that takes pride in its work is likely to produce high-quality results and exceed expectations.
- Purpose - A clear sense of purpose can provide direction and motivation for a workforce. A workforce with a strong sense of purpose will likely be engaged and committed to the company's mission.
- Persistence - Persistence is staying committed to a task or goal, even in the face of setbacks or obstacles. A workforce with high endurance levels will likely persevere through challenges and achieve long-term success. Did I hear employee retention?

Often pride, purpose, and persistence (P3) are inspired by shared experiences. When individuals feel a strong sense of P3, belonging and connection to a group ensues. People as part of workforces are more likely to be committed to its goals and values, and to work together towards a common aim. This sense of unity and shared identity can lead to increased trust and mutual support among group members, which in turn can lead to greater loyalty and a willingness to work together, even in difficult circumstances. When individuals feel that they are part of a group that cares for them and supports their well-being, they are more likely to reciprocate that loyalty and commitment. In this way, a strong sense of esprit de corps can foster a culture of loyalty, teamwork, and mutual support within a group, which can contribute to its success and longevity. We include

this phenomenon as a part of the *Ebenezer Effect*™ (we will explore this concept in greater detail in section 2.

The Assurance of an Equipped Workforce

Every leader should be prepared to fight for their workforce's T.K.O.—Tools/Technology, Knowledge/Skills, and Operational Resources. Tools and technology enhance productivity and quality, while knowledge and skills empower employees to excel in their roles. Operational resources, such as facilities and equipment, provide the necessary support for efficient operations. However, the true challenge lies in understanding how to effectively leverage these resources to achieve desired outcomes—a critical yet often overlooked aspect of leadership.

Equipped: Fight For Your Right to Succeed - The T.K.O. of Workforce Performance

The third assurance of A.W.E. is "Equipped." Equipped refers to the tools, knowledge, and operational resources your workforce needs to succeed.

- Tools/Technology - Tools and technology can improve productivity, efficiency, and overall performance. A workforce with the latest tools and technology is better equipped to meet the job's demands.
- Knowledge/Skills - Behavioral knowledge and skills are essential for success in any job. A workforce with the necessary training and education is better equipped to meet the challenges of the job and deliver high-quality results.
- Operational Resources - Operational resources, such as funding, staffing, and infrastructure, are essential for any company to function effectively. A workforce with the necessary operational resources is better equipped to succeed and achieve its goals.

TKO is the assurance that the people within the workforce have the right types and amounts of resources they need to realize strategic success. Tools and technology can increase productivity, improve quality, and reduce costs. Knowledge and skills are critical to ensuring employees can perform their jobs effectively. Operational resources, such as facilities and equipment, are necessary to support the workforce's work. It is amazing how resourcing people is given lip service within many organizations, but ultimately seen as a necessary evil instead of a willing investment. The issue is that most leaders within an organization do not have an understanding of what resources should be used for beyond to do jobs better, faster, smarter. Most leaders don’t know what the people they lead should actually focus on in their attempts to leverage resources to improve on the achievement of desired outcomes.

Why Do AWE Assurances Matter?

In the dynamic landscape of today's business world, organizations are constantly faced with the need to adapt and evolve. Change management has become a critical skill for leaders, requiring a structured approach to transitioning individuals, teams, and organizations from their current state to a desired future state. At **Solushiens**, we understand the challenges of managing change and the importance of empowering organizations to navigate these transitions effectively.

If you haven't figured it out by now, I love a good acronym. Blame it on my military training. Go Air Force! To prove my love for acronyms, I am about to get ridiculous. VUCAOODAFFAW (vooka oodah fah) is the conversion of three acronyms that describe modern economic, social and governmental (ESG) conditions (VUCA), practical steps when face with today's ESG climate, and what organizations must focus on operationally (FFAW) to thrive despite ESG disruptions. VUCAOODAFFAW, "that's fun to say"—a strategic response to the volatile, uncertain, complex, and ambiguous (VUCA) conditions of today's business landscape—guides leaders in navigating these challenges. By focusing on Flexibility, orienting toward fundamentals, deciding with the right attitude, and acting with purpose, leaders can equip their organizations to thrive despite disruptions.

Sustainability Demands Are Disrupting Markets and Company Operations

I don't know if you are aware or not, but the 2030 Agenda for Sustainable Development, which produced the 17 Sustainable Development Goals (SDGs), was adopted by all United Nations Member States in 2015 and provides a shared blueprint for peace and prosperity for the world. The SDGs are about this universal aim: expanding economic opportunity, advancing social justice, caring for our planet, promoting good governance, and putting equity at the core by ensuring no one is left behind. This is what the United States stands for, which is why we are committed to the global achievement of the SDGs. The scary part, and the major "WHY" for leaders to embrace the AWE Assurances, is that world leaders involved in the adoption of the 17 SDGs believe the responsibility of achieving the goals is firmly in the hands of publicly traded and private enterprises. They believe that since corporations, notwithstanding many positive contributions, have the greatest impact on worldwide ESG conditions. As such, they should bear the brunt of the responsibility to achieve the stated UN sustainability goals. This fact is showing up in how many corporations like Nestle, Microsoft, Johnson & Johnson, and Toyota are making the UN SDG a key part of their operational strategies and how for example some banking institutions are making a company's SDG efforts a part of credit worthiness on major capital projects. What other assurances do you have that give you

confidence that the people within your workforce are able, willing, and equipped to conduct business as usual (BAU) and do their part to support your company's role in achieving UN SDGs?

The AWE PHACTOR framework centers around three core principles:

- Able: Is your workforce capable of embracing and implementing change?
- Willing: Are they motivated and eager to adapt to new challenges?
- Equipped: Do they have the necessary skills and resources to succeed?

By focusing on these elements, leaders can effectively manage change at both the organizational and individual levels, fostering a culture of continuous improvement and innovation.

Throughout this book, we will explore practical strategies and actionable insights to help you leverage the AWE PHACTOR framework within your organization. From setting clear priorities to fostering open communication and recognizing achievements, each chapter will provide valuable guidance on how to optimize workforce performance and drive sustainable change.

The AWE PHACTOR is not just a theoretical concept—it is a proven methodology that has been successfully implemented in numerous organizations across different industries. By following its principles, you can create a workplace where employees are empowered to excel, driving your organization toward its strategic objectives with purpose and clarity.

Are you ready to unleash the full potential of your workforce and lead your organization to new heights of success? Join us as we explore the AWE PHACTOR and discover the transformative power of strategic leadership.

- Priorities: Defining and communicating the organization's importance to the workforce is essential so everyone is aligned. Leaders should ensure that the priorities are challenging but achievable and that the team has the necessary resources to achieve them. Setting clear priorities can help everyone stay focused and work toward the same goals.
- Habits: Habits are the actions and behaviors that people repeat regularly. Leaders should encourage their workforce to develop good habits that align with the organization's priorities. Workplace habits include periodically reviewing progress, collaboration, and being open to feedback. Leaders can also model good habits to create a continuous improvement culture.

- Accountability: Accountability is crucial to ensure everyone is responsible for their actions and performance. Leaders should set expectations for performance and communicate these clearly to the workforce. They should also establish clear consequences for failing to meet these expectations. Accountability can include coaching, training, and other interventions to help employees improve.
- Communication: Effective communication is critical to ensure everyone works together toward the same goals. Leaders should ensure that there are clear channels for communication and that everyone is aware of them. Forms of communication include regular team meetings, one-on-one conversations, and other communication tools such as email, messaging, or video conferencing.
- Training: Training is essential to equip the workforce with the skills and knowledge they need to perform effectively. Leaders should identify the skills and knowledge gaps within the workforce and provide the necessary training to close these gaps. Training may include on-the-job training, coaching, mentoring, and formal training programs.
- Observation: Leaders should observe the workforce regularly to ensure they perform effectively and identify areas requiring improvement. Observation (performance measurement) includes monitoring key performance indicators (KPIs), conducting performance reviews, and observing employees in action. By doing so, leaders can identify the strengths and weaknesses of the workforce and provide the necessary feedback to improve performance.
- Rewards: Rewards are an essential component of any performance management system. Leaders should ensure clear and measurable rewards for high performance, such as bonuses, promotions, or recognition. Rewards tied to specific performance metrics and communicated to the workforce are most effective.

By integrating these principles into your leadership approach, you can create a workplace where employees are empowered to excel, driving your organization toward its strategic objectives with purpose and clarity.

By having organizational assurances related to PHACTOR (priorities, habits, accountabilities, communications, training,

observation, and rewards), leaders can lead their organizations to reach their total workforce performance potential. The AWE PHACTOR requires a systematic and strategic approach that addresses these factors and ensures everyone is aligned and working toward the same goals.

About **Solushiens**

Solushiens is a social impact consulting firm dedicated to empowering nonprofits, social enterprises, and large corporations with social impact objectives. We specialize in modern change management, a structured approach that transitions individuals, teams, and organizations from their current state to a desired future state. This involves managing the people's side of change through methods, tools, and processes to achieve successful outcomes.

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