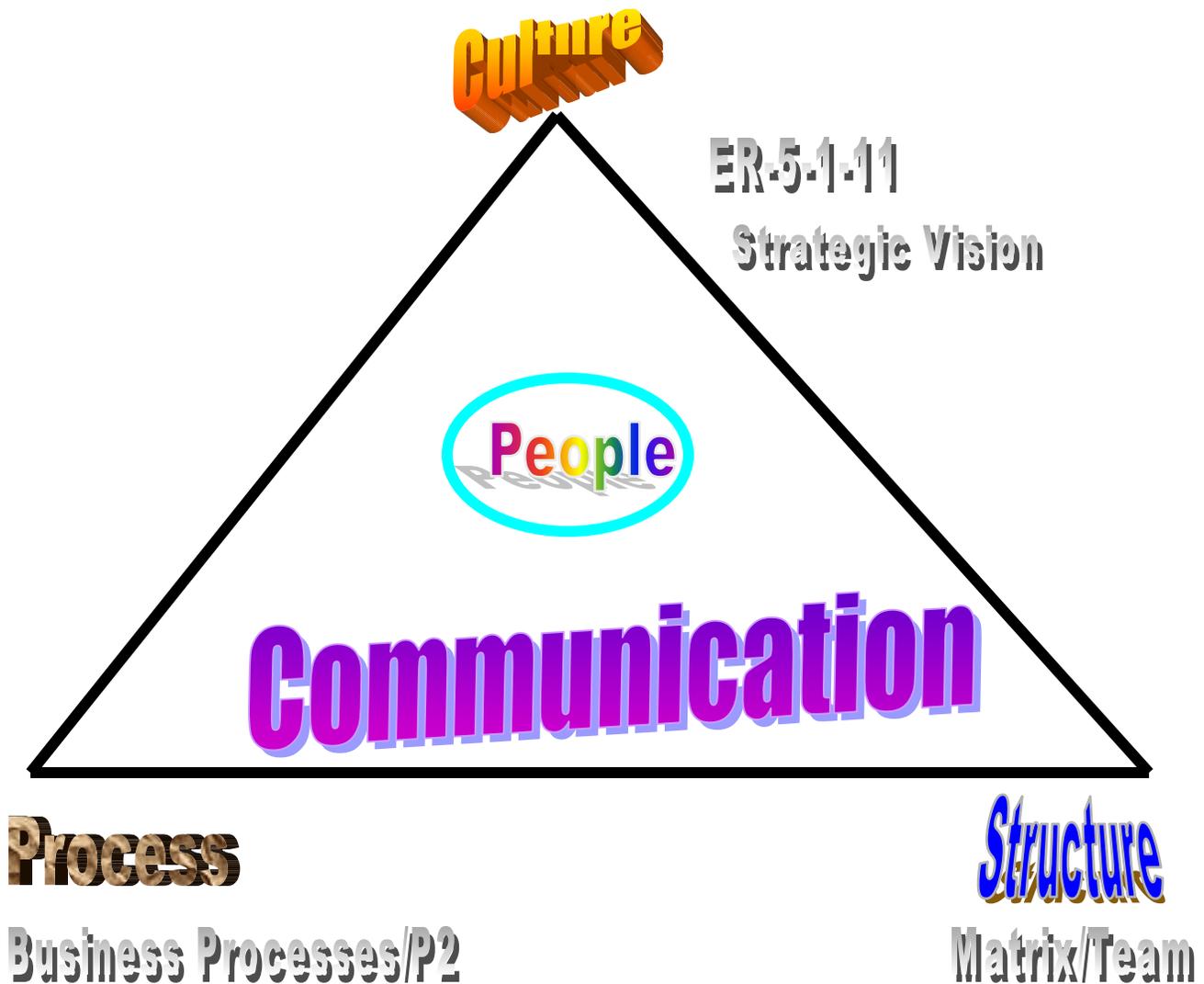


Culture, Process, Structure

A Model for Organizational Change

Organizational Effectiveness



Note: An expanded presentation of this model can be found in the Learning Organization Doctrine developed by the USACE Learning Advisory Board. It presents change in terms of 7 "Ss": Strategy, Style, Skills, Systems, Shared values, Stakeholder values, and Structure. We have simplified the model here in keeping with the curriculum design goal of starting with the basics and building a foundation of common understanding.

Curriculum Content Design

“The Systems Approach”

The System

The PMBP curriculum addresses all key parts of the organizational system: the culture, the processes and tools, and the structure - the people that make up the organization and the communication that serves as the glue for the smooth functioning of all the parts. The curriculum design emphasizes the importance of all aspects of the organization being aligned to support the desired change for it to be effective and lasting.

Target Audience

Consistent with a system's approach to change, the curriculum is designed to appeal to a variety of learning styles and uses several multimedia methods. The target audience of the curriculum is all Corps employees. At the same time, the curriculum modular course structure accommodates the recognition that different team members may require different levels of depth in subject matter detail depending on each person's role in the organization.

What to Expect

Each permanent member of your organization is receiving a CD album to contain the disks for the curriculum courses. Course disks will be delivered as they are developed starting with the Introduction and Course 1, which were delivered in the CD albums throughout the Corps from April-June 02. The CD-ROM (self-study) portion of the curriculum contains CD content and web links. At the end of each course, there is an opportunity to evaluate the self-study portion. Following the evaluation, the participants will have the opportunity to print a certificate of completion for their records. There is also a link to references for formal training keyed to topics covered by the particular course. Following the self-study portion is the small group discussion component of the curriculum providing opportunities for dialogue about key learning points from each course. Small group discussion questions with possible discussion points are provided with each course accessible through a web link from the course CD.

Curriculum Course Summaries

Introduction: Presents an overview of what to expect in the curriculum and a video in which the Chief establishes his expectations. It also includes the guide on how to navigate through the curriculum.

Course 1. Why PMBP? This course lays the context for the entire curriculum. It addresses what PMBP is, why we are transitioning to a new way of doing business, the culture change - the behaviors, values, and beliefs of the PMBP and what that means in terms of the roles and responsibilities of everyone in the organization. It presents the PMBP doctrine (ER 5-1-11) and explains how it links to the Strategic Vision. Included is a video that uses the metaphor of building a house to illustrate the importance of including the right members on your team and taking the time up front to plan your project.

Course 2. Teams and Me provides basics on the key structural element of the PMBP - the team. It reviews what a team is and how it is formed, addresses the team process, and presents instructional scenarios of behaviors essential to effective teamwork. Its focus is on team members internal to the organization. It presents the organizational view of all work as projects and all people in the organization as team members.

Course 3. Public Service and Me recognizes the importance of public service - our reason for being. It reviews our missions and the broad range of services we provide the Nation and the Army. It presents a civil works and a military project story to serve as illustrative positive examples of high performance teams. This course focuses on the importance of the external customer as a project team member.

Course 4. The Organization, Teams and Me addresses the importance of relationships, and discusses how organizational design, how we work together and how the roles of the hierarchy are changing to support the team environment of the PMBP. It emphasizes the important role of vertical, as well as horizontal, teams.

Course 5. Quality and the PDT addresses the role of quality in project delivery teams, reviews key aspects of ER 5-1-11 on quality, and discusses the definition of quality and quality parameters. It reviews organizational roles associated with quality and how those are changing with the PMBP.

Course 6. Working in the PDT addresses why the business processes are important and points out key changes in the way we do our business. The course reviews how the processes support the PMBP doctrine and teaches both the business processes and the supporting tool - P2.

Course 7. Success, the PDT and Me discusses organizational competencies key to PMBP success. It also reviews the human resources systems that must be in place to enable success in the team environment.

Course 8. Your Call to Action summarizes key learning points and presents video testimonials from team members throughout the organization about the PMBP and the curriculum.