

# OPD-HCD™

## Implementation Manual

***OPD-HCD™ the scientific team performance solution  
to getting the right things done in the right place at the  
right time to the right standard.***

The Trade Mark is not registered and refers to the technology of organization design and operation derived from the science of Dr Graham Little, refer [www.opdcoach.com](http://www.opdcoach.com) for more information.

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## Opening discussion: Making work fulfilling

The technology being applied is derived from the spiritual model of humanity. Details of the OPD-HCD™ system and background science at [www.opdcoach.com](http://www.opdcoach.com).

### Why science rules

Imagine an artificial insemination technologist was asked to inseminate the herd. The farmer was late but when he arrived saw the technologist lift a cow's tail and spray the semen on the cow. Aghast, the farmer asked what are you doing? Inseminating the cows, the technician replied. The farmer stormed, but that is not the way, semen needs placed inside the cow. The technician frowned, this is my first herd, he said, and at the school they said put it inside, but my daddy taught me to always spray my semen on the outside.

Questions:

1. What is wrong with the technique being used by the technician?
2. By applying a 'best practice' trial and error approach, the technician could discover better results achieved by spraying inside the cow's vagina? That is progress, but is it 'science'?
3. The science of reproduction is understanding of penis, vagina, womb, egg, movement of sperm to egg, etc. Does this understanding enable the best possible result?
4. If correct scientific understanding enables best possible result in artificial insemination in cows, is this a general result?

### OPD-HCD™

**Science:** Humans act according to the ideas they adopt and apply, intensity of action from emotions associated with the ideas. For every goal there are actions (called ideal actions) that must be enacted if the goal is to be achieved. The human psyche is a net of linked ideas through which emotions flow quite freely. Emotions are the primary driver of action or non-action.

**OPD-HCD™ organizational development:** Identify ideal actions in every role in the organization then move actual on-the-job behaviour closer to the agreed ideal actions. Actual behaviour ≡ Behavioural structure (sum of ideal actions in every role).

**Process:** *Every person clear on what they need do in their assigned role to have greatest chance of greatest strategic success, committed to their own work-life fulfilment, and feel supported by their team leader to enjoy every day at work.* From the web site, [www.opdcoach.com](http://www.opdcoach.com), section 7, Implementation agreement.

**Aims:** (1) Greatest financial result. (2) Greatest staff work-life fulfilment. (3) Greatest community contribution.

**Measure:** Via OPD-HRKPIs, discussed below.

**Immediate goal of governance:** To provide strategic direction supported by Corporate Social Responsibility and ensuring base line performance budgeting for each team to include OPD-HCD™ implementation.

**Immediate goal of executive:** To oversee and support team leaders achieve HRKPIs to standard in their team.

**Immediate goal of each team leader:** To achieve OPD-HRKPIs to standard in their team.

**Immediate goal of team members:** To work with team leaders to improve personal work life fulfilment.

Questions:

1. Is it feasible for team members and team leader to work together and build a successful and fulfilling work group?
2. What will that take?

## HRKPIs measuring success

### Stage 1: In months 1-6.

HR-KPI 1a, 100% current performance specifications (game plans) (current<12 months)

- Role specifications defined the ideal actions that ensure greatest chance of greatest success.

HR-KPI 1b, 100 % sign off of performance specifications. (Current <12 months old.)

- Everybody agreed with the role specification in their job offered greatest chance of greatest success.

HR-KPI 2a, 100% sign off of performance agreement (current<12 months).

- Everybody agreed that if the ideal actions delivered to standard, the job would be done to standard.

HR-KPI 2b, 100% time-budget accepted (current <6 months).

- Everybody agreed that the time budget of their job was appropriate.

HR-KPI 2c, 100% completed individual performance contract (current<12 months).

- Everybody committed to deliver time budget to standard.

HR-KPI 2d, 8.5 average current cultural audit score (current<12months).

- Team audits accepted as leading indicator to team success.

HR-KPI 3a, 100% of people with current personal development plan (PDP) (current<6months).

- Everyone had a plan for developing their skills enabling their success at work.

### Stage 2: In months 6-12.

HR-KPI 3b, 100% people 'Able, but not reviewed for some time, apply refresher'.

- Everyone accepting their personal assessment as highlighting their opportunity to improve.

HR-KPI 4a, 100% people with performance management report (current<6 months).

- Everyone committed to personal improvement.

HR-KPI 4b, Team implementation potential of at least 80%.

- Team has the balance of skills needed to be successful.

### Stage 3: In months 12-18.

HR-KPI 5a, 1 item in learning firm (if appropriate) (current<12 months).

- The team is committed to sharing its innovative ideas with other teams.

HR-KPI 5b, 1 successfully completed current project in strategic leadership planning (current<6 months).

- The team is successful at its team development as part of broader organization development.

HR-KPI 5c, 1 successfully completed current project in profit improvement planning (current<6 months).

- The team is successful at doing projects to improve results.

HR-KPI 6a, 8.5 average current customer satisfaction audit score (current<12 months).

- The team is successful contributing to satisfying customers.

HR-KPI 6b, 8.5 average current internal customer audit score (current<12 months).

- The team is successful at satisfying its internal customers.

**Question: If the measures achieved throughout the organization (HRKPIs to standard), would the aims be achieved?**

# Ongoing Professional Development

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## I: Implementation

### Aims of the roles

CEO: Clarity that if the behavioural structure relative to strategy is identified and delivered to standard, the strategy has greatest chance of greatest success.

Executive team: Support and encourage the culture of perfect game plans perfectly delivered.

HCD Committee: Accept delegation from CEO for supporting and partnering with team leaders to identify and deliver the behavioural structure that enables greatest chance of greatest success.

HCD Manager: Support team leaders in identifying and delivering the behavioural structure.

Team leader: Guide development of game plans for each person and support delivery of those game plans to the highest level. Ensure team members have game plans top of mind, and that they are enjoying their day at work, having fun and feeling appreciated and a useful part of the team.

Team member: Seek work life success and fulfilment. Support development of game plans. Accept support and encouragement from team leader, work with team leader on development to role specifications, conducting oneself such that each morning when looking in the mirror, they like the person looking back at them.

### Core psychology

Ideas the set of the sail, emotions the wind in the sail. The fundamental of human experience is the tension between choice and entropy. People choose to 'clarify', 'focus', 'engage', and 'commit' to act such as to improve their satisfaction from 'work'. The organization chooses to 'clarify', 'focus', 'engage' and 'commit' to act such to enable greater 'work' fulfilment for staff and a higher standard and more ethical service for citizens.

When people fulfilled in work-life organizations are successful, which builds community wealth, which builds community health, which deepens people's satisfaction, which lifts people's motivation which returns to further lift organization performance...

### Implementation schedule

1. Executive overview & HR Policy review. Gaining agreement as to the executive role, focus and priorities. Review HR policy and operations and align with OPD. Setting up the Human capital development committee. Draft and distribute the OPD organization chart.
2. Form HCD committee. Human capital development governance, monitor results, and set dates and plans. Meets monthly. Appoint HCD Manager (typically the senior HR person). Chaired by CEO.
3. Introduction. Advising people of the plan and involvement. Walk people through the process, discuss brochure.
4. Drafting role specifications. In conjunction with team leaders. Use OPD role drafting team.
5. Team leader workshop. Leadership judgment. Overview and gaining agreement on first draft of role specifications. Introduce perfect and actual performance. Motivating people.
6. Induction and sign off role specifications. One-on-one. Performance agreement. Sign off of role specifications.
7. Time budgeting workshop. Emotional intelligence. Intrinsic motivation. Focus. Commitment to personal success.
8. Monthly performance review. One-on-one with team leader. Review deliver of agreed ideal actions versus result.
9. Team leader 2-hour workshops. Monthly workshops with team leaders to review all aspects of the system. Typical 15 workshops over 18-20 months. Topics include: Performance management, performance agreement, developing the time budget, performance contract, motivation, building team satisfaction, guiding game plans, flow, cultural audit, engagement, customer satisfaction audit, working on the business, profit improvement planning, disciplining, training, coaching, change management, change management, talent management, talent development.
10. Audits. Conducted every four to six months. See table below.
11. Customer satisfaction audit (CSR).
12. Internal customer audits (ITPA).
13. HCD committee strategic reviews. With Executive team, focus on applying system to improve results. To include human performance audits. A, Audit, either Human Performance and Organizational

# OPD

## Ongoing Professional Development

Capability strategic audit to guide decisions on the increase in results achievable or cultural audit. SR-HCD strategic reviews.

14. New recruits. As needed.

15. Full implementation takes 18 months to two years. Summary below.

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	Executive leadership	HCD cmtee	Introduction	Draft role specs	Team leader one-day	Induction & sign off Time B	Time Budget one-day	Performance review	team leader 2-hour workshops	Cultural audit CA	Customer audit CSR	ITPA Internal customer audit	Strategic review	New staff and team leaders
1	√		√											As
2	√	√	√	√	√				√					need
3	√	√	√	√	√		√		√				SR	for
4	√	√		√		√	√	√	√					new
5	√	√		√		√	√	√	√	√				staff
6	√	√				√		√	√					
7	√	√				√		√						
8	√	√						√	√	√	√		SR	
9	√	√		√				√	√					
10	√	√						√	√					
11	√	√						√	√					
12	√	√						√		√	√	√		
13	√	√		√				√	√					
14	√	√						√	√				SR	
15	√	√						√						
16	√	√						√	√	√	√			
17	√	√		√				√	√					
18	√	√						√						
19	√	√						√	√					
20	√	√		√				√	√	√	√	√	SR	

# Ongoing Professional Development

## Set-up

Two objectives: (1) The implementation plans. (2) Initial orientation of all involved.

1. **Governance: Acceptance of three components of strategy.**
  - a. Business strategy.
  - b. Corporate Social Responsibility (CSR) Policy.
  - c. Organization design and operation strategy through OPD-HCD™.
  - d. Recommended reading: S1-6 and S10-15.
2. **Governance: Business case and sign off. Authorise OPD-HCD™ sale.**
  - a. Recommended reading: S4 and S6.
3. **Executive: Finalise sale.**
  - a. Payment of first invoice. Plan for monthly invoice. Refer Implementation Agreement, in PDF [click here](#).
  - b. Business case. S6.
4. **Executive: Suggested Executive pre-reading:**
  - a. Executive Pocket *Guidebook*. W31, <https://ssrn.com/abstract=2883985>.
  - b. Brochures S3, and either 7, or 8, or 9. Whichever appropriate.
5. **Executive: Initial 2-hour overview.**
  - a. S6. Business case. Decide executive priority. S10.
  - b. Agree target payback. S6.
  - c. Review implementation plan. I: Implementation.
  - d. Establish initial HCD committee. Opening discussion; S17.
6. **Executive: Consolidate strategic mission.**
  - a. Brief, 400/600-word summary of business strategy.
  - b. Initial key points of CSR Policy. S15.
  - c. Review acceptance and crucial executive 'buy-in' of OPD-HCD™. S10; S11; S12.
7. **Executive: Initial HCD Committee meeting**
  - a. Details of dates etc, I: Implementation schedule.
  - b. Agree organization structure. S: Drafting role specifications.
    - i. Agree teams, team leaders, and roles in teams.
    - ii. Agree KPIs in each role.
  - c. Policy guidelines, changes, HR, profits shares, contracts, recruiting, disciplining. S10-14.
  - d. Drafting role specifications. S24-26.
  - e. Membership of HCD Committee, roles, meetings, recording, etc. S17
  - f. Advising staff. S21.
  - g. Decide details of OPD-HCD™ implementation, dates, locations, times, staff advice, implementation manual access and storage, addition to employment contracts, etc. I: Implementation schedule.
  - h. Recording/admin: Ensure a consistent location for storing team development records. For now, all IT admin done via OPD Consultant. Response within 24 hours of request. Team leaders work off copy in teams provided by OPD admin support. Begin with a hard copy folder, if needed, before progressing to electronic. Use scanning for documents signed off by team members. As appropriate, records held by manager, and reviewed with team leader. S16.
  - i. Plan monthly HCD Committee meetings.
8. **Executive: Two half-day workshops**
  - a. Executive Pocket *Guidebook*. W31.
  - b. Half day 1.
    - i. Review S3, and S7, or 8, or 9, the one appropriate.
    - ii. S11, building 'verbal ready' Executive; S27, Cultural development discussion questions.
    - iii. I: Implementation schedule.

- c. Half-day 2.
  - i. S24 Team leader role specifications.
  - ii. S12, Organization set up; S16, Admin guidelines; S32, introduction to monthly HRKPI report; S33, Cultural audits; S5, system map.
  - iii. S13-Executive checklist.
- 9. Executive: Plan monthly reviews.**
  - a. S32-HRKPI report; S34–checklist of architecture. S46-strategic leadership planning,
- 10. Executive: Plan and complete HR policy review.**
  - a. S14-HR policy review.
- 11. Team leader. Half-day 1.**
  - a. Opening discussion.
  - b. S3-OPD Overview.
  - c. I-Implementation schedule.
  - d. Team meeting: S21-23.
  - e. S16-Admin guidelines.
  - f. S25 & 26. Building role specifications and worksheet.
  - g. S28-Performance agreement.
  - h. Reading: W35-Modern Team Leadership; W34-The last leadership book you will ever need read.
- 12. Team members: Team meeting with team leader.**
  - a. Discuss announcement. S21-23.
  - b. Discuss brochure, Opening discussion. S3-OPD Overview.
  - c. Complete S24-Performance agreement.
  - d. Distribute role specifications data worksheets.
- 13. Team leader: Plan to collect initial role spec data.**
  - a. Information from teams. S26.
- 14. Team members: Record role spec data.**
  - a. S26.
- 15. Team leader: Collect role data.**
  - a. To OPD, into OPD-HCD™ IT system.
- 16. OPDI consultant: Draft role specs returned to the team to refine.**
- 17. Team leader: Distribute Draft role specs to team.**
- 18. Team leader: Half-day 2. Modern Team Leadership.**
  - a. S24-Team leader role specification.
  - b. Final draft performance specs as time budgets.
  - c. S29-performance contracts.
  - d. S27- Cultural development discussion questions.
  - e. S33-Cultural Audits.
- 19. Team members: Half-day.**
  - a. Opening discussion: Making work fulfilling.
  - b. S22-Lets think about it.
  - c. S30-engagement fun and flow;
  - d. S31-time budget and game plan.
  - e. 34-Time Budgeting, <https://ssrn.com/abstract=2891384>
  - f. What it means for team members.
- 20. Team members: Begin working 'on' the business, via role spec refinement.**
  - a. S36-Six monthly working 'on' the business.
  - b. S41-performance management; S43-Change management.



# Ongoing Professional Development

## Ongoing

Objective: To consolidate the organization wide shift in mind-set to enable improved results and greater work-life satisfaction.

- 21. Team members: Ongoing team development under the guidance of the team leader.**
  - a. S30, 31. Engagement.
  - b. S36-working 'on' the business.
- 22. Governance and Executive: Monitoring results against the business case.**
- 23. Executive: 6 monthly Strategic review**
  - a. S18-strategic review.
- 24. Executive: HR and HCD policy management.**
  - a. S19-balanced score card.
  - b. S45-implementation potential.
- 25. Executive: Cultural development.**
  - a. Cultural audits, 3/year (S33-Cultural audits);
  - b. S37-6-monthly cultural reviews.
  - c. S36-6-monthly working on the business.
  - d. S32-HRKPI report.
- 26. Executive: Monthly HCD committee meetings.**
  - a. Customer/market development (MD): S39-Customer satisfaction audit, 2/year.
  - b. Direct team/team leader development: Involvement with teams and one-on-one with team leaders as directed by HCD Committee.
  - c. S-20-Profit sharing with staff: Adding financial motivation in pay for performance.
- 27. Executive: Monthly reviews.**
  - a. Focus on results against budgets.
- 28. 18 Team leaders monthly 'pull through' 1.5-hour coaching session.**

(Material covered in 18 sessions over 15-20 months.)

  1. S34. Set up. S21-23, introduction in teams.
  2. S24-26, S31, role specifications.
  3. S28-Performance agreement.
  4. S29-Performance contract/employment contract.
  5. S33-Clarity and focus.
  6. S30-MBWA.
  7. S30-Engagement and motivation.
  8. S41-Performance management.
  9. S32-40, Audits.
  10. S46-Strategic leadership planning.
  11. S35-6 monthly cultural review.
  12. S36-Working 'on' the business.
  13. S47-Learning firm.
  14. S31, S28. Professionalism.
  15. S41-46, Coaching and training.
  16. S39-Customer Satisfaction audits.
  17. S40-Internal customer audits.
  18. S43-Change management.
  19. S49, S50-Profit improvement planning.
  20. S44-Talent identification and development.
  21. S48-Recruitment and induction.

# Ongoing Professional Development

