







## OUTCOMES

### Zapp Chats

Zapp Chats are an innovative and powerful process adopted by this organization to facilitate managers reception of direct and specific feedback about their management behavior. This facilitated process significantly contributed to the LSI improvement.

The Zapp process is made up of the following steps:

1. Meetings (generally two) to give LSI feedback and then to clarify results and plan formal Chat with all staff.
2. Zapp Chat with manager and all staff facilitated by HR professional. Three hours are allowed for this workshop:
  - Introductions, agenda, facilitator's role, expectations
  - Key concepts (e.g., comfort zones, learning curves, listening, personal responsibility, "I" statements, change, etc.)
  - Revisit Leadership Membership material including DISC
  - Review of LSI
  - Managers share LSI results with group
  - Group Zapp and issue resolution; Stage One, team-to-manager, Stage Two, manager responds to team as a whole. Discussion focused around behaviors which manager and staff commit to doing "less of" and "more of".

Zapp Chats were designed inhouse. The term Zapp!, which became synonymous with the program, came from the book *Zapp! The Lightning of Empowerment* by William Byham and Jeff Cox.

The most significant outcome is the dramatic financial turnaround of this organization. While dramatic structural and system changes were essential to this result, the significant effort to align staff and management behavior with the new vision and mission was also a significant contributor to this success.

Significant measurable outcomes from these activities include:

- The organization as a whole uses a more sophisticated behaviorally-based language
- The annual staff satisfaction index has demonstrated consistent improvements
- Management behaviors have consistently improved over four years of measurement using the *Life Styles Inventory*<sup>™</sup>. Results are presented in Figures 1-4.

## CONCLUSION

This case study demonstrates how organizations can implement programs that produce measurable changes in organizational behavior.

To be successful these interventions must:

- Be comprehensive and integrated to include not only management development but comprehensive staff development, induction and performance appraisal
- Take a long-term view with consistency of strategy and approach, that is, Leadership Membership
- Receive commitment and support from senior management
- Have adequate resourcing and expert, committed HR staff



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