

About Marilyn Haight

Marilyn is an organization development consultant who specializes in performance improvement at the organizational, group and individual levels. She has worked with organizations of all sizes and in various industries. She is the author of *"Who's Afraid of the Big, Bad Boss? 13 Types and How to Survive Them"* and *"The Instruction Writer's Guide: How to Explain How to Do Anything."*

- Doctoral credits and M.A., Human & Organization Development; The Fielding Institute; Santa Barbara, CA.
- M.S., Organization Behavior & Human Resource Development, American University & NTL Institute for Applied Behavioral Science; Washington, D.C.
- B.S., Business Administration, Thomas Edison College; Trenton, NJ.

Visit www.wordedwrite.com for additional information.

Business Purpose:

My mission is to assist clients in achieving their desired business results through diagnosis and intervention in human systems.

Values:

Shared values in my work include safety, honesty, cooperation, and fairness.

Motto:

*Saying what we mean;
meaning what we say...*

Contact Information:

To learn more about programs available to meet your business needs:
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Marilyn Haight

***Organization
Performance
Improvement***

"What do you want to see happening in your organization that isn't happening now?"

623-825-3845

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Overview of the Organization Performance-Improvement Consultation Process:

Initial Meeting

During an initial meeting, you describe the results you would like your organization to achieve. I ask you detailed questions. If we decide to proceed, I develop a contract for the first stage of your project, which is almost always an assessment that I conduct personally, or I refer you another specialist if your needs are in a different area of expertise.

Stage 1A: Assessment

In the first stage of your project, I collect information. This typically includes interviewing people involved in the operation you're concerned about. Interviews may be conducted one-on-one or in small groups, at my discretion. Surveys may be used, but only as a preliminary step to streamline the interviews. If you have already collected information, I review it and build on it as appropriate.

A review of relevant documents such as policies, procedures, guidelines, measurement instruments and internal evaluations may also be necessary.

Stage 1B: Report

After completing the assessment, we meet again and I give you a written report in which I summarize my findings (the contributors always remain anonymous). Then I present a problem statement and recommend possible approaches.

After we agree on an approach, we schedule another meeting. I prepare a written proposal and send it to you prior to the meeting. In it, I list suggested interventions, which may include facilitated meetings, workshops or training, one-on-one coaching, team building, group development, conflict management, facilitated goal setting, process improvement designs, and/or other related interventions.

This is the end of the first stage of your performance improvement project.

Stage 2: Intervention

After you accept the proposal, a separate contract is prepared for the work before proceeding. Together, we determine how we will measure the effectiveness of the intervention. You provide access to the people and facilities I will need and I conduct the intervention. This may take one day to several weeks or months.

Stage 3: Evaluation of the Intervention

In this stage, the effectiveness of the intervention is evaluated. Short-term evaluations involve the completion of written critiques or questionnaires. Long-term evaluations involve correlations to performance goals and comparisons to past results. This may require the development or modification of a method for measuring results accurately. I present a written evaluation to you at an in-person meeting. A separate contract is prepared for this stage, unless it was already included as part of the intervention contract.

This is the end of your performance improvement project.

After the Improvement

As one area improves, performance gaps may emerge in other areas. A mutual determination is made as to whether a second project should be contracted. If the need is for different specialization, you may contract with me to prepare a "Request for Proposal" for your use in hiring a specialist in another field.

Getting Started

Call **623-825-3845** or send an e-mail message to marilyn@wordedwrite.com to schedule a complimentary interview.