Sustaining Change-Monitoring Key Organizational Areas

KPTA Innovation:_____Date:_____

Key Area	Questions to uncover possible conflicts	Yes or No	Possible actions:
Work design and infrastructure	• Are clear definitions of roles and responsibilities aligned with the new KPTA innovation?		
	• Are the roles and responsibilities flexible enough to allow people to adjust to the new ways of doing things?		
	• Does the work environment infrastructure encourage sustaining the change?		
Demands from managers	• Are the new KPTA expectations clear to managers?		
	• Do they understand what's new, changed or not required anymore?		
	• Are they clear about their boundaries?		
Performance measurement	• Do performance measures track desired KPTA innovation outcomes and behaviors?		
Recognition systems	• What gets noticed by leaders and influencers in the organization?		
	• What gets mentioned in formal and informal situations?		
	• On what achievements and conditions are promotions based?		
	• Do employees value current means of recognition?		
Goal setting	• Are individual goals consistent with overall KPTA innovation aims?		
Skills and competencies	• What new skills and competencies are needed for KPTA innovations?		
	• What skills and competencies are now redundant?		
Management systems	• Do management systems measure the elements of KPTA innovation we wish to pay attention to?		
	• Have new processes been introduced? How will they be measured? How often?		
Communication processes	• What new information and feedback needs to circulate freely?		
Relationships	• Is the new working environment creating new patterns of interaction among individuals and departments? Can these relationships be strengthened?		
Leadership	• Does leadership continue to support and communicate the urgency for the KPTA innovations?		

Adapted from: The Heart of Change Field Guide Dan S. Cohen