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

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