Sustaining PHLN Innovations-Monitoring Key Organizational Areas

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| **Key Area** | **Questions to uncover possible conflicts** | **Yes or No** | **Possible actions:** |
| **Work design and infrastructure** | * Are clear roles and responsibilities explicit and aligned with the new PHLN processes? |  |  |
| * 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 PHLN 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 PHLN 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 PHLN objectives? |  |  |
| **Skills and competencies** | * What new skills and competencies are needed for PHLN innovations? |  |  |
| * What skills and competencies are now redundant? |  |  |
| **Management systems** | * Do management systems measure the elements of PHLN innovation we wish to pay attention to? |  |  |
| * Have new processes been introduced? How will they be measured? |  |  |
| **Communication processes** | * What new information and feedback needs to circulate freely? |  |  |
| **Relationships** | * Is the new PHLN working environment creating new patterns of interaction among individuals and departments? How can these be supported? |  |  |
| **Leadership** | * Does leadership continue to support and communicate the urgency for the PHLN changes? |  |  |

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