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?
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| * Are the roles and responsibilities flexible enough to allow people to adjust to the new ways of doing things?
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| * Does the work environment infrastructure encourage sustaining the change?
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| **Demands from managers** | * Are the new PHLN expectations clear to managers?
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| * Do they understand what’s new, changed or not required anymore?
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| * Are they clear about their boundaries?
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| **Performance measurement** | * Do performance measures track desired PHLN behaviors?
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| **Recognition systems** | * What gets noticed by leaders and influencers in the organization?
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| * What gets mentioned in formal and informal situations?
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| * On what achievements and conditions are promotions based?
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| * Do employees value current means of recognition?
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| **Goal setting** | * Are individual goals consistent with overall PHLN objectives?
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| **Skills and competencies** | * What new skills and competencies are needed for PHLN innovations?
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| * What skills and competencies are now redundant?
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| **Management systems** | * Do management systems measure the elements of PHLN innovation we wish to pay attention to?
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| * Have new processes been introduced? How will they be measured?
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| **Communication processes** | * What new information and feedback needs to circulate freely?
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| **Relationships** | * Is the new PHLN working environment creating new patterns of interaction among individuals and departments? How can these be supported?
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| **Leadership** | * Does leadership continue to support and communicate the urgency for the PHLN changes?
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 Adapted from: The Heart of Change Field Guide Dan S. Cohen