

Worksheet: Designing & Implementing Interventions

This worksheet uses some of the categories of Cummings & Worley’s book in a process of assessing an intervention you have recently made.

Steps (unless different instructions are provided):

1. Individual – fill out the worksheet based on a recent intervention you were part of designing and/or implementing
2. Sub group - Share highlights with one or two others
3. Team – Each sub group identify insights, learnings, hunches or wonderments rising from steps #1 & 2

Effective Interventions

An intervention is “a set of sequenced planned change actions or events intended to help an organization increase its effectiveness.”

1. Designing the intervention to **fit the needs of the organization** (note: You may have been working toward organizational improvement by working with an individual or small group)

a. **Valid Information** – people made use of gathered information to better understand something about the organization’s functioning and/or their role/functioning as part of the organizations life and work

Not at all 1 2 3 4 5 6 Very Much so

b. **Free and Informed Choice** – people were involved in deciding to participate; were free to not participate

Not at all 1 2 3 4 5 6 Very Much so

c. **Internal commitment** – People felt “ownership”, responsible for, of what was happening

Not at all 1 2 3 4 5 6 Very Much so

2. Knowledge of outcomes

I didn’t even think about the outcomes I wanted

I didn’t really think about whether the intervention would be likely to produce the outcomes I desired

I engaged the intervention with some idea of the outcomes I wanted but without much hope that they were attainable

I thought that the outcomes I sought were attainable (based on experience, intuition, data, OD research, etc.)

I had a strong sense that the outcomes I sought were attainable (based on experience, intuition, data, OD research, etc.)

3. **Enhances the organization’s capacity to manage change** – People were left with more knowledge/skill for managing change than before the intervention

In what way was this true? Write a few phrases to describe --

Contingencies to take into account

4. Which of the following did you take into account in designing your intervention? (**Circle** all that you are aware of taking into account in some manner; **place an *** next to those that had significant importance)

Individual differences

(e.g., Type preferences, values, etc.)

Organizational factors

(e.g., leadership/mg style, culture, etc.)

Dimensions of the change process

(e.g., support from the leadership, etc.)

Readiness for change

(i.e., leaders and critical mass see need for change; resources are available; time & energy of key people is available)

Capacity to change

(i.e.; the skills needed for the change effort are available)

Cultural context

(i.e., the values and assumptions from the regional culture that impact the change process)

Capacities of the change agent

(i.e., your competence as a practitioner)

Addressed strategic issues

(i.e., An intervention related to focusing the organization’s services/products; deciding what we will focus on

Addressed technology & structural issues

(i.e., An intervention that explored and made decisions about how to organize ourselves in a way that supports the primary task or the strategic direction)

Addressed human resource issues

(i.e., An intervention involving attracting, training, and/or coaching people who will effectively engage the organization’s primary task or its more immediate strategic goals)

Addressed human process issues

(i.e., An intervention that worked to improve processes such as decision making, communication, leadership, team functioning)

5. Organizational Level

a. The intervention was **primarily directed at** -

Individuals A group Inter-group Organization

b. A **secondary impact** took place at what level (if any)?

Individuals A group Inter-group Organization

Change Management

This section is to reflect on how you managed the change process.

- + **Circle** all items that you were aware of engaging (topic heading and sub-headings)
- + Then go back and **rate your work** in the broad area
 - 1 – I was clueless
 - 2 – I see the issue; need to learn more
 - 3 – Did OK

	I was/am clueless	I see the issue; need to learn more	Did OK
Motivating Change Create readiness; manage resistance	1	2	3
Creating a Vision/Direction Energizing commitment; describing the desired future state	1	2	3
Developing Political Support Assessing your own influence/power in relationship to this change; identifying stakeholders; influencing key stakeholders	1	2	3
Managing the Transition Activity planning (i.e., identifying the specific activities that need to take place if the transition is to succeed); Commitment planning (i.e., identifying and engaging the key people whose commitment is needed for the change to occur); management structures (i.e., creating the structures needed for this particular change to be progressed)	1	2	3
Sustaining Momentum Providing the needed resources for the change; building a support system of people supporting the change; developing competencies needed to make and continue the change; reinforcing new behaviors	1	2	3