

Tool: Prevention Checklist

What It Is

A way to evaluate what type of barrier is preventing a change from moving forward and to determine action steps to overcome it.

What It Can Do

This tool can help you:

- ➔ Identify the causes of problems associated with the implementation of a change.
- ➔ Use reverse logic to determine steps that will prevent issues from becoming or remaining a Barrier to change.

How It Works

- 1 Identify a known or anticipated barrier to implementing the change you are focusing on.
- 2 Write your barrier in the oval on the worksheet. Now treat this statement as a problem you want to solve.
- 3 Work with others, if possible, to brainstorm actions that would make the problem continue or worsen, and write those actions on the lines to the left of the oval.
- 4 Think about actions that would prevent the problem from continuing or worsening (the opposite of the actions you have written on the lines). Create a prevention checklist that describes these actions as specifically as possible.

Something to Consider

Barriers to change can be either obstacles or objections. Obstacles to change are systemic organizational issues (policies, processes, etc.) that can prevent the change from being realized. Objections are personal issues that individuals raise about why they feel the change won't work. Both types of barriers can halt organizational change in its track. The Prevention Checklist can be used on either type of barrier: Obstacles or Objections. But because this tool uses reverse logic, it is more typically applied to objections. Please see the Systemic Analyzer for a tool that focuses on removing obstacles.

Worksheet: Overcoming Our Barrier to Change

Identify a barrier to the change initiative.

→	Barrier to Change
→	
→	
→	
→	
→	

Complete the Prevention Checklist below for your obstacle.

Prevention Checklist	
✓	
✓	
✓	
✓	
✓	
✓	

Tool: The Systemic Analyzer

What It Is

A method for looking at a situation, problem, or potential change to anticipate the “ripple” effects and better plan for them.

What It Can Do

This tool can help organizational designers:

- ➔ Explore the implications and potential consequences of a decision, a proposed solution to a problem, or a change in design.
- ➔ Take a more thorough, systematic view of emerging workplace situations.
- ➔ Plan more effectively for the successful implementation of a solution, decision, or change in design.

How It Works

- 1 Draw a chart with three columns and eight rows. Label the columns, “Lenses,” “Implications,” and “Conclusions.” Label the rows with the eight categories (or lenses) provided.
- 2 Considering your decision, proposed solution, or proposed change, answer the questions next to each of the “Systemic Lenses” (found on the following reference pages). In the second column, write down the implications of your answers on your proposed design changes.
- 3 In the final column, write down any conclusions you can draw about how you might alter or amend your proposed design to ensure a more successful implementation or outcome.

Something to Consider

Not every question, or indeed, every “lens” will garner you applicable conclusions. Systems thinkers consider all the ramifications of a change in design; they don’t necessarily try to tie them all together or implement them all.

Reference: The Lenses of Systemic Analysis

Systemic Lenses	Key Questions
<p>Leadership</p> 	<ol style="list-style-type: none"> 1 Do we have the necessary leadership—at all levels—to drive the change in design? 2 What might need to change about the way we identify (or hire), develop, and retain leaders?
<p>Strategic Processes</p> 	<ol style="list-style-type: none"> 1 What needs to change about the way we develop strategy and goals? 2 How might the new design impact how we communicate and deploy changes in direction?
<p>Competencies</p> 	<ol style="list-style-type: none"> 1 How will this change affect the way the organization acquired, develops, retains, and “parts ways” with employees? 2 What new competencies, skills, and experiences will be required?
<p>Work Environment/Culture</p> 	<ol style="list-style-type: none"> 1 What beliefs, values, and norms held by the organization’s members need to change to support the new design? 2 What must the organization’s leaders do to change the culture and/or the environment of the workplace?

Systemic Lenses	Key Questions
<p>Structure</p> 	<ol style="list-style-type: none"> 1 How will people be organized (teams, departments, functions, locations, business units, etc.)? 2 Who will report to whom? What decisions will be made by whom? 3 What will people's roles be? How will it affect their current roles?
<p>Information/Learning</p> 	<ol style="list-style-type: none"> 1 What information will be gathered and utilized? How will it be accessed and disseminated? 2 What will the critical measure of performance be? Will measures have predictive value? 3 How will work processes improve (e.g., through continuous improvement initiatives, gathering data from key stakeholders, assigning process accountabilities)? 4 How will people be able to improve (e.g., by increasing their access to information, training, and feedback)?
<p>Core Work Processes</p> 	<ol style="list-style-type: none"> 1 How will the work get done (i.e., what changes will occur in the inputs, tasks, sequence of tasks, handoffs, technologies used, physical facilities needed, and outputs produced)? 2 How will the work flow between (or among) different structural units? How will work be coordinated?
<p>Enabling Processes & Tools</p> 	<ol style="list-style-type: none"> 1 What will be the necessary staff functions or support systems? 2 How will desired new behaviors be reinforced through compensation, rewards, and recognition? 3 What technological and/or logistical assets will need to change?

Worksheet: Cross-Dimensional Analysis of Your Proposed Design

Systemic Lenses	Implications	Conclusions
Leadership		
Strategic Processes		
Competencies		
Work Environment/Culture		

Systemic Lenses	Implications	Conclusions
Structure		
Information/Learning		
Core Work Processes		
Enabling Processes & Tools		