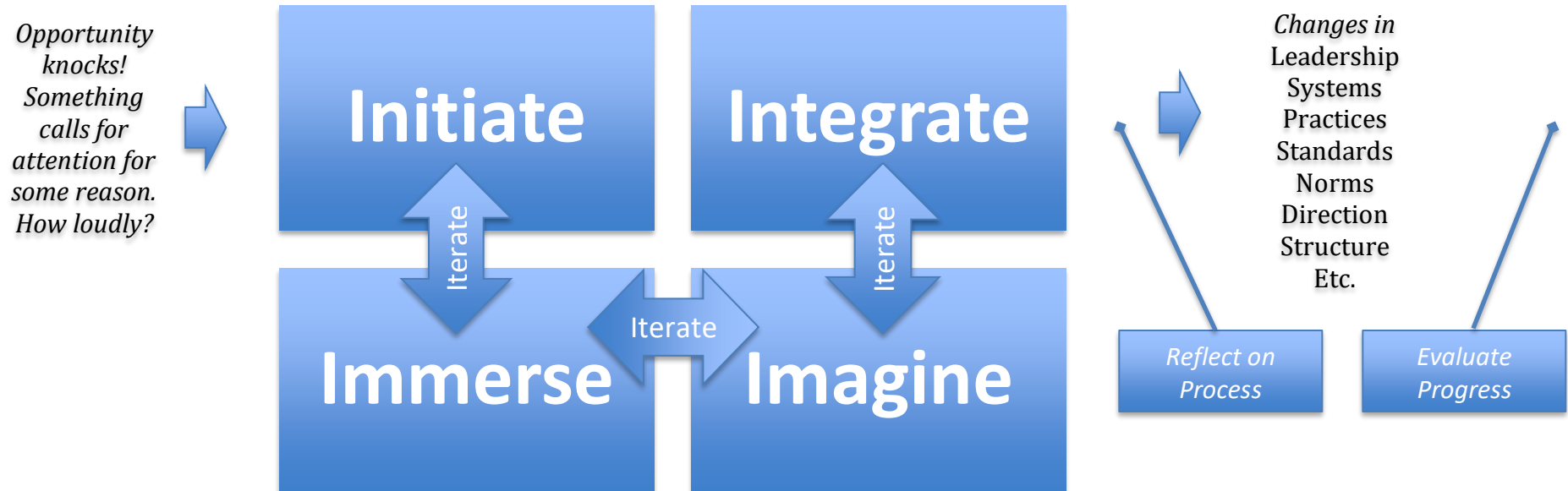


Incremental Change Framework

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This Incremental Change Framework describes the four phases of moving a team, unit, or organization from one state of performance to another, higher level of performance through the process of intentional data collection, analysis, and implementation. The four phases are described in detail on page 2.



Phase	Key Activities	Core Questions	Tips & Tools										
Initiate	Agree on focus and assess readiness	<ol style="list-style-type: none"> 1. What is the problem or opportunity? 2. Why does addressing it matter? 3. How will you phrase the focus question for the overall endeavor? 4. Who will be affected by the change and how will they be involved in the process? 5. What external factors and time constraints must be considered? 6. What are the deliverables? 7. Who is the client and what is their role in the process? Who is the executive champion? Who is the change management team? 8. Who will make the decisions on moving forward at each step of the process? 9. What is the plan for communicating the need for change? What level of detail will be available to which stakeholders? 	<p>People support what they help create. Decide how employees of the unit will be involved in the assessing the current state and envisioning a better tomorrow.</p> <p>Make clarifying the problem statement an iterative process. Raise questions; ask why multiple times; suggest deliverables; ask about expected outcomes; clarify what (and who) is at risk.</p>										
Immerse	Collect data	<ol style="list-style-type: none"> 1. What mix of data collection methods will most efficiently yield the information needed to make good decisions? <table border="0" style="width: 100%; margin-left: 20px;"> <tr> <td>a) Surveys</td> <td>f) Benchmarking</td> </tr> <tr> <td>b) Employee interviews</td> <td>g) Industry standards</td> </tr> <tr> <td>c) Key informant interviews</td> <td>h) Literature search</td> </tr> <tr> <td>d) Focus groups</td> <td>i) Retreats</td> </tr> <tr> <td>e) Document review</td> <td></td> </tr> </table> 2. How and who will analyze the data? 3. What preliminary conclusions can be drawn? How will these be tested? 	a) Surveys	f) Benchmarking	b) Employee interviews	g) Industry standards	c) Key informant interviews	h) Literature search	d) Focus groups	i) Retreats	e) Document review		<p>Participative methods expedite discovery and action. <i>Appreciative inquiry</i> or <i>positive deviance</i> builds on what's already working.</p> <p><i>Survey-feedback meetings</i> can be an effective way to share with employees what has been learned and get them to identify solutions. Including stakeholders can help solidify the relevance of preferred actions.</p> <p><i>Liberating structures</i> provides a plethora of methods for involving people in novel ways to evaluate current conditions and propose fresh solutions.</p>
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Imagine	Determine a way forward	<ol style="list-style-type: none"> 1. How and who will participate in describing the preferred future? 2. Given the nature of what has been learned, how clear is the way forward? To what extent will proven methods versus experimentation best serve in achieving the preferred future? 3. How will the purpose of the changes identified be summed up in a way that is compelling and understandable? 4. What part will employees play in influencing what happens next? 5. How will Bridges' three questions be answered? <ul style="list-style-type: none"> • What's changing? • What will be different? • Who's losing what? 	<p>Work with the client (or client system) in developing recommendations. Engage them in answering Bridges' questions [see #5, left]. Keep things in draft form as long as possible.</p>										
Integrate	Make the new way part of the group identity	<ol style="list-style-type: none"> 1. How will progress be measured, as well as ultimate success? 2. In what way will the initial confusion and uncertainty of the neutral zone be normalized and accommodated? 3. What messages, communication activities, and feedback mechanisms will best support the level of change that's needed? 4. When will the change(s) be effective? 	<p>Make use of proven change management models to guide implementation planning.</p> <p>Use meetings, retreats, and surveys to gauge progress. Mitigate negative impacts to the extent possible. Honor the past.</p>										