

Checklist progress-focused organizational change

Progress-focused principles and techniques are not only useful in individual conversations and team facilitation, but also in facilitating organizational change. Here are some progress-focused principles that you as a manager can use in facilitating organizational change.

1. Fill in the checklist below for yourself first. (Check the columns)

Starting points for progress-focused organizational change	We already do this	We should do this more
1. Provide rationales for expectations: always clearly explain the importance / necessity of goals, rules and decisions (and do this as often as necessary)		
2. Work participatively: involve employees as much as possible in formulating goals and making decisions		
3. Don't change more than necessary: acknowledge and discuss what is already going well (or well enough)		
4. Don't change faster than strictly necessary: aim for small steps forward and allow employees as much as possible to change at their own pace		
5. Ensure congruence between content and process: Make sure that the way you manage the change is in line with what you are trying to achieve as an organization and what you stand for		
6. Allow people to express their perspective. Try to understand them. Try to use and build on what they bring forward.		
7. Offer employees the opportunity to discuss the importance / necessity of the change		
8. Make use of the progress principle: regularly formulate together what meaningful progress has already been achieved and what meaningful progress should be achieved further (for example, using the circle technique)		
9. Remove obstacles: look for ways to remove obstacles that employees encounter so that they can make progress more easily		
10. Do what works: Analyze progress to find out what worked and do more of it		
11. During the change, always support the basic psychological needs for autonomy, competence and connectedness of employees		
12. Support the development of knowledge and skills among employees that are needed to make the change happen		

2. Discuss with each other.

- Explain how the things you ticked in column 1 are already working for you.
- Explain how you want to accomplish the things you ticked in column 2.

3. What do you plan to do as a result of this exercise?

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