Recommended reading


Access a selection of author videos, encyclopaedia entries and recommended reading on this topic at www.uk.sagepub.com/coghlanandbrannick

EXERCISE 5.1

The process of implementation (for group discussion)

Step 1: Determining the need for change.

What are the external forces driving change? What are the internal forces driving change? How powerful are these forces? What choices do we have?

Step 2: If things keep going the way that they are without significant intervention:

What will be the predicted outcome? What is our alternative desired outcome?

Step 3: What is it in the present that we need to change in order to get to our desired future – what is done, how work is done, structures, attitudes, culture?

Step 4: What are the main avenues that will get us from here to there?

What are the particular projects within those avenues? Long, medium, short-term? How do we involve the organization in this project? Where (Continued)
(Continued)

do we begin? What actions do we take to effect maximum effect, medium or minimum effect? How will we manage the transition? How do we build commitment? Who is or is not ready for, or capable of, change? How will we manage resistance? Who will let it happen, help it happen, make it happen? Do we need additional help – consultants, facilitators?

Step 5: What review procedures do we need to establish?

How do we articulate and share what we are learning?

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**EXERCISE 5.2**

**Reflection for praxis**

(This exercise is the work of Bob Dick. We are grateful to Bob for permission to reproduce it.)

**Reflection before the action**

The ‘a’ questions lead to practice. The b’ question lead to theory.

1a. What do I think are the salient features of the situation I face?
1b. Why do I think that these are the salient features? What evidence do I have for this insight?
2a. If I am correct, what outcomes do I believe are desirable?
2b. Why do I think that these outcomes are desirable in this situation?
3a. If I am correct about the situation and the desirability of the outcomes, what actions do I think will give me the outcomes?
3b. Why do I think that these actions will deliver these outcomes in this situation?

**Reflection after the action**

0a. Did I get the outcomes that I wanted? Or more realistically, what were the outcomes that I got, and how well do these accord with those I sought?
0b. To the extent that I got them, do I still want them? Why, or why not?
0c. To the extent that I didn’t get them, why not?
These questions return in more detail to the earlier planning questions.
1a. In what ways, if any, was I mistaken about the situation?
1b. If so, which of my assumptions about the situation misled me?