

## Hay's Intervention Wheel

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Organisational initiatives involve many variables! The more of these we can be specific about, and contract for, the greater the impact we can have when we run any kind of developmental intervention. The 'Intervention Wheel' below indicates some of the key elements to consider, and is just as applicable whether we are consulting, coaching, training, etc.

**The core circle** is the participants. Are they motivated to change?

NLP meta programs (Charvet 1995) indicate that around 40% of the population (based on N America) will be motivated to move towards goals, visions, etc while another 40% will not – they will be motivated to move away from negative consequences. Organisations tend to introduce initiatives in ways that only motivate one of these groups – they spell out the new vision or they publicise the problems the organisation will have if they don't change.

For a successful intervention, you need to make sure that participants have been made aware of both the exciting new objectives and the threat to the organisation and its employees if change is not achieved!

**The 2<sup>nd</sup> circle is the facilitators** – what will they be doing to ensure the success of the intervention? Do they have:

- appropriate business experience so they understand how the intervention fits the needs of the organisation
- feedback skills so they can ensure the participants are aware of their learning needs
- the ability to work with progress reviews that link the intervention directly with the line managers of participants

- coaching/mentoring skills if appropriate so they can work with participants on a one-to-one basis to handle individual needs and reinforce the learning
- ability to facilitate action learning sets if appropriate so that participants can learn from each other as well as from practitioners
- up-to-date knowledge and experience of best practices elsewhere that will be relevant for specific needs of this organisation
- the ability (by at least one of them) to project manage the intervention so that resources are used appropriately
- the competence and awareness to review the processes and produce ongoing progress reports that alert the organisation to potential problems whilst protecting confidentiality related to participants
- sponsors, so that participants are challenged beyond their current roles and also know that the intervention has senior management support
- clear links within the intervention to any specific initiatives within the organisation, so that the appropriate messages are reinforced at all times
- sufficient resources, such as suitable venues, adequate materials and equipment, enough money to pay for competent practitioners who may be trainers, consultants, coaches, facilitators, etc: provision for project costs and the like
- pre-determined methods for evaluating the impact of the intervention at Kirkpatrick's (1996) Level 4 – the impact on the business – which requires that suitable data is collected before and after the intervention

**The 3<sup>rd</sup> circle is the intervention design itself.** Has it been designed to include sufficient links to the practicalities of the organisation, and especially to the outer circle, including:

- Inclusion of real life, realistic projects that concern essential activities that link to the strategic plan, rather than tasks invented simply for the intervention
- assessment diagnostics that provide feedback to participants on their competencies against the organisation's requirements
- involvement of line managers so that the links to performance management are reinforced
- a variety of development options so that participants can be coached to choose those that best suit their individual needs and learning style preferences
- opportunities to take part in projects that have senior managers as active
- Finally, **the outer circle refers to the organisational context.** Are the necessary elements in place so that the intervention can have an impact? This includes the organisation having:
  - a strategic plan, against which the intervention has been designed
  - properly researched competencies, related clearly to different roles as appropriate, and not something that reflects the latest textbook read by the CEO or HR Director
  - a process for performance management that is transparent and effective
  - a range of development options and not just one form of intervention, and not simply a list of training courses
  - senior managers who are genuinely committed to the intervention and willing to put in personal effort to show their support
  - a range of specific initiatives running

that cover various aspects of the desired culture change and/or leadership development that has stimulated the introduction of the intervention

- the necessary administrative support to ensure the intervention not only runs but is co-ordinated with other initiatives and with the strategic plan, and that senior and line managers play their parts
- a process for monitoring corporate performance against the strategic plan –

without this it is impossible to evaluate the impact of the intervention on the business

The wheel can be used as a guide when contracting to design and run an intervention. Practitioners need to ensure that the organisation and the managers within it are prepared to play their part – otherwise the failure to achieve the intended outcomes may be seen as the responsibility of the practitioner when in fact the real issues are corporate ones.



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