

Hale's Family of Interventions

Adapted from Hale, Judith (1998). *The Performance Consultant's Fieldbook: Tools and Techniques for Improving Organizations and People*. San Francisco: Jossey-Bass.

- **Information: *What information is needed to drive Team-based Improvement (TBI)?***
 - **Define, Inform, or Document**
 - Is the need for Team-based Improvement defined?
 - Does role strength inform team selection and development?
 - Are responsibilities documented?
 - **Specify, Clarify, Communicate**
 - Are data that make the case for Team-based Improvement specified?
 - Is the Sense of Urgency for Team-based Improvement clarified? Is the connection between Team-based Improvement and SMART Goals clear?
 - Are goals, objectives, expectations for Team-based Improvement communicated?
 - **Codify**
 - Are protocols and job aids readily available to scaffold the work?

- **Rewards/Consequences: *How will the district incentivize staff or provide sanctions for those who choose not to engage in Team-based Improvement?***
 - Reward - What will induce and maintain desired behaviors?
 - Measure – What metrics and benchmarks will be provided to monitor progress and performance?
 - Enforce – What sanctions will be implemented to achieve compliance?

- **Design: *Does anything need to be designed/re-designed in the Team-based Improvement process?***
 - Organize – What does the team process need to look like? How do the structures, relationships, or work processes need to change?
 - Standardize – What tasks will be "routinized" in the Team-based Improvement process?
 - Re-Design – What tools or protocols need to be re-designed?

- **Capacity: *What knowledge and skills gaps need to be addressed for Team-based Improvement?***
 - Re-frame – What is the new mental model needed to ensure successful teaming?
 - Develop – What training will be required from District Senior Leaders to help the Initial Better-Seeking Team be successful in develop their capacity and capabilities? In helping their teams?

- **Congruence: *How does the organization ensure alignment (from Boardroom to the Classroom)?***
 - Align – What interventions will ensure alignment, clear messages, and reinforcement of needed for Team-based behaviors?