

Triple-E Model for Sustainable Change

Checklist

ENABLE:

- Relevant processes have been revised or new processes have been established to enable employees to execute the change.
- These processes are well designed and are capable of achieving performance targets and specifications. Any needed enabling technology and equipment are implemented.
- New or revised processes are easy, if not easier to use than before.
- Staffing levels are correct and the right personnel have been assigned.
- Impacted employees have the required knowledge, skills and training to use the new or revised processes to (a) execute the change, and (b) sustain the desired change outcomes.

EMPOWER:

- Management has delegated the necessary authority to employees that is consistent with their revised or new job responsibilities.
- Impacted employees have the means of knowing: (a) what to do, (b) when to intervene, and (c) what actions to take.
- Impacted employees have authority over what they are accountable for, including taking preventive and corrective action to meet performance expectations.
- New or revised Control Plans and SOPs or standard operating procedures have been developed and implemented to empower impacted employees to control and regulate their work successfully.
- Managers and process owners have the resources, tools and techniques to take action in order to manage and control daily work.

ENCOURAGE:

- Impacted employees are willing and able to comply with the revised or new procedures.
- Impacted employees have the necessary support from management, and have sufficient allocation of time and resources in order to be successful in their work.
- Metrics and KPIs (key performance indicators) are supportive of CTQs (critical-to-quality requirements) and are aligned with the organization's annual goals and strategic priorities.
- Review and validate or revise performance appraisals, rewards and recognition to promote expected behaviors and sustain desired change outcomes.
- Goals and decisions promoted by different functions, departments and teams are aligned, or at the very least not counter-productive.