

Group	Families (Labels)	Examples
Information focused	1. Interventions that <i>define</i> : Activities that specify or clarify the vision, mission, purpose, process, products, services, market position, roles, relationships, responsibilities, outcomes, expectations, and so on	Holding sessions to create vision statements; confirming market direction and market niche; mutually setting performance goals
	2. Interventions that <i>inform</i> : Activities that communicate goals, objectives, expectations, results, discrepancies, and so on	Producing internal newsletters; holding debriefing sessions; giving feedback
	3. Interventions that <i>document</i> : Activities that codify information (to preserve it and make it accessible)	Setting up libraries; creating manuals, expert systems, job aids, and decision guides
Consequences focused	4. Interventions that <i>reward</i> : Activities and programs that induce and maintain desired behaviors, eliminate undesirable behaviors, and reward desired outcomes	Holding public ceremonies and annual recognition events; paying for performance
	5. Interventions that <i>measure</i> : Activities and systems that provide metrics and benchmarks so people can monitor performance and have a basis to evaluate it	Developing a scorecard; tracking means and variance in performance over time
	6. Interventions that <i>enforce</i> : Activities that actualize consequences and achieve compliance	Policing, reviewing, double-checking, suspending, removing, withholding pay
	7. Interventions that <i>organize</i> : Activities that change the structure of or arrange business units, reporting relationships, work processes, jobs, and tasks	Reengineering processes; merging functions; reorganizing responsibilities
Design focused	8. Interventions that <i>standardize</i> : Activities that systematize or automate processes and standardize tasks, tools, equipment, materials, components, or measures	Adopting ISO 9000 and ANSI standards; implementing uniform standards; adopting common guidelines, procedures, tools, equipment, and language
	9. Interventions that <i>(re)design</i> : Activities that result in useful, easy-to-use, safe, and ergonomically designed environment, workplace, equipment, and tools	Building in safety features; designing for ease of installation, service, maintenance, and upgrading
	10. Interventions that <i>reframe</i> : Activities and programs that generate new paradigms so people can experience new perspectives, find creative solutions, integrate new concepts in their behavior, and manage change	Facilitating challenging assumptions; engaging in dialogue; entering into new alliances; brainstorming; creating alternative futures
Capacity and capabilities focused	11. Interventions that <i>counsel</i> : Activities and programs that assist individuals singularly or collectively to deal with work, personal, career, family, and financial issues	Offering on-site day care, preretirement seminars, on-site physical fitness centers, and employee assistance programs
	12. Interventions that <i>develop</i> : Activities and programs that expand skills and knowledge	Offering training, coaching, and structured on-the-job experiences
	13. Interventions that <i>advocate</i> : Activities intended to raise awareness and provoke action (personal, organizational, social, and political)	Conducting sit-ins; marching; convening in mass; using billboards and other media to promote a point of view and call for action; fundraising; setting up user councils
Action focused	14. Interventions that <i>serve</i> : Activities that offer assistance	Helping to rebuild a home; providing medical help; donating equipment and supplies; offering expertise
	15. Interventions that <i>align</i> : Activities and programs that work toward congruency of purpose, practice, and consequences	Setting up cross-functional teams; eliciting customer (internal and external) feedback; ensuring that hiring criteria match job requirements

Figure 8.2. The Families of Interventions