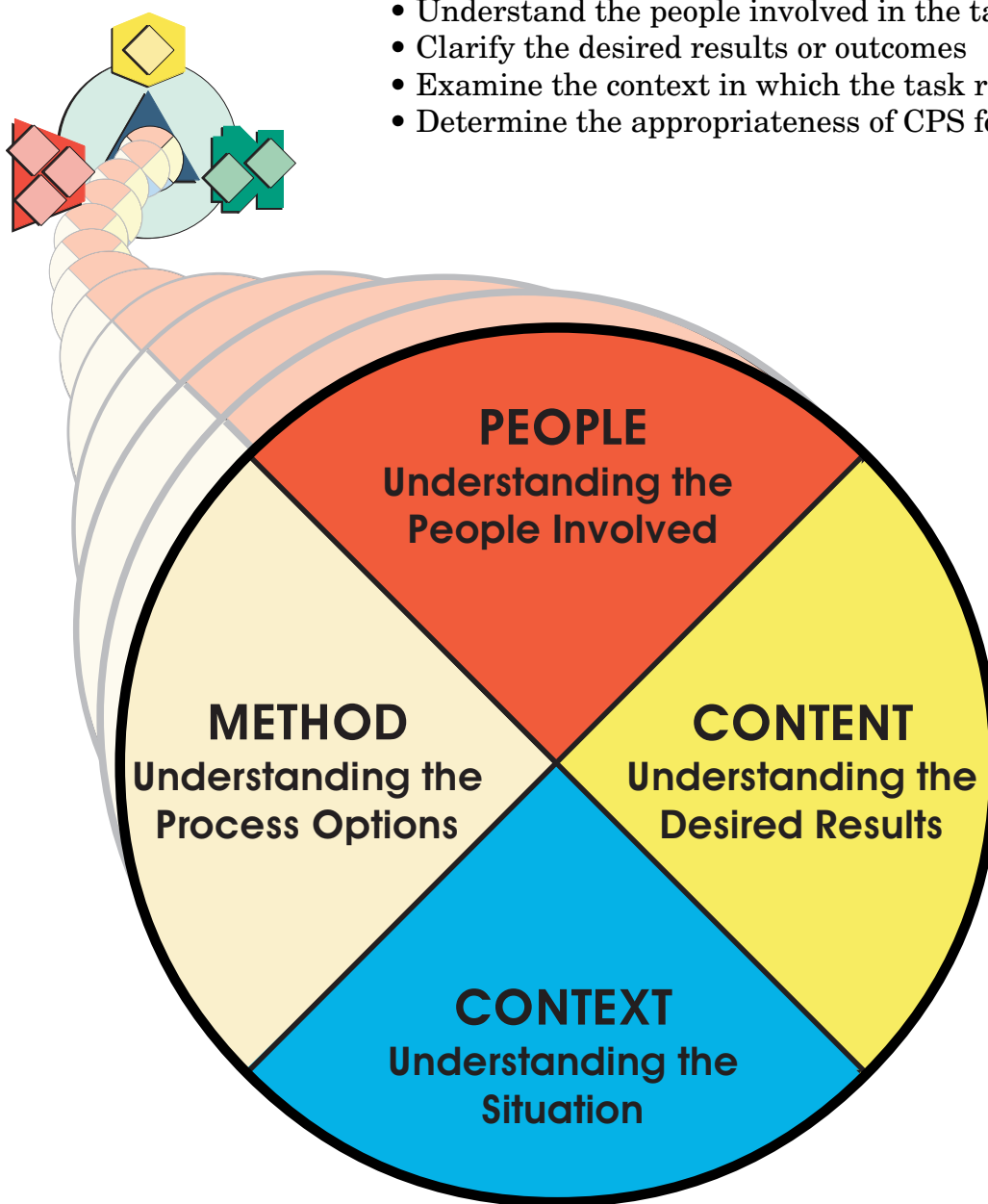


APPRAISING TASKS

This booklet will help you develop an understanding of a task in order to qualify the use of CPS. It will also help you gather the information necessary for using CPS on the task – if appropriate. Use this booklet to:

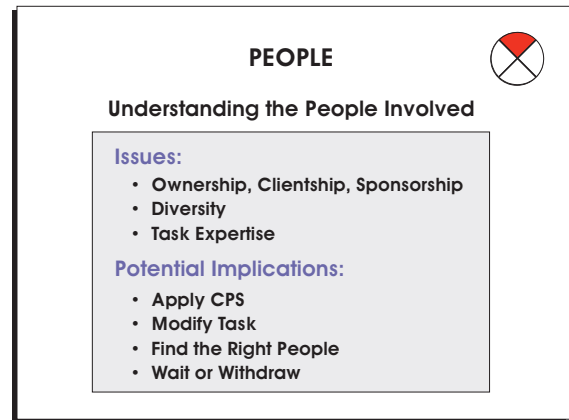
- Understand the people involved in the task
- Clarify the desired results or outcomes
- Examine the context in which the task resides
- Determine the appropriateness of CPS for the task



Understand the People

Sample Questions

- ☐ Do you have the right people (and mix of people) for working on the task?
- ☐ How much excitement or passion do people have for the task?
- ☐ To what extent do people have authority and responsibility to take action on the task?
- ☐ Who is the sponsor and what level of support is being provided to work on this task?
- ☐ Do people have the necessary knowledge or expertise to work on the task?



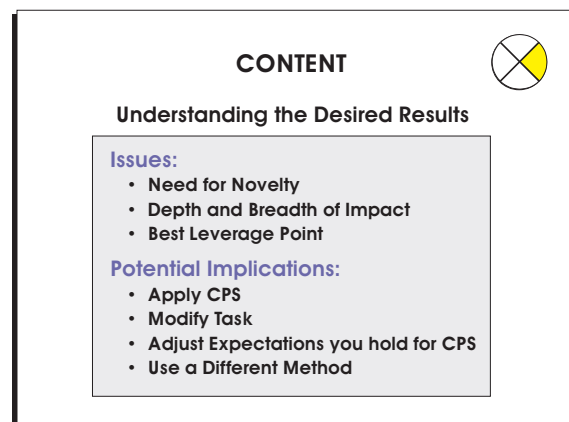
Potential Implications

- ☐ Apply CPS because the people appear to have appropriate ownership (interest, influence, imagination)
- ☐ Modify the task to fit their level of ownership or clientship
- ☐ Find the people with the necessary ownership and/or sponsorship
- ☐ Wait or withdraw based on insufficient ownership, diversity, or task expertise

Understand the Content

Sample Questions

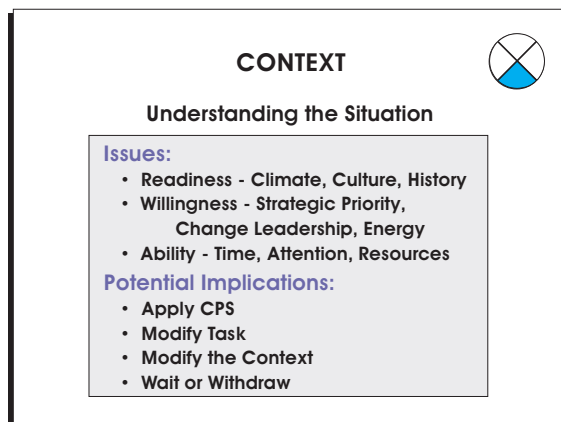
- ☐ Are you looking to improve the current approaches and systems or to create entirely new or different ones?
- ☐ How big an area in your life or your organization do you want to impact?
- ☐ What are the most important parts of the task to address? Least important?
- ☐ How is what you want to create different from what you have now?



Potential Implications

- ☐ Apply CPS because there appears to be a need for something new
- ☐ Modify the task to make more room for novel thinking or to more clearly define the desired results
- ☐ Adjust people's expectations for using CPS because their desired outcomes fall outside the scope of their responsibility
- ☐ Use a different method because there is no need for something new

Understand the Context



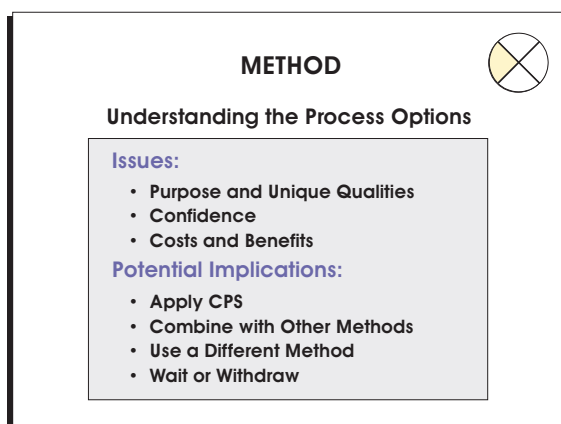
Sample Questions

- ☐ What has been tried before to address this task? What happened?
- ☐ How linked is this task to the strategic priorities of the individual, group, or organization? Why or why not?
- ☐ How realistic are the goals and expectations about what will be accomplished, and by when?
- ☐ Are the necessary resources (time, budget, people, etc.) available for working on the task?

Potential Implications

- ☐ Apply CPS because the context appears ready, willing, and able to support the work
- ☐ Modify the task so that it is a better match for the context
- ☐ Modify the context to overcome obstacles that may interfere with the task
- ☐ Wait or withdraw because the context will not support the intended change

Understand the Method



Sample Questions

- ☐ What level of complexity or ambiguity is involved in the task?
- ☐ Does the purpose of CPS fit with the unique qualities of the task?
- ☐ How does CPS fit with other methods being used on the task?
- ☐ To what extent are people familiar with CPS or other methods being considered?
- ☐ Do people understand the costs and benefits of using CPS? (See page four of this booklet.)

Potential Implications

- ☐ Apply CPS because the task fits naturally with the purposes of CPS
- ☐ Combine CPS with other methods to better support the needs of the task
- ☐ Use a different method that better supports the needs of the task
- ☐ Wait or withdraw because people are not willing to invest the costs to receive the benefits of using CPS

Using CPS

Some Costs

- Requires honesty and openness on the part of the client
- Takes commitment and energy for individuals and teams to learn and use the CPS framework, language, and tools
- Requires thoughtful and deliberate planning to structure opportunities and environments for its effective application
- Takes self-control and courage to work beyond traditional, patterned, or habit-bound ways of thinking
- Takes more time and energy for focusing, decision making, and reaching agreement when using with a group of clients than when using with a single client
- Requires effective and efficient communication and coordination with resource group members to prepare for, carry out, and follow up on its use

Some Benefits

- Increases likelihood of yielding productive results on new and complex opportunities and challenges
- Enables resource-group involvement – encouraging your use of diverse perspectives, expertise, and information and decreasing the likelihood of gaps or missed opportunities
- Provides common problem-solving language – promoting teamwork and cooperation across functions, cultures, and disciplines; decreasing time and costs associated with change
- Provides a natural, flexible framework for organizing tools and strategies – easy to learn and use because it fits people's natural approaches to creativity, decision making, and problem solving
- Encourages a dynamic balance between creative and critical thinking when generating and focusing options – resulting in useful novelty that fits the client's needs
- Stimulates group ownership – building commitment for implementation and encouraging the consideration of more factors, information, and experiences

Is CPS Appropriate?

CPS is likely to be appropriate if you can answer yes to each of the following questions:

- ☐ Does the person have ownership of the task?
- ☐ Is there a need for something new?
- ☐ Is the task a strategic priority?
- ☐ Is the person willing to invest the costs to get the benefits of CPS?

If you answer no to any of these questions, CPS may not be appropriate for the task. Refer to pages two and three of this booklet for potential implications. If you are thinking about using CPS with other change methods, consider the following questions. Will the method you are considering:

- ☐ Have more benefits than costs associated with its modification and use?
- ☐ Be appropriate for the outcome desired?
- ☐ Have unique purposes related to the task?
- ☐ Have tools relevant to the task?
- ☐ Be learnable and usable within the appropriate time-frame?