



Program Model Development

Rather than sitting down to create a logic model in a linear way, consider the following processes to help you think through the description of your efforts.

Ideally, this process will be conducted with a group of program stakeholders through one or more meetings.

If you have the resources to hire a graphic facilitator - someone who can record your process in real time using both words and pictures - have them graphically record the process. If you don't have access to that resource, consider other ways to make recording the process and decisions creative and interactive. For example, you can put answers to all of the following questions on large sticky notes and put them on a wall, which allows the group to organize and arrange them in various ways to create a picture of your work.

Development

The following questions guide you through a process of developing a sense of where you want to go and what you need to do to get there. Consider working through these questions using various models of group engagement to stimulate thinking, including [World Cafe™](#), [Conversation Cafe](#) (Liberating Structures, n.d.), or [1-2-4-All](#) (Liberating Structures, n.d.).

1. What do you hope will be different for participants, your community, or society at the completion of your programming? That is, how do you want people to think, feel, or behave differently? And what new norms will be in place or what old norms will have shifted?
2. How quickly can these shifts happen? And what changes will take place along the way that let you know you're on the right track?
3. What intervention/s do you think is/are necessary in order to achieve that shift in (behavior/feeling/norms)? Which components of your programming do you think have the most impact on (stated change)?
4. What is necessary in order for you to successfully carry out that component of your program? What resources do you need? What must change or remain stable in the external environment? What might facilitate or hinder your success?

Adaptation

If you are developing a program model or plan based on an **existing/ongoing program or initiative**, this process will look different. You might do one of the following:

- Map out the activities that are part of the ongoing effort and then think carefully about **why** you are doing them. In order to get at the deeper purpose of them (i.e., the change you hope they will make for people or the community), you can work through an activity like [Nine Whys](#) (Liberating Structures, n.d.). It often takes several layers of digging to get to a purpose that looks like an outcome, so keep at it until you do.

- Answer the first question in the list above before mapping out the activities that make up your initiative. Then, you can reality-check how well your current activities map onto the changes you hope to create. Be honest, and look for leaps in logic where you might need to shift your efforts to have a robust connection between your activities and your outcomes.
- Additionally, you might want to consult the CDC's guide, [Using Essential Elements to Select, Adapt, and Evaluate Violence Prevention Approaches](#) (Perkinson, Freire, & Stocking, 2017) which outlines guidance for adaptations.

References

- Liberating Structures. (n.d.). *1-2-4-all*. Retrieved from <http://www.liberatingstructures.com/1-1-2-4-all/>
- Liberating Structures. (n.d.). *Conversation café*. Retrieved from <http://www.liberatingstructures.com/17-conversation-cafe/>
- Liberating Structures. (n.d.). *Nine whys*. Retrieved from <http://www.liberatingstructures.com/3-nine-whys/>
- Perkinson, L., Freire, K, & Stocking, M. (2017). *Using essential elements to select, adapt, and evaluate violence prevention approaches*. Retrieved from the Centers for Disease Control and Prevention: <https://www.cdc.gov/violenceprevention/pdf/adaptationguidance.pdf>