

1. Articulating and getting buy in on the change model and its assumptions: are they correct?
2. Disturbing the status quo: where will pushback come from? How are we managing that? Who will be the winners and the losers? Which vested interests are at stake? What early victories are possible?
3. Finding the champions: where are they in the various parts of the organization?
4. Bypassing the bureaucracy: How can we by-pass the normal channels of the bureaucracy in order to keep moving?
5. Creating temporary arrangements: what mechanisms such as task teams, special portfolios, do we need?
6. Building constituencies: who are the critical stakeholders? Who can do the coalition building, the negotiations, the lobbying, the advocacy?
7. Getting resources: where will we get what we need, like money (and for what?), technical assistance and training for what and who?
8. Prototyping and modifying the new desired state: what is the process by which the new design is developed, reworked and when do we check in with critical stakeholders to make sure they remain on board.
9. Implementing the vision: what is our current capacity for executing the plans? What networks and partnerships do we need and how do we make sure everyone cooperates, activities are coordinated?
10. Creating the supporting systems: How do we get the right resources to the right place? What new incentives and reward systems do we need?
11. Monitoring performance and assessing impact: who keeps track of what and which metrics will we use? Where do we find the analytic capacity to monitor progress?
12. Learning from experience: How will we be getting and responding to feedback? What processes, mechanisms and platforms will we use to make sure we all learn from experience?