

<p><b>Time</b></p>	<p>Is this the right time? If so, what is the deadline?          Is Time an issue? Driven internally or externally?          Do we know how much time we have? (Wicked Problem)          Consider the financial situation re: Time          Competition – how fast are they moving?          Are Time and Speed the same?          Long or short-term oriented?</p> <p>Which assumptions to be used to set the time frame?          How important is Time vs. Other items?          Will each step require the same amount of time?          Balance between Time and Quality?</p> <p>Is there a burning platform?          When is the result expected?          Time limitations: do they allow for a participative or collaborative approach?          What is our time path?          What are the milestones?</p>
<p><b>Power</b></p>	<p>Who has the power and who must we have (veto-power)?          Who are our stakeholders?          Existing Power or do we need to create Power? (sources of Power)          Informal power – how to recognize it?          How to address powerful groups/resistance?          Underlying power structure in our awareness?          Structure: centralized or decentralized?          Mandates given for the change?</p> <p>Who initiates the changes?          Who are the beneficiaries of the changes?          How is power divided?          How does that person use power? (formal or informal?)</p> <p>What is the formal/informal power?          What is the decision power of key players?          What is the hierarchical structure?          Why do people with the power, have it? (i.e. Cialdini)</p>
<p><b>Scope</b></p>	<p>If the Time is a given – is the change <i>portion-able</i>?          Whole organization or smaller? (Divisions, Departments?)          Is there order to the changes?          Desired results?          Current state – Preferred state – Impact of the change?          What type of change? (incremental, transformational)          Risk analysis?          Extending current capabilities or new activities?          Depth of the change – operational or cultural?          Permanent or temporary?</p> <p>Who is affected and how?          Impact on each stakeholder?          Geographic location; department, location?          Is there within the company a positive or negative impact from previous changes?</p>
<p><b>Preservation</b></p>	<p>What, why, how, and how long?          Which capabilities are you trying to preserve?          What value (branding, services, etc.) do you want to keep?          What makes us proud?          Which people do we want to keep? How to manage?          Realize you will also destroy things: analyze what that may be.</p> <p>What knowledge do we want to keep?          What capabilities do we want to keep?          Which specific employees do we want to keep?          What values do we want to keep?</p>
<p><b>Diversity</b></p>	<p>What culture do we have?          What is the impact of the change on the different parts of the organization?          What responses can we expect?</p>

	<p>Look beyond own organization – agents, suppliers Which dimensions: age, professional, values, culture? How coherent are they? Dimensions: backgrounds, personalities, sub-groups: experienced differently</p> <p>What type of diversity plays a role in the change? (Demographic, organizational, age, etc.) How can diversity be utilized in the change process? Does the composition of the change team have an effect on the change? Is the change in line with the diversity strategy?</p> <p>How heterogeneous is the organization? National cultures? Psychological contracts? To what extent can change agents affect the level of diversity?</p>
<p><b>Capability</b></p>	<p>Knowledge, history, competences, experiences, Education, experience, willingness, organizational layers Past changes – how did they go? Are the simultaneous changes? Do they conflict? Willingness to bring in outside consultants Capabilities now and those needed in future?</p> <p>In what way does the change context determine the capabilities needed? What skills do we need before/after the change? What type of people do we need in the team? What kind of structure do we need to have during and after the change? What processes are needed in the new situation? What is the current and future culture needed? Right leadership skills?</p>
<p><b>Capacity</b></p>	<p>Do we have the resources? Time, money, space, offices, availability, etc. How do you grow the capacity during the change process? Capacity creation during change Can it be outsourced? Reality check between capacities and what we expect from the change process. Conflict with other projects? Is adding capacity an answer to the issue?</p> <p>How much money can be allocated for the change? What is the right time to deploy the capacity? (Timing of deployment) Do we have enough capacity management to do the change?</p> <p>Funding? Cash? How flexible and adaptable are managers? Are there enough organizational experts?</p>
<p><b>Readiness</b></p>	<p>Awareness, culture analysis, prepare the organization for the change How to qualify that people are ready? Creative destruction: how to engage people when “it isn’t broken”? Is there a tiredness to change? How to measure readiness? How to know when you are ready? How to avoid scaring off new or desired employees?</p> <p>Is readiness a factor? What is “ready”? How can we influence the degree of readiness?</p> <p>Staff Awareness Personal Commitment Full buy-in from the Top Management Appoint change agents</p>