



Time	<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>
Power	<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>
Scope	<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>
Preservation	<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>
Diversity	<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? Look beyond own organization – agents, suppliers Which dimensions: age, professional, values, culture? How coherent are they? Dimensions: backgrounds, personalities, sub-groups: experienced differently</p>
Capability	<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>
Capacity	<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>
Readiness	<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>