Context setting

* Why is the change needed?
* Why is the change needed now?
* Has the strategy set out the value of managing change, how it differs from project management and how it leads to the realisation of benefits?

People participating in the change

* Who are the stakeholders?
* How are they grouped and why are they grouped in this way?
* How are they affected by the change?
* How will they be communicated with?
* What communication channels will be used?
* Who will be responsible for this communication?
* How frequently will they be communicated with?
* How can we ensure their voice is heard and acted upon?

People leading the change

* Is there a committed Sponsor from the area most affected by the change?
* Who is going to manage the change?
* Will there be a network of Change Agents to drive the change into the heart of the organisation?
* How will they be trained in change management?
* How will they get the time to carry out their change management responsibilities along with their “business as usual” responsibilities?
* Will the business or the programme pay for the use of staff involved in making the change happen?
* Are we going to use internal or external resources for?
  + Change management expertise
  + Training in the use of the project deliverables
  + Training in the new ways of working
  + Communicating the change
  + Coaching staff through the transition to new ways of working

Making the change happen

* What decisions need to be taken about the change?
* Who takes these decisions?
* How frequently are decisions taken?
* How is information escalated to the decision makers?
* What other initiatives do we need to liaise with?
* What lessons have we learnt from previous change initiatives?

Governing the change

* How do we check is the business is being overloaded with change?
* How are we identifying, tracking and managing risks?
* How is progress measured?
* How is progress reported?