

Adaptive challenge and proposed change initiative

Worksheet: strategies for acting politically:

Your adaptive change initiative:

Stakeholder (individual or group)	Relationship to the issue?	Preferred outcome?	Noblest values?	Loyalties?	Potential losses?

Allies

Who might be your allies?	Why might they be allies?	What's their main objective? (Support you? The initiative itself? The organization?)	How can this ally best help you successfully implement your intervention?

Opponents

Who might be your opponents?	Why might they be opponents?	What do they stand to lose if your initiative succeeds?	How might you neutralize their opposition or get them on your side?

Senior authorities

Who are the senior authorities most important to your intervention's success?	Why are they important?	What signals are they living about how the organization perceives your intervention?	What might you say or do to secure their support as your initiative is being implemented?

Dissenters

Who are the dissenters in your organization - those who typically voice radical ideas or mention the unmentionable?	What ideas are they bringing forth that might be valuable for your intervention?	How might you enable their ideas to have a hearing?	How can you protect them from being marginalized or silenced?

Casualties

Who will be casualties of your intervention?	What will they lose?	What new skills would help them survive the change and thrive in the new organization?	How might you help them acquire those skills?	Which casualties will need to leave the organization?	How could you help them succeed elsewhere?