

Checklist for the board of directors

Key questions to ask during transformation

1. Core problem and root cause

What is the core problem or issue we are aiming to resolve through the transformation effort? Is it thoroughly understood and appropriately scoped?

2. Transformation readiness

Are we confident our organization is ready for transformation? Do we have sufficient capacity, capabilities, and budget — or are our people fatigued?

3. Executive leadership competencies

Do we have the right leaders and relevant competencies in place to facilitate a successful transformation? How do we enhance or augment leadership skillsets?

4. Organizational culture and mindset

Does our organization have the appropriate culture, mindset, values, and behaviours required to achieve and sustain the intended transformation outcomes?

5. Stakeholder value

How will this transformation deliver value for key stakeholders of our organization, including members, employees, and system partners?

6. Business value

How will this transformation deliver value for our business — and is the value sufficiently framed and demonstrated through a robust business case?

7. Financial commitment and benefits

What is the short-term vs. long-term financial and/or budget commitment of the transformation effort? How and when will we realize the benefits?

8. Span of influence and governance

How will the board of directors govern and support executive leaders and senior management in the transformation effort?

9. Transformation pace and outlook

Can we deliver the transformation in a reasonable timeframe? How do we adapt, and will the transformation outcomes still be relevant upon completion?

10. Quality and success metrics

Are there controls in place to manage the overall delivery quality of the transformation? How will we mitigate risks and measure success?

