Challenge Model

Mission

Vision

Measurable result:

_____

Priority actions

_____
_____
_____
_____

Obstacles and root causes

Current situation:

_____

Challenge:

_____

(How will we achieve our desired result in light of the obstacles we need to overcome?)
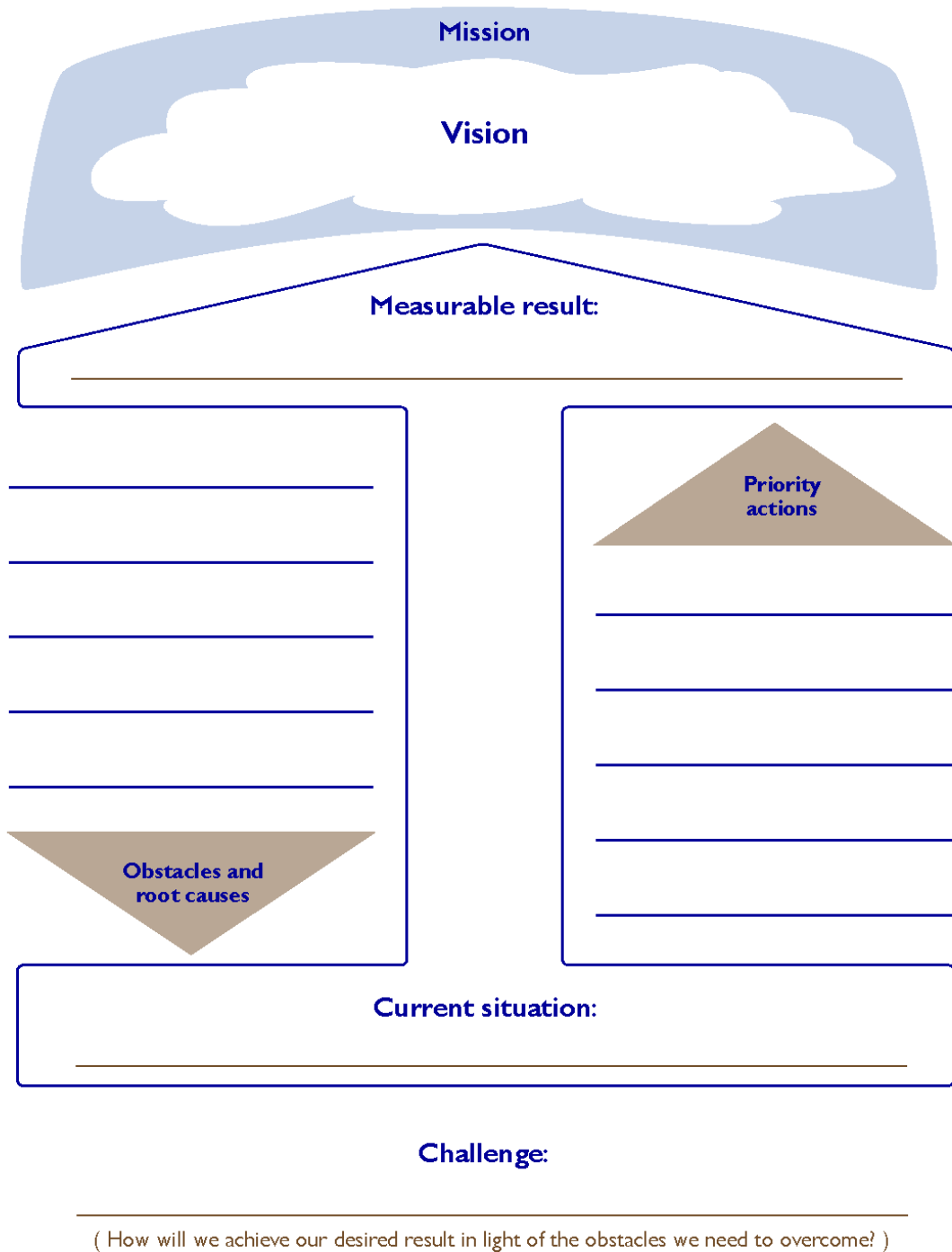
USING THE CHALLENGE MODEL

Step 1. Review your organizational mission and strategic priorities
- With your team, form a common understanding of your organization's mission and strategic priorities. This understanding will help you shape your vision and make sure that it contributes to larger organizational priorities.

Step 2. Create a shared vision
- Work with your team to create a shared vision of the future that contributes to accomplishing the organization's mission and priorities. This shared vision will inspire the team to face each new challenge.

Step 3. Agree on one measurable result
- Pick an aspect of your shared vision and create one measurable result that you all want to achieve and that can be achieved in a short time frame. This measurable result is what will drive your work. Because it is measurable, it allows you to monitor and evaluate your progress toward achieving it.

  Note that *finalizing* the result is an iterative process. As you learn more about the current situation and obstacles you need to overcome, you may need to adjust your stated result so that it is appropriate and realistic.

Step 4. Assess the current situation
- Scan your internal and external environments to form an accurate baseline of the realities or conditions that describe the current situation in relation to your stated result.

Step 5. Identify the obstacles and their root causes
- Make a list of obstacles that you and your team will have to overcome to reach your stated result. Use root cause analysis tools to analyze the underlying causes of these obstacles to make sure you are addressing the causes and not just the symptoms.

Step 6. Define your key challenge and select priority actions
- State what you plan to achieve in light of the root causes of the obstacles you have identified. (It helps to begin your challenge statement with "How will we…?") Then select priority actions that you will implement to address the root causes.

Step 7. Develop an action plan
- Develop an action plan that estimates the human, material, and financial resources needed and the timeline for implementing your actions.

Step 8. Implement your plan and monitor and evaluate your progress
- Support your team in implementing the plan, and monitor and evaluate your progress toward achieving your result.