



1. Build a team

Unit leadership
Institutional leadership
External consultants
No single individual can expect to succeed



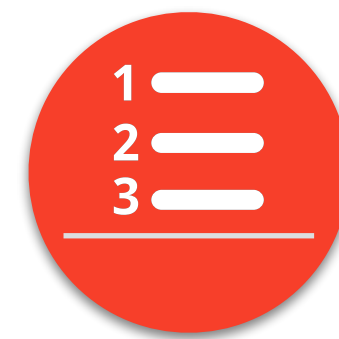
2. Collect information systematically

Go for evidence - not reputation or narrative alone
Performance indicators
Qualitative data



3. Activate the people of good will

Share your idea of what success looks like
Give them specific roles if possible
External review as a catalyst?



4. Develop a plan

Stop rewarding bad conduct
Describe success
Set recommendations
Consider how to communicate the plan



5. Be patient, adaptable

...but not too patient: keep evaluating progress
...and not too adaptable
Don't give up!