



Purpose

This tool is designed to help K-12 leaders anticipate challenges prior to implementation of an initiative. By anticipating how implementation will unfold, leaders can plan ahead on how to address challenges.

PART I

INITIATIVE OVERVIEW

Describe the initiative action plan for which you are conducting the pre-mortem exercise.

Title of Initiative:

Type of Initiative:

☐

New Plan

☐

Continuation of Existing Practice

☐

Revision of Past Practice

Description of the Initiative Action Plan:

Primary Goals/Outcomes of the Plan:

Why is this initiative important to the school/community?

Who or what roles will be impacted by the implementation of this initiative?



PART II

TEAM COMPOSITION

The team conducting the pre-mortem should be composed of people directly impacted by implementation. It should also include a range of perspectives from others who will be impacted indirectly.

Describe the selection process for team members:

Pre-Mortem Exercise Team Roster

Name	How is this person connected to this initiative?	Directly or indirectly impacted?
		☐ Directly ☐ Indirectly
		☐ Directly ☐ Indirectly
		☐ Directly ☐ Indirectly
		☐ Directly ☐ Indirectly
		☐ Directly ☐ Indirectly
		☐ Directly ☐ Indirectly

How does this team ensure multiple perspectives are represented in identifying potential pitfalls and solutions?

What perspectives may be missing or underrepresented? How will we address this?



**PART
III**

EXERCISE TOOL

Prior to completing the template below, the team should review the overall plan of the initiative being implemented. This could take place either as pre-work or during the pre-mortem exercise.

Pre-Mortem Analysis Template

Guiding Prompt: *Imagine it is one year from now and the initiative failed. What went wrong?*

Potential Pitfall/ Failure Point	Root Cause	Proposed Solution	Person(s) Responsible	Timeline for Action	Criteria for Success	Priority <i>See Reflection Questions</i>
						☐ High ☐ Medium ☐ Low
						☐ High ☐ Medium ☐ Low
						☐ High ☐ Medium ☐ Low
						☐ High ☐ Medium ☐ Low
						☐ High ☐ Medium ☐ Low
						☐ High ☐ Medium ☐ Low


**PART
III**
EXERCISE TOOL, continued

Prioritization Matrix
Assign a priority level for each pitfall/challenge identified on the previous page. Use this information to adjust the implementation plan.

Priority Level	Criteria
High	Significant impact and high likelihood
Medium	Moderate impact or likelihood
Low	Limited impact or low likelihood

Reflection Questions

Which challenges are within our control?

Which barriers may require district/community support?

Which risks have the highest impact on intended outcomes?

What early warning signs should we monitor?