

# **The 77-Day Plan**

## *Preparing a Transformation*

A recommendation for the President-Elect Barack Obama

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The next President-elect will be inheriting more crises, challenges, and opportunities than any other in the history of this nation, and given the constraints of time, complexity, and political will, he will be hard-pressed to address all of them after inauguration. Never before have such a set of demanding transformations been so desperately needed and widely expected in America. At the very least, America needs immediate transformations in the way it handles its *Economy, Energy, Healthcare, Education, Technology, etc.* **We propose that in the time between November 5<sup>th</sup> and January 20<sup>th</sup>, the President-elect assemble, manage, and oversee a structure of focused, diverse experts and stakeholders that can utilize the input of millions and deliver – on Inauguration Day – a very detailed, concise and prioritized Master Plan for the first hundred days, first six months, and the first year.**

The next President-elect should be the most active and productive President-elect in the history of this country. Our experience – comprised of over 20 years of research and consultation in the governance structures, processes, and templates that are the basis of transformation in large scale organizations – inform our optimism that this task can be done quickly and effectively without being rushed. We believe that our recommendations will increase the President's ability to begin execution on well-planned strategic transformations on Day One. This document briefly outlines, in a bullet format, our recommendations for the structure, governance, and process of the “77-Day Transformation” – a rigorous, thorough, and all-encompassing planning and “pre-execution” process for the President-elect.<sup>1</sup>

## **Structure and Governance**

### **The Rapid Response Team (RRT)**

- One RRT for each area: Economy, Education, Healthcare, Energy, Technology, etc.
- RRT composed of “who’s who” leading experts: academics, former officials, business leaders, elected representatives, stakeholders in the future transformation process
- RRT led by a “Pilot” who ensures progress and manages the team. This is a good proving ground for potential leaders in the Administration.

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<sup>1</sup> The detailed of the processes can be found in the book authored by Tabrizi, “Rapid Transformation.”

- Each RRT will have an extended team of aides doing the necessary fact-finding, data organization, etc, to gather and analyze information that helps the RRT prioritize.
- Each group will create its own prioritizations and plans, working iteratively with the Oversight Team, who will be integrating into the Master Plan.
- Venue: An abandoned factory in the U.S. heartland, set up with cubicles, etc.

**\*\* Important notes regarding the Rapid Response Team**

- o MUST be comprised of the bi-partisan leaders for effective execution. One of the most significant findings of our research is that if you get the stakeholders to be the authors of the transformation, they will be more invested in the transformation process. No one can be left out if these transformations are to succeed.

**The President-Elect Governance Team**

- Led by Barack Obama *every day*
- Composed of most trusted advisors and the Pilots of each RRT
- Two objectives:
  - o Oversee the RRTs progress, give feedback, ensure they are on schedule
  - o Iteratively integrate and prioritize RRT recommendations into the comprehensive government plan (budget, resources, timetables, etc)
- The Master Plan will consist of action items and metrics for Day One, Day 100, Six Months, and One Year.
- Constant communication with the RRTs

**Timetable**

**77 Days – Three Phases**

- Phase 1 (11/5 – 11/16): Diagnosis
  - o Assemble the Team
  - o Identify key pain points
  - o Identify root causes
- Phase 2 (11/17 – 12/15): Envision the Future

- Develop “big ideas” and high-level vision of the future, approved by the Governance Team
- Identifying the steps necessary to go from present state to future vision
- Launch new tiger teams as needed
- Create cascading goals and metrics to meet these goals
- Phase 3 (12/16 – 1/19): Paving the Road
  - Create detailed road map for each RRT
  - Prioritized 100 day, 6 months, and 12 months plan.
- January 20<sup>th</sup>, 2009: Inauguration Day
  - Hard, fast, and ruthless execution on all cylinders
  - Put the road maps into action

**Other notes**

- Gathering input and participation from the masses has been a large part of the change taking place in this country. The key is to create online tools, and use technology to allow the citizens to give input to the RRTs directly. Millions of constituencies could participate and be part of the change process. The extended teams can help manage this data.

**Structure and Governance**

