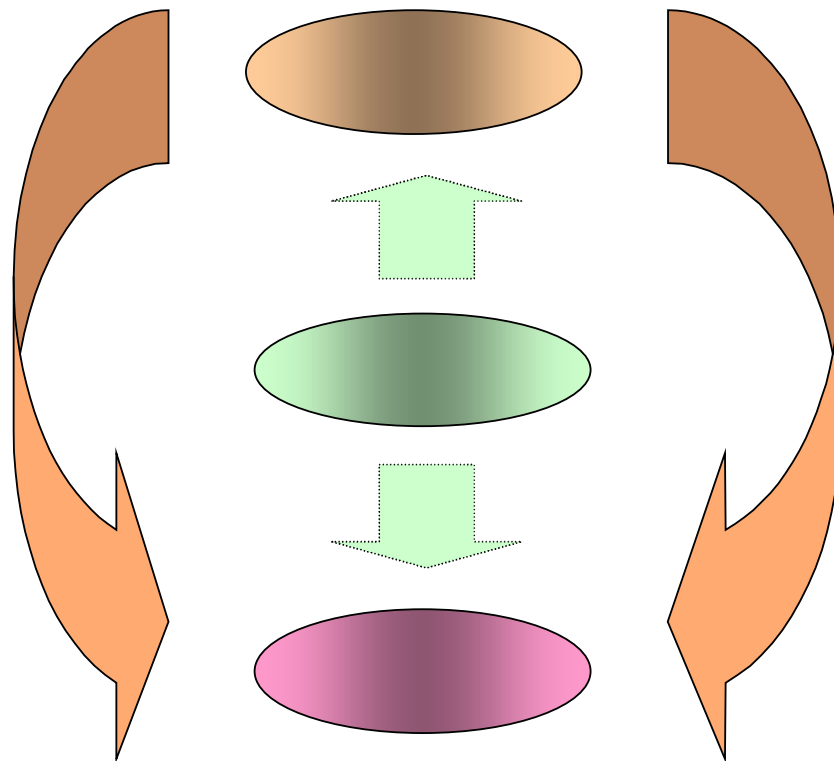


Bridging The Gap

Between strategic vision and successful
programme implementation

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70% of all programmes fail to deliver the benefits

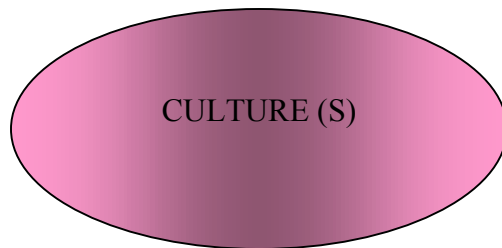
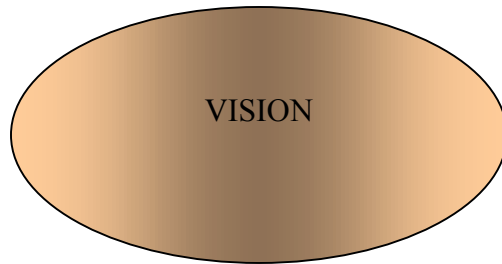
Why?

- The lack of a practical model and management tools to bridge the gap between the vision and a successful implementation
- The “inbuilt resistance” to change of organisational cultures and a lack of management processes to deal with this
- Failure to take full account of the impact of the changes on those people most impacted by them

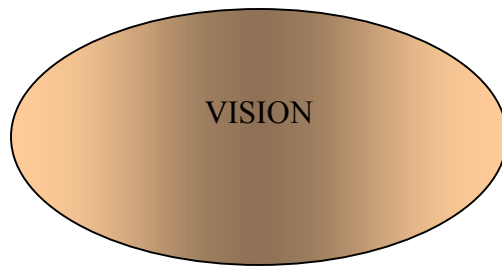
How to change?

- **Model corporate change on personal change**
- **Recognise the existence of and relationship between the 3 dimensions:**
 - Inspiration - “guiding purpose” - vision
 - Consciousness / the “organisation” - reality of “business as usual”
 - Unconsciousness / culture - drivers - beliefs - values...
- **The rationale for this perspective:**
 - A corporate can be regarded as a “macro individual”
 - A corporate comprises individuals
 - A corporate is transformed by transforming individuals

The model



Vision



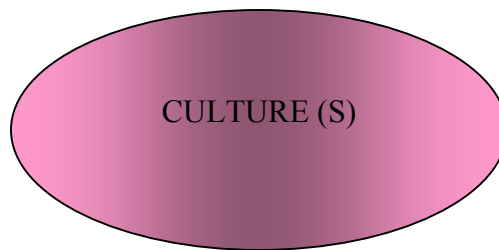
- The vision for the changed organisation
- The raison d'etre for the organisation
- In the “fully functional” organisation it directly inspires and drives the culture
- Often it doesn't because of
 - Cultural influences on the organisation
 - Poor or non-functioning processes to communicate vision to the organisation

Organisation



- The everyday working organisation - the domain of “rationality” and everyday functionality where
 - Decisions are made
 - “Business as usual” takes place
 - Ideas, inspiration and vision are received
 - Culture is created via attitudes, beliefs and values reinforced by repetition and habit
- The “fully functional” organisation continuously observes and “reprogrammes” cultural processes and behaviours and aligns them to vision
- Often it doesn’t and the organisation experiences resistance and “blockers” from culture

Culture

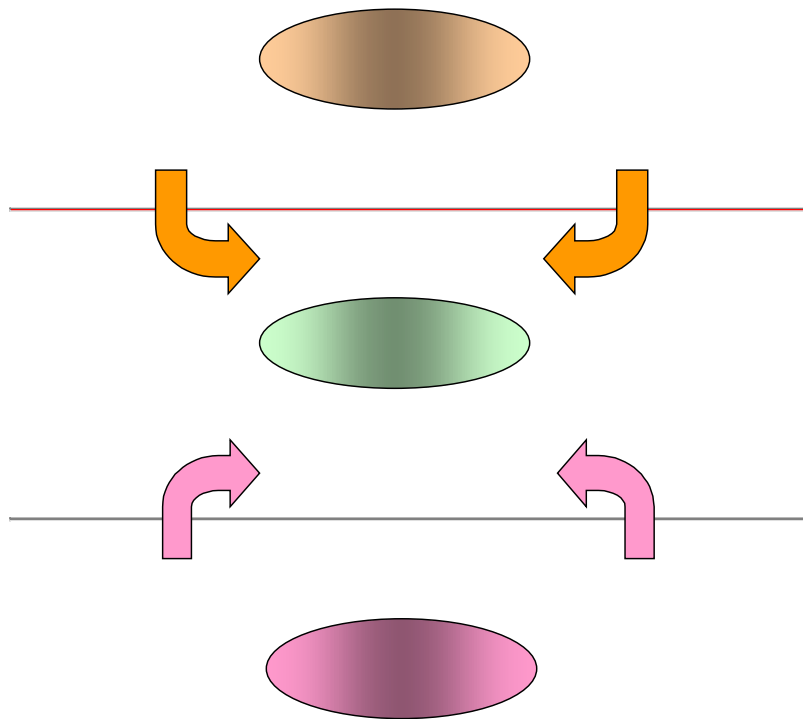


- Culture is the sum of the organisations key characteristics, values, beliefs and is evidenced in actions and behaviour
- There often many subcultures within an organisation
- Cultures are frequently “invisible” to those within them
- Culture filters and distorts data received via the organisation – in line with the beliefs & values etc stored within it
- It holds the “hidden software” that will determine:
 - how the organisation behaves
 - what it focuses on
 - source of the “hard-wired” resistance
- The successful “reprogramming” of culture is critical for a successful change programme

Organisation scenarios

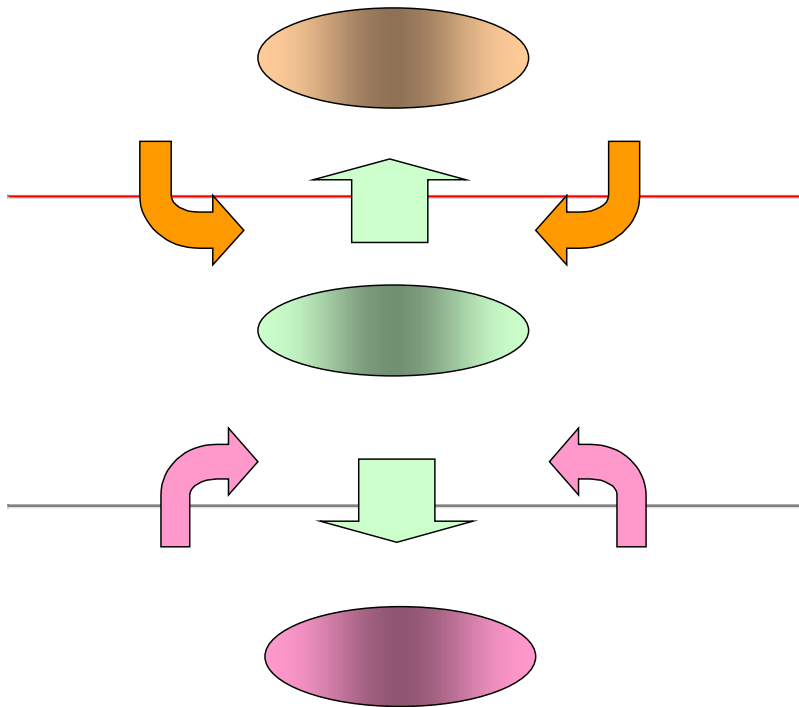
- (1) “Not very functional”**
- (2) Making an effort to change**
- (3) Successful implementation**
- (4) “Post-change” state**

“Not very functional”



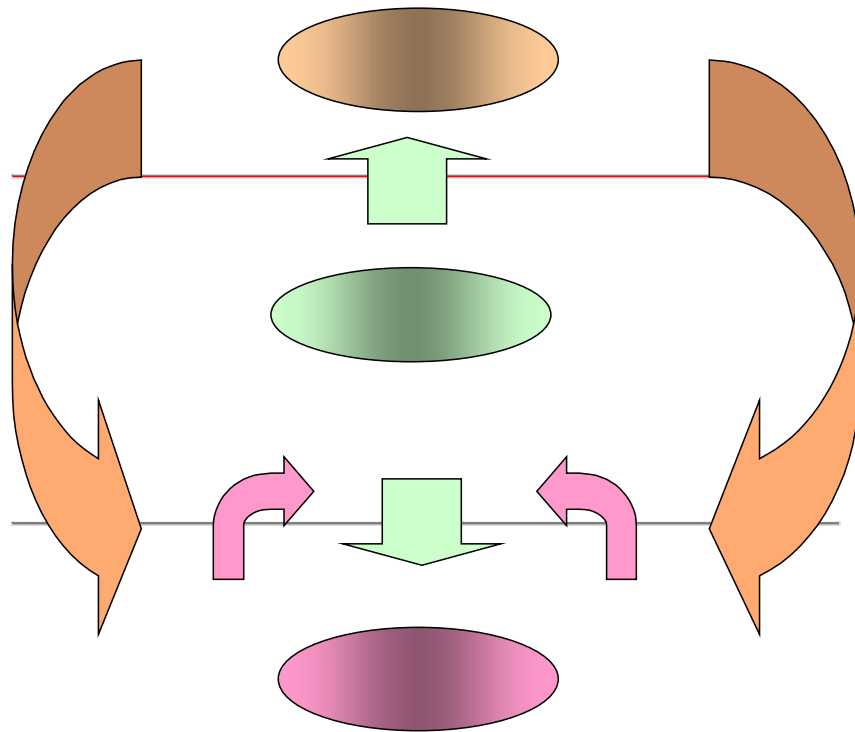
- Vision has limited impact on organisation
- Culture filters / deletes so organisation sees what it wants to see
- Culture imposes resistance and “blockers” on the organisation

Making an effort to change



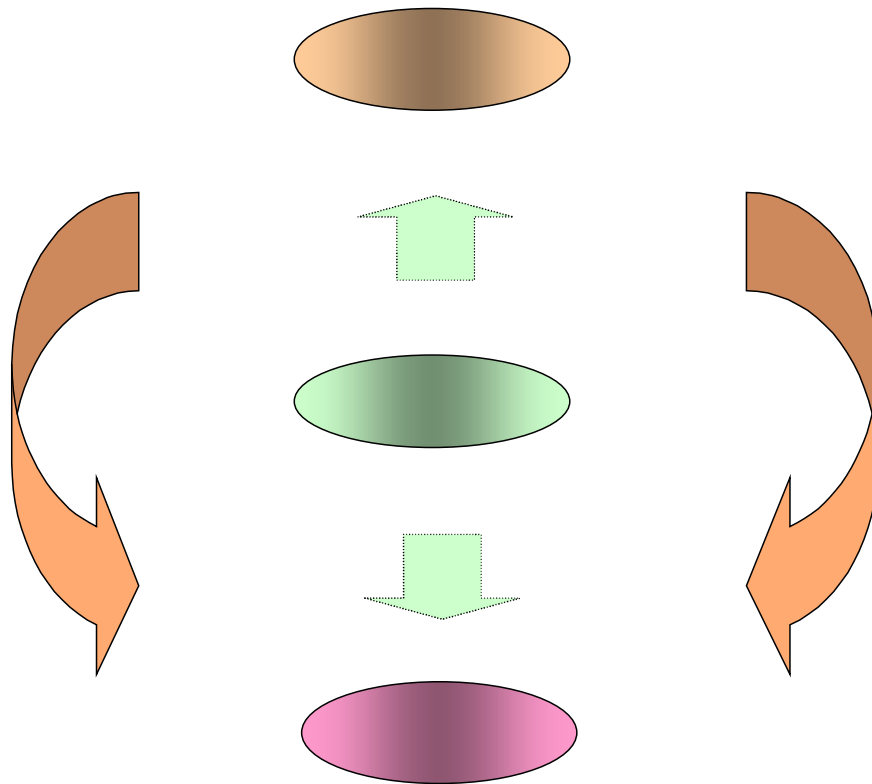
- Cognition and communication
- Putting processes in place to:
 - Listen to & consider implications of vision
 - Make culture visible
 - Identify and understand the blockers and resistance

Successful implementation



- Putting processes in place to:
 - Realign vision and culture
 - Address and remove blockers and resistance
 - Re-programme the culture

“Post-change” state



- Organisation sustains the changed state by:
 - Ensuring that culture remains constantly aligned to vision
 - Constant alertness for blockers and resistance and rapidly implementing processes to address and remove them

Summary

Bridging the gap between strategic vision and successful programme implementation

- **Model corporate change on personal change** - recognising the existence and relationship between:
 - Inspiration - “guiding purpose” - vision
 - Consciousness - organisation - what we think of as “reality”
 - Unconsciousness - cultures - hidden - drivers - beliefs - values...
- **Cognition**
 - Understanding fully: “what we look like - and why - how we want to look - and how we change...”
- **Communication**
 - By providing the framework and language of change
- **Change** - using appropriate tools, techniques and change processes to:
 - Understand the impacts of vision - esp on those most affected
 - Communicate the vision and change process
 - Make culture(s) visible
 - Identify blockers and resistance to vision with the culture(s)
 - Re-programme the culture and realign to vision
 - Ensure that culture stays aligned to the vision

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