



Lesson 7 – Task Level Implementation

"It is crucial to set a compelling vision that tells people who you are, where you are going and what is going to guide your journey. The first part of leadership is showing direction. If people do not know where you are going then your leadership does not matter." Ken Blanchard

(1) Translating vision and strategy into actionable steps

- ❖ A common mistake that many managers make is to assume that because they have told people what they want to happen then it will happen. It won't!
 - ❖ Although people will hear what you say when you outline your vision and strategy, and will probably agree with you, at the individual level, most of them are not able to translate it into productive purposeful action.
 - ❖ People are very different in the ways they process information, interpret life, and in the ways they are motivated. This is not because they are stupid, and does not necessarily mean that they are resistant to your vision and strategy, but it does often mean that the jump from vision and strategy to practical implementation is too big for them to make - without support.
 - ❖ This means that managing change, at the task level, requires hands-on detailed management [micro management on occasions] in the specifics of what to do and how to do it. This is especially necessary during the early stages.
 - ❖ As change leader, it really is your responsibility not to make assumptions, and to "grind out" and communicate those actionable steps.
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(2) The key steps for translating vision and strategy into actionable steps are as follows:

- ❖ **Communicate** - articulate your vision [in under 60 seconds]
 - ❖ **Define** - set out in a logical way the steps needed
 - ❖ **Manage** - the details - check regularly and frequently
 - ❖ **Consistency** - in any changes or corrections
 - ❖ **Implement** - follow-up + say "please" and "thank you"
 - ❖ **Integrate** - allow for many repetitions to make it stick
 - ❖ **Adopt** - make staff feel good about what they do
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(3) The Practitioners Masterclass will give you succinct and clear guidance on how to create and apply these actionable steps. Areas covered include the following:

- ❖ 2 keys for setting up to succeed (Blanchard)
 - ❖ Recognising and working with individual differences (Myers Briggs)
 - ❖ Different strokes for different folks (Hersey -Situational Leadership)
 - ❖ How to give negative feedback constructively (Blanchard)
 - ❖ Communicating the context of change (Kotter, Bridges et al)
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You will have the tools to "health-check" your own plans for a change initiative - and the tools and processes - all ground out of hard painful experience - to ensure you don't make mistakes I have made - and that you succeed both personally and organisationally

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>
