

Task Level Implementation – Summary Notes

The key steps for translating vision and strategy into actionable steps are as follows:

- **Communicate** - articulate your vision clearly, simply, consistently and frequently [in under 60 seconds]
 - **Define** - set out in a logical way the things you need to get right in order to get the desired result.
 - **Manage** - make sure the details, at each appropriate level, are being got right day after day. Check in with them regularly and frequently – especially in the early stages
 - **Consistency** – if change is needed in what they are doing, make sure it's consistent with the vision you have given them, and clearly communicated
 - **Implement** - follow-up on your instructions and tell people when they've done a good job, give them guidance when they haven't - but always notice what they're doing – and always say “please” and “thank you”
 - **Integrate** - it takes many repetitions to form a new habit [it is estimated that this may be as many as 30-40 times over a period of 1 to 3 months], so do not make the mistake of assuming “they’ve got it” too soon
 - **Adopt** - reinforce the new ways of doing things by helping staff to feel enthusiastic and special about what they do
-

2 keys for setting up to succeed

- (1) Get your people so prepared for accomplishing their tasks that they can go on autopilot.
- (2) Have your people so prepared that when the big need, requirement or opportunity comes their way they want to be the one to take on that challenge.

Goal setting starts behaviour, but what makes the biggest difference is what you do after the goals are set to observe, monitor and provide feedback for your people so that they can be at their very best. [Ken Blanchard]

Recognising and working with individual differences

Less than 1 in 50 of your people will think in the same way you do. An integral aspect of understanding successful leadership in change situations and especially in achieving effective motivation in the workplace lies in understanding:

- **The drivers of human motivation**

- **The difference in individual motivational drivers**
 - **Individual differences in mental processing functions**
-

Different strokes for different folks

- **Directing** - the leader provides clear instructions and specific direction as the followers are not competent, confident or committed
 - **Coaching** - the leader encourages two-way communication and helps build confidence and motivation on the part of the employee as competence increases, although the leader still has responsibility and controls decision making.
 - **Supporting** - the leader and followers share decision making and no longer need or expect the relationship to be directive. The followers are competent and committed.
 - **Delegating** - the leader uses this style when his / her followers are confident and ready to accomplish a particular task and are both competent and committed to take full responsibility.
-

How to give negative feedback constructively

The absolute key to how to give negative feedback constructively and without destroying the other person's self esteem - is to separate the behaviour from the person. Here are 3 guiding principles in how to give negative feedback:

Clarity - Firstly, be very clear what you are seeking to achieve e.g. is this a prelude to something major such as a job change or dismissal, or are you seeking improvement, are you seeking to discover what may be a much bigger and more widespread issue? Secondly, establish as quickly as possible whether you are dealing with a resource problem, a training problem or an attitude problem.

Speed - People have short memories and it is important to link the feedback to the event that gave rise to it becoming necessary.

Consistency - If you have set a clear performance standard - you must ensure that people meet that standard. Letting things slide because you don't want to confront the problem or feel sorry for the person is poor management and helps no one, least of all the person with the problem.

Communicating the context of change

The single biggest barrier to effective workplace communication in a change management situation is quite simply the disconnection between the change leader and those who are or will be impacted by the change.

The key **FACTUAL** questions that your communication strategy needs to address

- What are the objectives?
- What are the key messages?
- Who are you trying to reach?
- What information will be communicated?
- When will information be disseminated, and what are the relevant timings?
- How much information will be provided, and to what level of detail?
- What mechanisms will be used to disseminate information?
- How will feedback be encouraged?
- What will be done as a result of feedback?

The key **EMOTIONAL** questions that your communication strategy needs to address

- What is changing?
 - Clearly express the change leader's understanding and intention
 - Link the change to the drivers that make it necessary
 - "Sell the problem before you try to sell the solution."
 - Not use jargon
 - Less than 60 seconds in duration
- What will actually be different because of the change?
- Who is going to lose what?

5 guiding principles of a good change management communication strategy

- **Clarity of message** - to ensure relevance and recognition
 - **Resonance of message** - the emotional tone and delivery of the message
 - **Accurate targeting** - to reach the right people with the right message
 - **Timing schedule** - to achieve timely targeting of messages
 - **Feedback process** - to ensure genuine two way communication
-