

# Decision Making and Problem Solving

Session 5- Implementing Decisions

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- Decision implementation is where thought moves to reality
- Rarely does a decision sit in isolation
- Current Decisions provide are constrained by other decisions whether implicit or explicit
- Decision implementation requires managing the consequences of these networks of related decisions to achieve our desired purpose or intent, individually or as part of an organization

# Key implementation Questions

- What business or personal relationships might be impacted?
- What actions or tasks are required to implement the chosen solution alternative?
- Are there other decisions to be made to make the chosen solution a reality?
- Does the chosen alternative have an impact on, or cause a conflict with, previously made decisions? If so, what decisions need to be revisited?
- Who needs to know about the decision? Consider the stakeholders list created during planning decision making.
- What actions or tasks will be required to make the transition to the envisioned new solution when decision implementation is complete?
- How do you deal with moving from the current state to the new state?

# Key Implementation issues

- Integration and alignment with Strategic Planning
- Change Management- model, dealing with resistance, communication
- Stakeholder Management- who, analysis, stakeholder strategy
- Project Management Issues- Time, Cost, Scope, Quality, Team, Resources, Risk, Monitoring and Control

# Strategic Planning Model

- Objectives
- Analysis of Environment- SWOT analysis
- Strategic Choice
- Plan implementation
- Manage change

# Strategic Planning

- Existing position - where are we
  - Desired position - where are we going
  - Required changes - how do we get there
  - Elements involved
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- Resources, personnel, products / services, activities, processes

# Managing Change

- Sources of Resistance
  - People are afraid of new ideas- feel threatened, cannot cope
  - Fear of the unknown
  - Lack of information
  - Lack of perceived benefits

<b>Element</b>	<b>Sources of resistance to change</b>
Objectives	Lack of clarity or understanding of objectives
People	Change may threaten important values, skills, needs and interests
Technology	May be poorly designed, hard to use or incompatible
Business processes	May require unwelcome changes in the way people deal with colleagues or customers
Financial resources	Doubts over whether change will be financially worthwhile
Structure	New reporting relationships may disrupt things
Culture	Change that challenges core values may be resisted
Power	Change that affects ownership of information may be resisted

# Role of Communication in overcoming resistance

- Gain commitment
  - involve / consult / inform
- “Sell” the need + approach
  - “our” problem / benefits
  - change = challenge / excitement / opportunity
  - demonstrate effectiveness
  - keep flexible
- Empathise
  - see their view, possible reasons for resistance
  - threats, jealousy, fear
  - effort required
  - outside “comfort zone”
  - constraints / practicalities faced
- Get them to take ownership
- Make them feel in control
- Communication Model (AIDA)
  - Attract **ATTENTION**
  - Maintaining **INTREST**
  - Arousing **DESIRE**
  - Getting **ACTION**



# Change Management Models

- **Lewin**- unfreeze, change, refreeze
- **Kotter**- create urgency, form coalition, create vision, communicate vision, remove obstacles, create short term wins, build on changes, anchor to culture
- **ADAKR**- awareness, desire, ability, knowledge and reinforcement

# Project Management

- Create a plan- include WBS, Gantt Chart, Milestone plan
- Create a budget for implementation activities
- Conduct stakeholder analysis
- Develop communication plan
- Use progress reports