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

• 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

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

• **ADA KR** - 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