



Ensure successful strategy implementation by building resilience

Why is it so difficult to implement strategy?

You have a visionary strategy that will deliver competitive advantage. The executives are ecstatic but over time the strategy fails to deliver the anticipated benefits.

Why is it so difficult to implement strategy? The culprit is usually not the strategy itself, the design or even technology. We understand enough about devising strategy, re-structuring organisations, project management, IT design, process re-engineering and even culture change for them not to be the issue.

The real problem is in getting people to implement strategy.

The role of people engagement

We know strategy involves change. So we create people engagement activities to get buy-in so that people:

- understand the strategic vision and their role in achieving it,
- are so excited by the vision that they get goose bumps,
- have performance contracts detailing their contribution with rewards for going the extra mile.

People engagement outcomes like this are very important, but unfortunately they are not enough to ensure that strategy is successfully implemented!

Leaders, teams and individuals need to be resilient!

Together with strategy engagement activities, people resilience is the vital element in making strategy work. Resilience enables people in all levels of the organisation cope with setbacks, unwelcome change and keeps the pressures from work and life challenges positive:

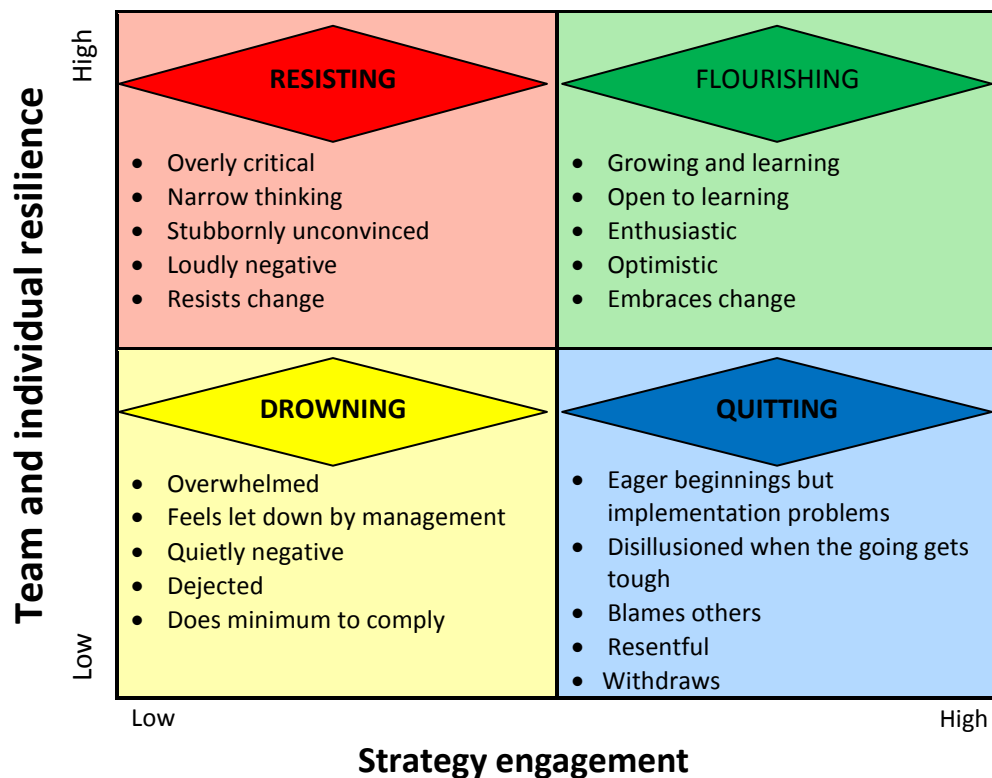
- Leaders need to cope with their own stress, and to display this resilience in their leadership. They also need the tools to coach their Team Members when their resilience is lagging.
- Team Members need to be able to stay task focused and productive whilst experiencing disruptive and even unwelcome change. They need to be able to keep home and work stress separate, and not allow negative stress from one area to influence the other.

Effective strategy implementation requires the organisation to be strategy-fit

Effective strategy engagement combined with people resilience creates strategy-fitness. It reflects the capacity of the people in the organisation to deliver the organisation's strategy.

It's important to understand the different reactions in your team to large scale change:

Strategy–fitness



Strategy engagement

- Understands the strategy and their role in it
- Engaged emotionally
- Knows what to do and is rewarded

- *Flourishing Behaviour* is characterised by being open to and embracing the strategy and change initiatives, growing and learning and has a positive attitude.
- *Quitting Behaviour* starts off enthusiastically, but becomes disillusioned when the going gets tough, blames others, becomes resentful and withdraws.
- *Drowning Behaviour* is very soon overwhelmed by the challenge and changes, becomes negative and dejected, and does the minimum to comply.
- *Resisting Behaviour* is characterised by narrow thinking, being stubbornly unconvinced, resists change and is often loudly critical.

For successful implementation of strategy, the impact of the Flourishing Behaviour should ideally be greater than the combined impact of the Quitting, Drowning and the Resisting Behaviours.

Build people's capability to engage with change

Fortunately, you can shift the *Quitting, Drowning and Resisting Behaviours*. With our research-based training and its proven track record, people throughout the organisation will become strategy-fit and better able to deliver on tough performance contracts.

Start with a 4 hour executive orientation and planning session. The outcome is executives who understand and support the investment in training resilience.

Leaders learn in our intensive two-day *Resilient Leadership* workshop, the tools and techniques they need to keep stress positive in their own lives. They assess their Team Members strategy-fitness and learn 3 coaching techniques to address the Quitting, Drowning and Resisting Behaviours. The outcome of the training is the leaders are better able to cope with stress, enhance the resilience of their teams, and critically, coach team members when their resilience lags.

Team Members learn in our two day *Building Resilience* workshop, the practical tools and skills to bounce back from difficult organisational and life events, such as significant change, setbacks and hardship. They learn tools to not only cope with adversity, but also how to emerge stronger and more resourceful. The outcome is they are able to resist stressful experiences impacting on their job productivity, remain task-focused, deal with multiple demands, and stay calm and healthy.

The outcome of training in resilience

The outcome is dramatically increased leadership, team and personal resilience:

- Leaders are better able to lead during turbulent times by being personally resilience and by coaching team members whose resilience lags.
- Team members are more willing to engage with even unwelcome change and better able to withstand stress.
- Overall organisational strategy-fitness is enhanced, and the organisation is best positioned to ensure successful strategy implementation and so deliver high-performance.

Clients:

We work with a variety of clients in South Africa, Southern Africa and Australia including: Old Mutual, Momentum, Metropolitan, various local, provincial and national government administrations, SAPS, Nokia Siemens Networks, Royal Swaziland Sugar Corporation, TAL Australia.

About Rod Warner:

Rod has researched, developed interventions, presented and published in the field of resilience. His book "The Building Resilience Handbook" is available from <http://www.takealot.com> in its second printing.

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