

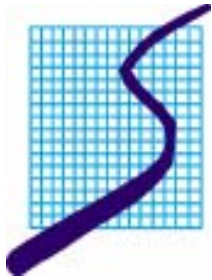
RAY SVENSON CONSULTING, INC.
Business-Driven Learning Strategies

Winning Every Time

Six Ways to Make Large-Scale Performance Interventions Succeed

**Presented by:
Ray Svenson, CPT**

**2004 ISPI International Conference
Tampa, Florida**

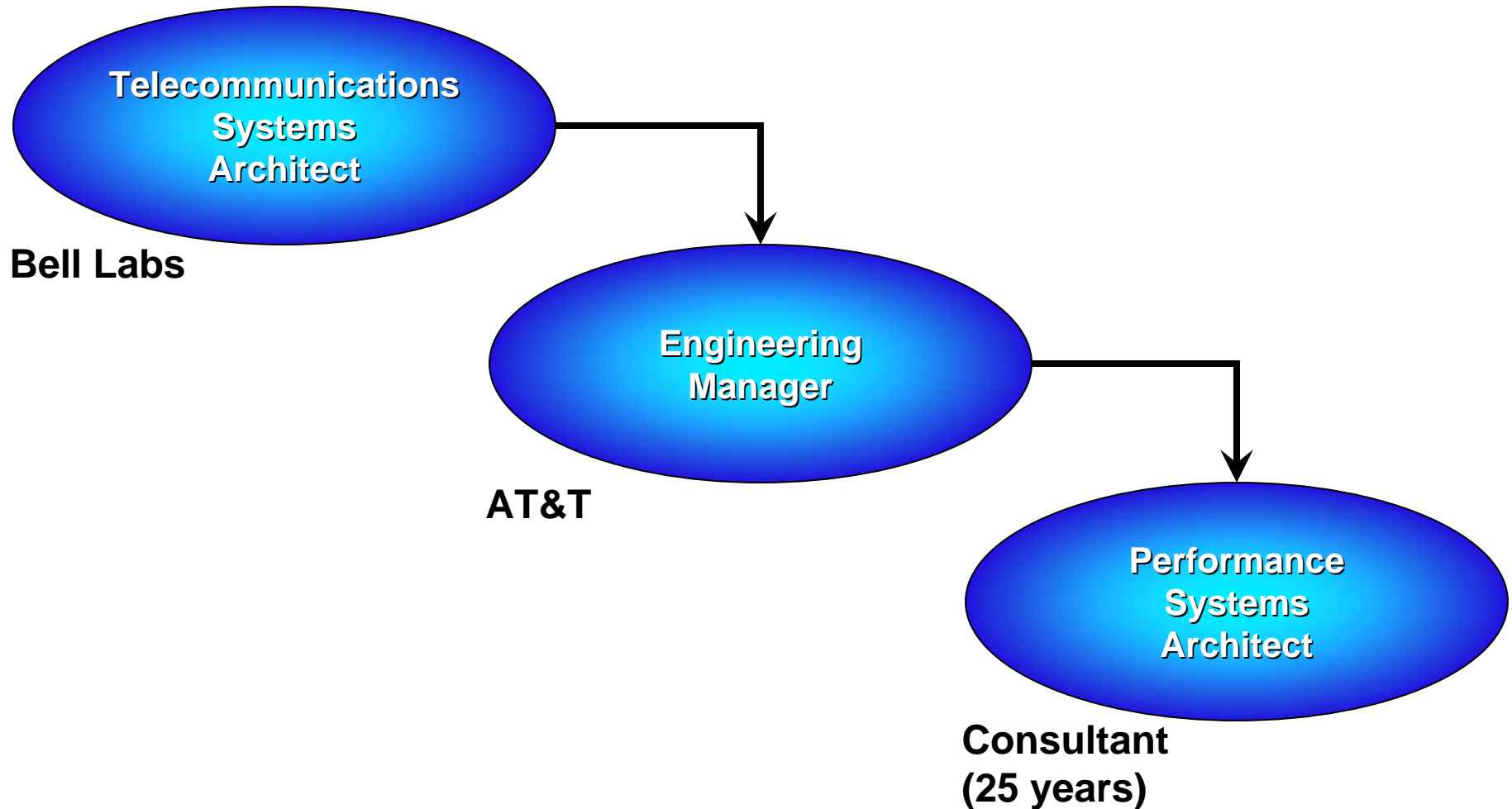


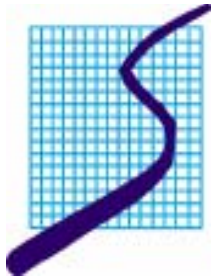
What This Is All About

- **Large-scale performance interventions**
 - **Businesswide learning and development strategy**
 - **Leadership development strategy**
 - **Qualification/certification system**
 - **Organization redesign**
 - **Business process redesign**

- **Tactics for dealing with the sociopolitical factors**

My "Techie" Transition

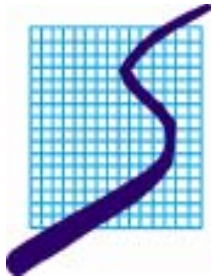




Performance Intervention Failures

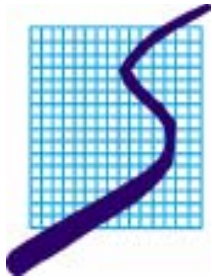
Up to **70%**
of large-scale performance interventions
Fail
(based on various research sources)

- **What are the root causes of failure?**
 - Analysis
 - Design
 - Implementation Planning
 - Execution
 - Sociopolitical Factors



Six Ways to Succeed

- 1. Getting power from the power structure**
- 2. Engaging key stakeholders**
- 3. Finding the natural solution**
- 4. Building confidence through storytelling**
- 5. Designing conversations to build commitment**
- 6. Managing the predictable mysteries of human dynamics**



Power Structure Power

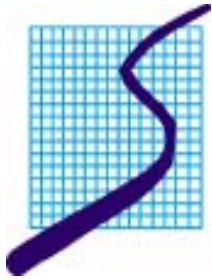
1. Getting power from the power structure

2. En **The Story of a**
3. Fir **New Workplace Learning**
Strategy

4. Building confidence through storytelling

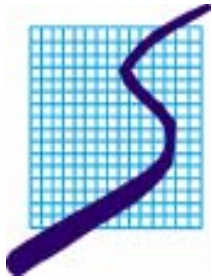
5. Designing conversations to build commitment

6. Managing the predictable mysteries of human dynamics



Power Structure Power

- **Successful practices**
 - **Executive Sponsors**
 - **Interviewing Executives during Analysis**
 - **Executive Steering Team**
 - **Chain of Sponsors during Implementation**
 - **Governance Structures**
 - **Account Team relationships**



Engaging Key Stakeholders

1. Getting power from the power structure

2. Engaging key stakeholders

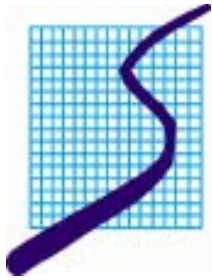
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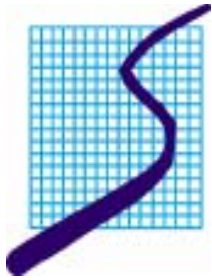
6. Managing the predictable mysteries of human dynamics

The Story of a Technician Qualification System



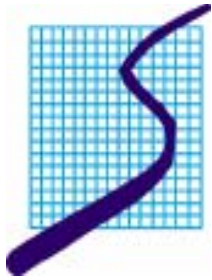
Engaging Key Stakeholders

- **Successful practices**
 - **Analysis and Design Teams**
 - **Implementation Teams**
 - **Using informal leaders**
 - **Getting and visibly using input from**
 - **Focus groups**
 - **Interviews**



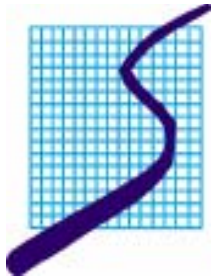
Natural Solution

1. Ge **The Story of an**
2. En **Organization Redesign**
3. **Finding the natural solution**
4. Building confidence through storytelling
5. Designing conversations to build commitment
6. Managing the predictable mysteries of human dynamics



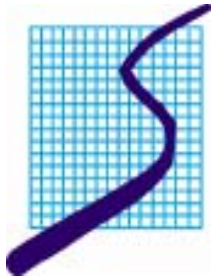
Natural Solution

- **Successful practices**
 - **Architect / Building Committee metaphor**
 - **Straw model alternatives**
 - **Testing for acceptance**
 - **Respecting the political realities**



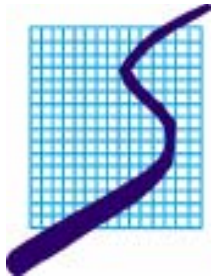
Storytelling

1. Getting started
2. Engaging the audience
3. Finding the story
4. **Building confidence through storytelling**
5. Designing conversations to build commitment
6. Managing the predictable mysteries of human dynamics



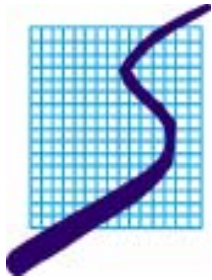
Storytelling

- **Successful practices**
 - **Architect**
 - Tells the story
 - Plays roles and answers questions
 - **Design Team and Implementation Team**
 - Tells the story
 - Plays roles and answers questions



Conversations for Commitment

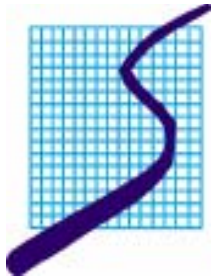
1. Getting power from the power structure
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 3. Fir
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 5. Designing conversations to build commitment
 6. Managing the predictable mysteries of human dynamics
- The Story of an
Engineering Department
Redesign**



Conversations for Commitment

- **Successful practices**

- **Identify key players**
- **Plan conversations with the right people**
- **Ask questions (do not solve problems)**
 - **Can you commit?**
 - **If your objections could be resolved, will you commit?**



Mysteries of Human Dynamics

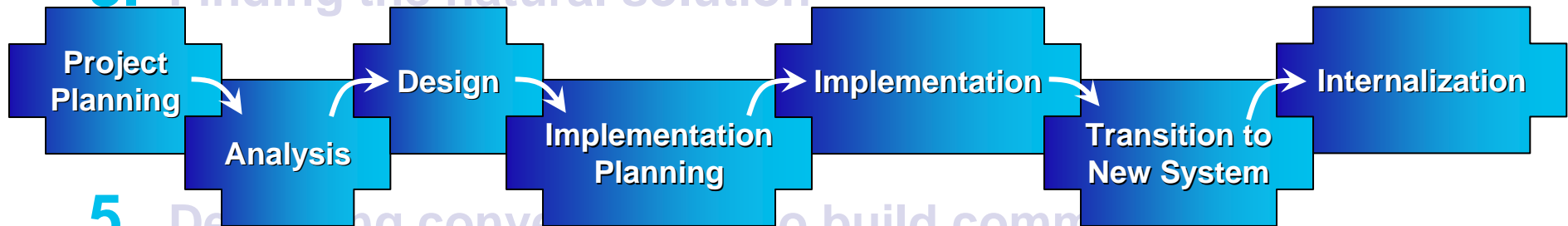
1. Ge

Human Dynamics Are

2. En

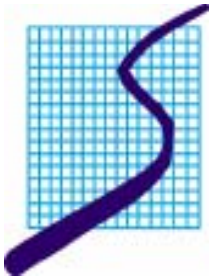
Different Phase by Phase

3. Finding the natural solution

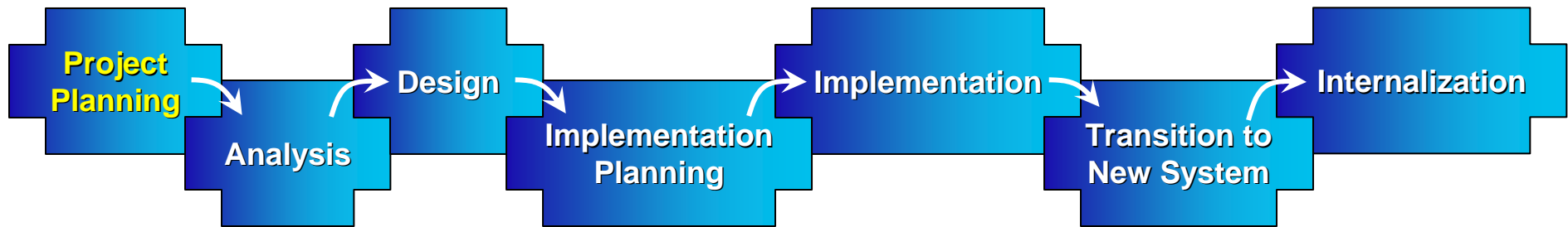


5. Designing conversations to build commitment

6. Managing the predictable mysteries of human dynamics

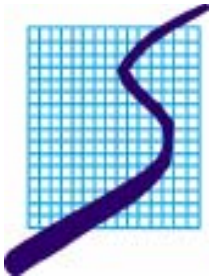


Mysteries of Human Dynamics

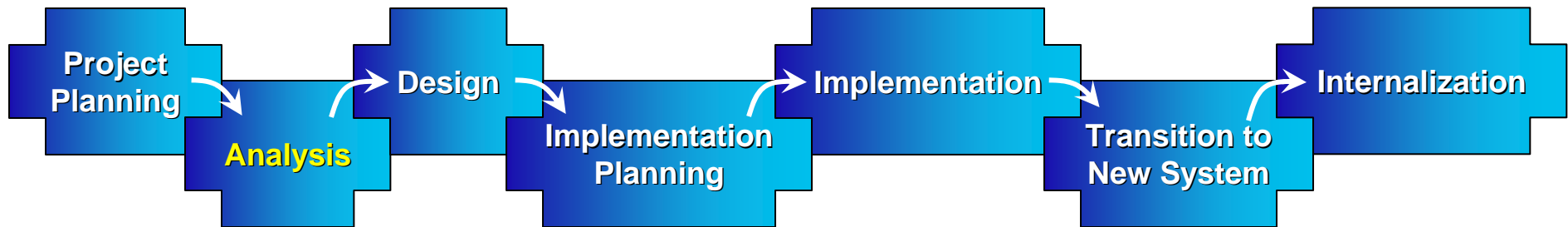


■ Project Planning Phase

- Impatience with
 - Systematic process
 - Timeline for the project
- Denial of the real cost of the project

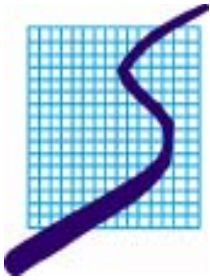


Mysteries of Human Dynamics

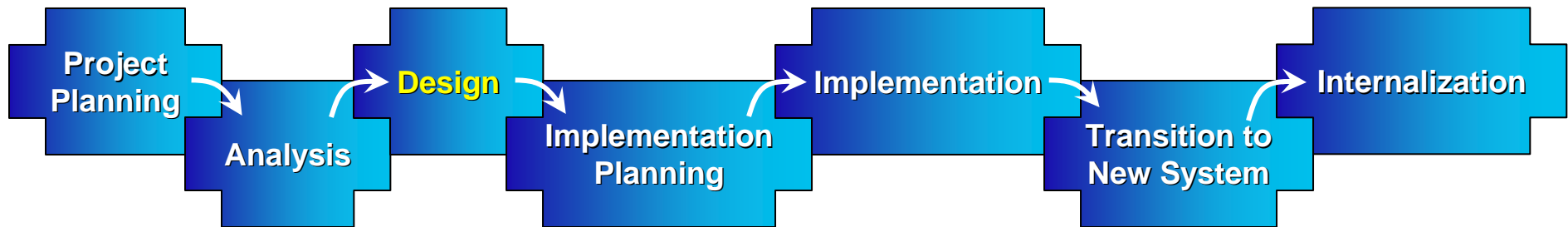


■ Analysis Phase

- Attempts to avoid the brutal truth about
 - The external environment
 - The current situation (example: performance gaps)
 - Current strengths and weaknesses

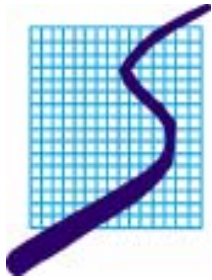


Mysteries of Human Dynamics

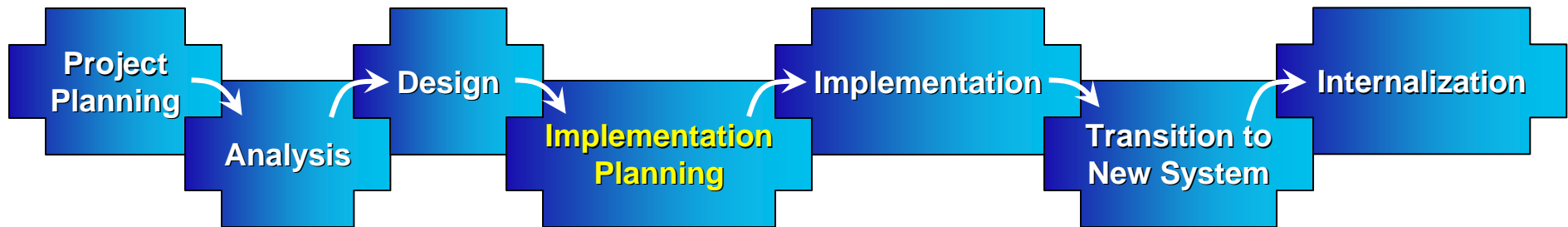


■ Design Phase

- Conflict over design issues
- Politics of winners and losers
- Fears about new ways of managing or working based on the new design



Mysteries of Human Dynamics

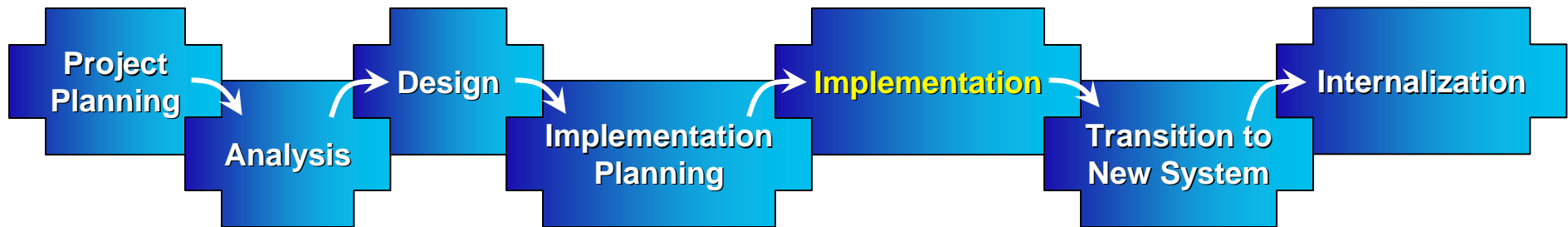


■ Implementation Planning Phase

- Impatience with a multiyear timeline
- Attempts to deny necessary
 - Resources
 - Control structure

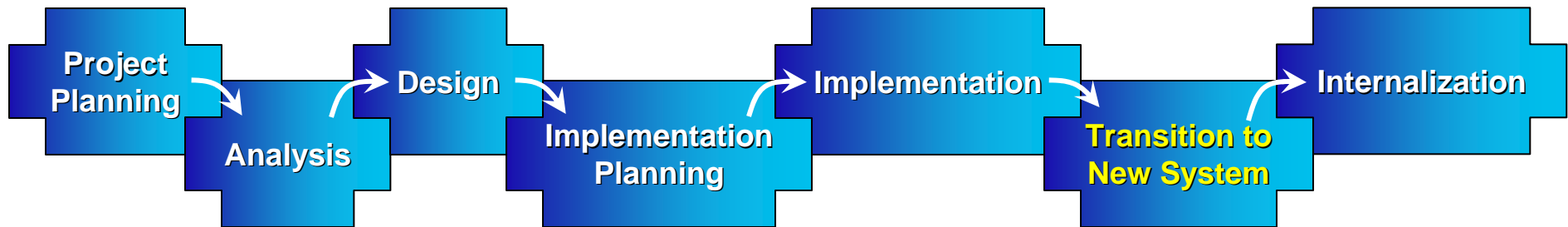


Mysteries of Human Dynamics



- **Implementation Phase** (often includes Detailed Design)
 - Management loses interest, goes on to the next initiative
 - Team members cling to sacred cows
 - Interteam and intrateam conflict
 - Sponsorship failures

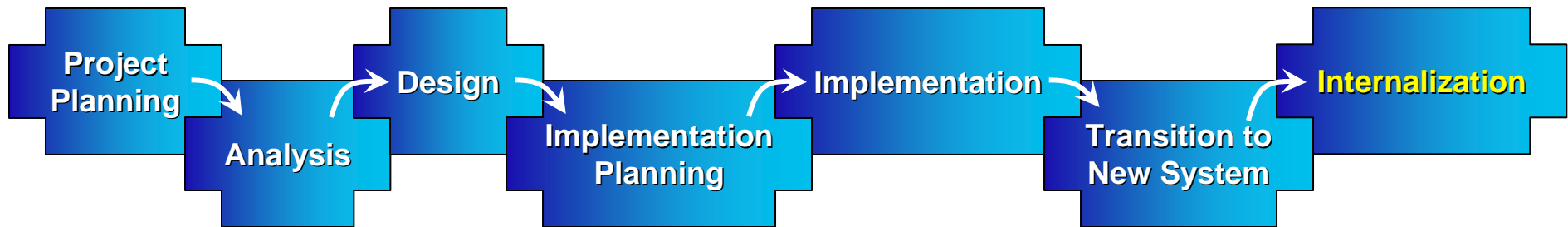
Mysteries of Human Dynamics



■ Transition to the New System Phase

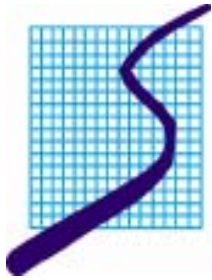
- Workforce disoriented and performance drops (temporarily)
- Resistance over letting go of the old
- Fear over learning and/or adopting the new
- Denial over design flaws
- Executive attention shifts elsewhere

Mysteries of Human Dynamics



■ Internalization Phase

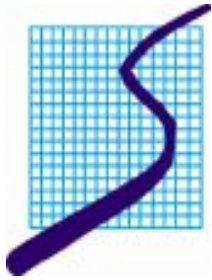
- Impatience with continuing performance dip
- Some people do not fit in the new world
- Grief over letting go
- Clinging to old behavior patterns
- Failure to institutionalize new management systems
- Problems at interfaces with the larger system



Mysteries of Human Dynamics

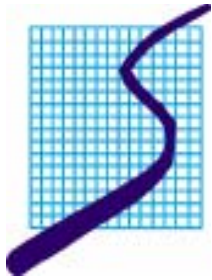
■ Some tactics

- The brutal truth
- Detriangling
- Appealing to higher values
- Coaching
- Chain of Sponsors
- Sensing mechanisms



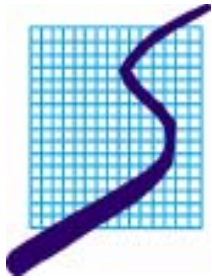
Conclusion

- **Good Analysis, Design, and Implementation Planning are not enough**
- **The sociopolitical factors must be managed to gain a high probability of success**
- **If the sociopolitical factors cannot be managed, the project may not be viable and should be terminated (the earlier the better)**



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Ray Svenson, CPT, president of Ray Svenson Consulting, Inc., is a recognized leader in Business-Driven Learning and Development Strategy for major corporations. His book, *The Training and Development Strategic Plan Workbook*, won the ISPI award for Outstanding Instructional Publication in 1994 and is a standard desk reference for learning leaders.