

## APM Clear Vision + Strategy + Benefits (Martin Gosden's first group)

1. What factors contribute to success?
  - Well defined strategic "story" for the change.
    - Why: Start, vision, end state
  - Engaging stakeholders to help develop vision
  - Appropriate "language" for Audience – sales pitch
    - Visual, Documents, Presentations
  - Simple, clear, understandable
  - Stories – what is in it for me (Benefits)
  - Middle + junior manager able to explain to teams
  - Invest time in developing + communicating vision
  - Line of sight / golden thread      V → S → Proj
  - Clear about Benefits
    - The why / so what
    - Measurable
  - Benefits for different stakeholders
    - Recognise disbenefits
  - Clear agreed base line of where we are now

## APM Vision + Strategy + Benefits

### 2. Pitfalls

- Vision to individual to CEO/Board (no buy-in from others)
- No effective communication of vision
- Fail to walk the talk
- PET projects (no benefactors)
- Scope creep – lack of clear strategy
- Longer duration project – subject to external changes
- No SRO/Champion
- Cannot please all the people all of the time
- Lack of senior commitment
- Lack of ownership of benefit realisation
- Confused sponsorship/ownership
- Lack of joint understanding across organisation
- Competing projects – lack of alignment

## A. Vision, strategy and benefits

### 3. Methodologies

- Story boards – capture and articulate the crisis
- Rich pictures
- Stakeholder workshops “Point of note session”
- Blueprints + Designs
- Benefits mapping

## A Clear Vision& Strategy + Well Defined

### Benefits (Martin Gosden's 2nd group)

1. What factors contribute to Success
  - Vision is defined first (before benefits)
  - Clarity of who benefits from the "Benefit"
    - What's in it for me"
    - Helps to sell the vision
  - Well presented impacts of change
  - Line of sight – traceability of impact to user to vision
  - Clear and concise, simple vision
  - Charismatic Leadership
  - Tailored language for the audience
  - Keeping focus on change throughout process

## Vision + Strategy + Benefits

### 2. What pitfalls should one avoid?

- Intangible visions, unrealistic
- Confusing language, not plain English
- Trying the same thing under a different name, “re-badging”
- Under/over estimating the scale or extent of the change
- Incoherent change initiatives
  - too much change

### 3. Methodologies

Collins & Porras

TED Talk – Burning Platform

# Vision, Strategy + Benefits (Jo Bradshaw)

## 1. Success Factors

### First session

- Articulate drivers for change
- Business as usual + change (need to include transition)
- Shared vision
- Review + refresh vision (world changes)
- Talk about outcomes
- Use visuals

### Second session

- Monitor, review, check
- Plan underneath strategy
- Top down
- Bottom up
- BR strategy
- Soft launch?
- Think about legacy, how feel, key words
- Aligned vision
- Know who vision is for
- Link to appraisals
- Identify quick wins
- Aligned vision
- Know who vision is for

## A. Vision, strategy and benefits

### 2. Pitfalls

- Sponsorship
- Leadership
- Involve people in developing vision
- Governance
- Understand culture, org context
- Appetite to deliver change/use methods
- Language – ‘delivery is king’?

### 3. Methods

- MSP
- Kotter
- Bridges Model
- Use ASE

## Vision + Strategy + Benefits (Gary

### Mainwaring – 1st session)

#### 1. Success Factors:

- Educate people about change process
- Ensure people understand the vision/'to be' state
- Ensure people understand why change is required
- Open and honest communication
- Vision has to mean something to all levels (individual/team)
- Involve people in organisation when developing the vision
- Need Comms plan for vision

#### 2. Pitfalls to avoid

- Impose the solution from on high
- Too much/too little Comms
- Conflicting messages
- Change vision too often
- Ensure demotivation is avoided
- Change overload
- Don't ignore impact on employees (individual + team)

### 3. Methodologies

- Forcefield analysis
  - Roadmapping
  - Visual 'to be' state
  - Social media to communicate change/benefits
  - Webinar Comms
  - Benefits mapping
  - PESTLE
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### 4. Anecdotes, etc

- Vision needs to be championed at senior level

## Vision + Strategy + Benefits (Gary

### Mainwaring 2nd session)

#### 1. Success Factors:

- Good comms (intranet, working groups, briefings)
- Agreed methodology + lexicon for change
- Tailor to audience – how they fit in
- “You said, we did”
- Check level of understanding through the levels
- Everyone understand the drivers for the vision
- Take people along the journey (with messages, comms)
- Articulate ‘as is’, ‘to be’ and how get there

#### 2. Pitfalls to avoid

- Thaw the permafrost (middle management)
- Trade unions (blocker between senior management and workforce)
- Restricted distribution of ‘five year plan’
  - Vision statement too high level, five year plan too sensitive to distribute

#### 3. Methodologies

- Modern technology/social media

## A. Vision, strategy and benefits

- Systems training
- MSP

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### 4. Anecdotes, etc

- “Eats, shoots & leaves” – clear unambiguous vision