

Implementing Strategic Plans in Changing Environments

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Goals and Agenda

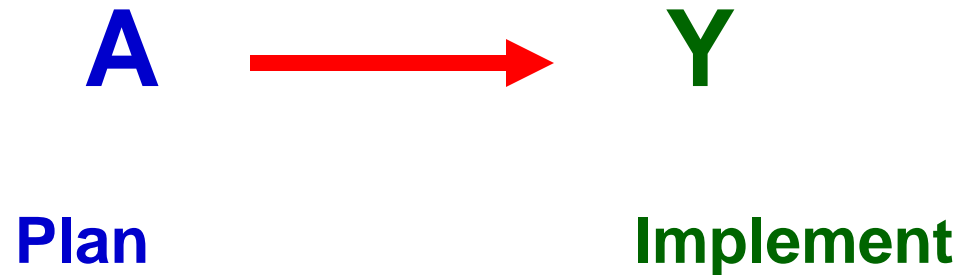
- Provide a set of mental models, concepts and ideas relating to implementation of plans in changing environments.
- Share my experiences as a strategic manager and consultant

I. Strategic Plans for Actions

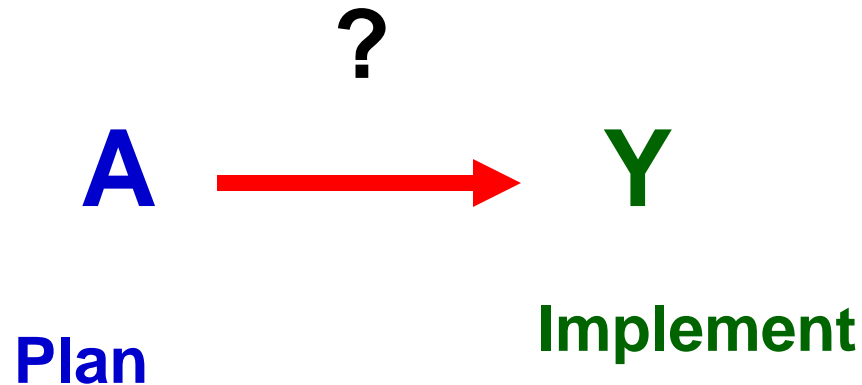
Plans for actions



Strategic Plan Implementation and Causality

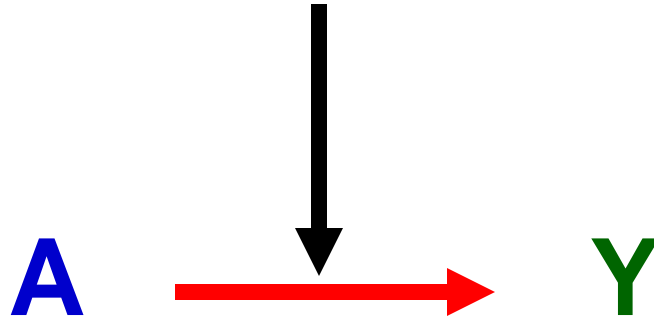


Strategic Plan Implementation and Causality



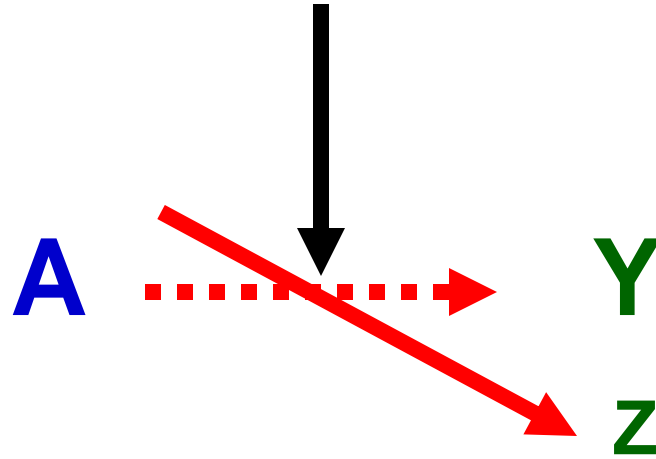
Strategic Plan Implementation and Causality

Intervening Change



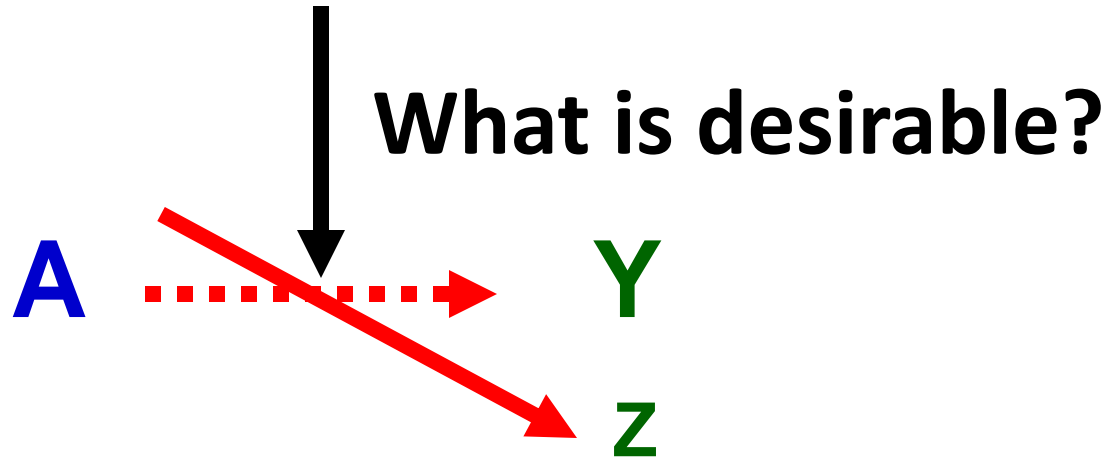
Strategic Plan Implementation and Causality

Intervening Change

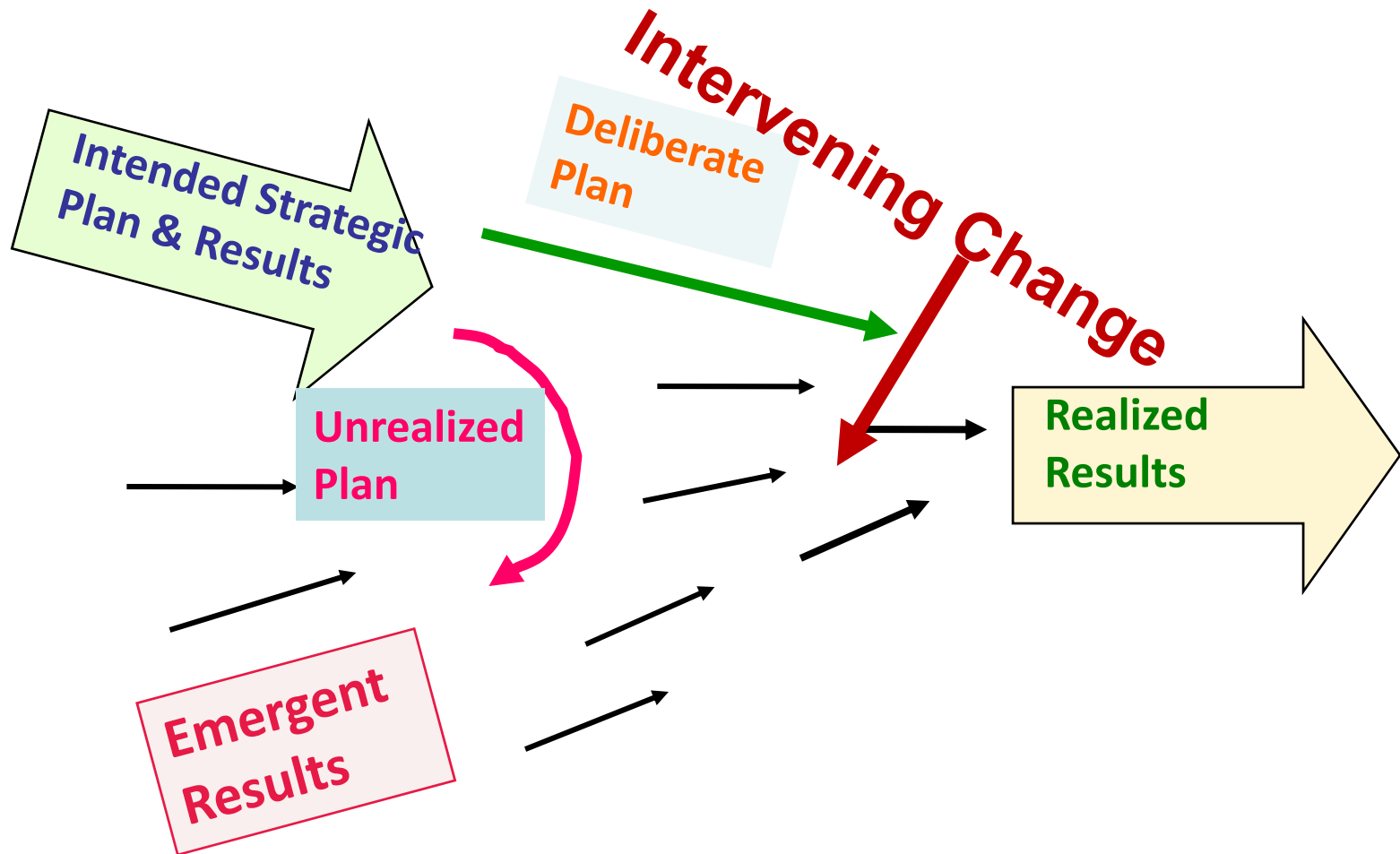


Strategic Plan Implementation and Causality

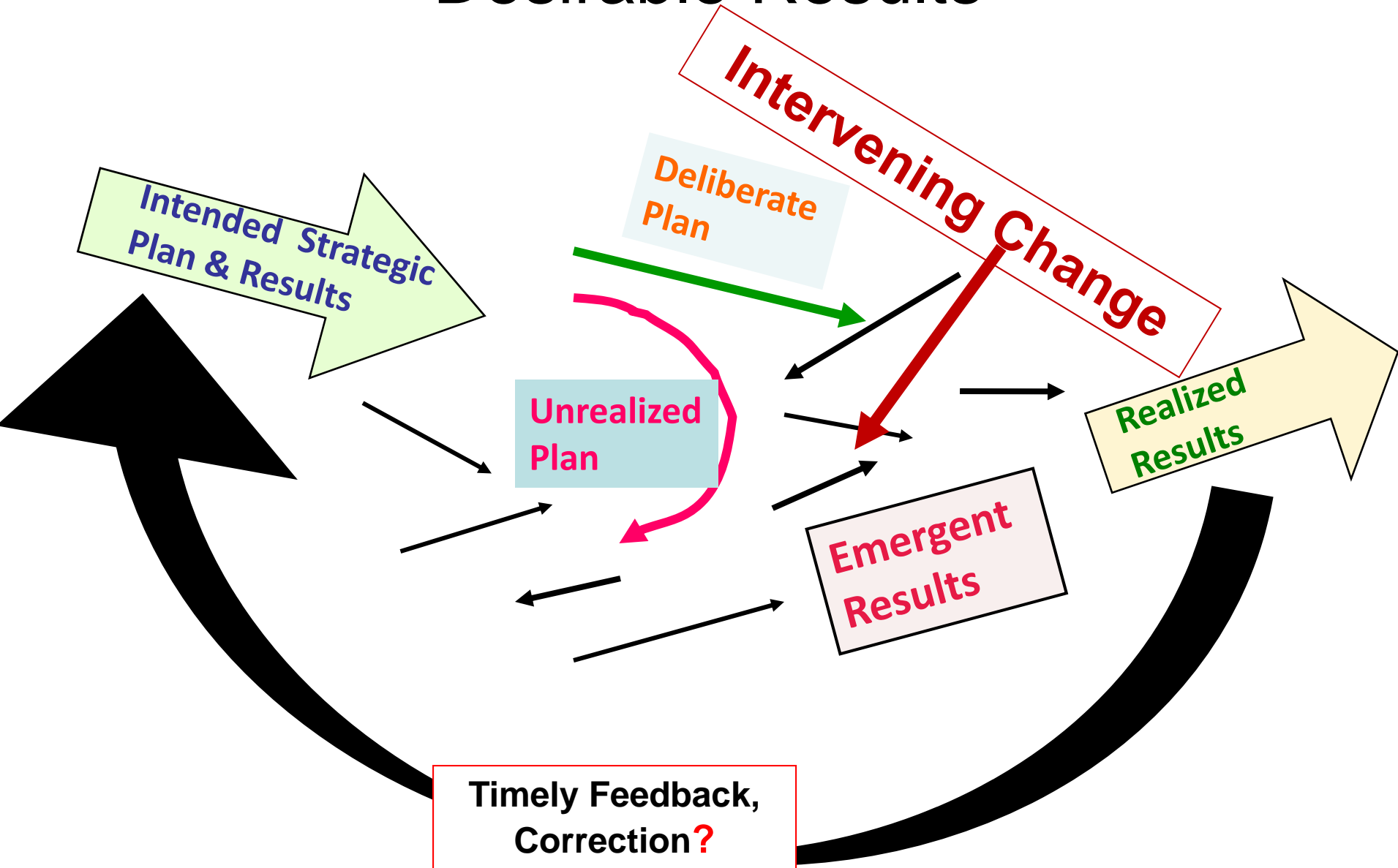
Intervening Change



Not All Results Are Planned

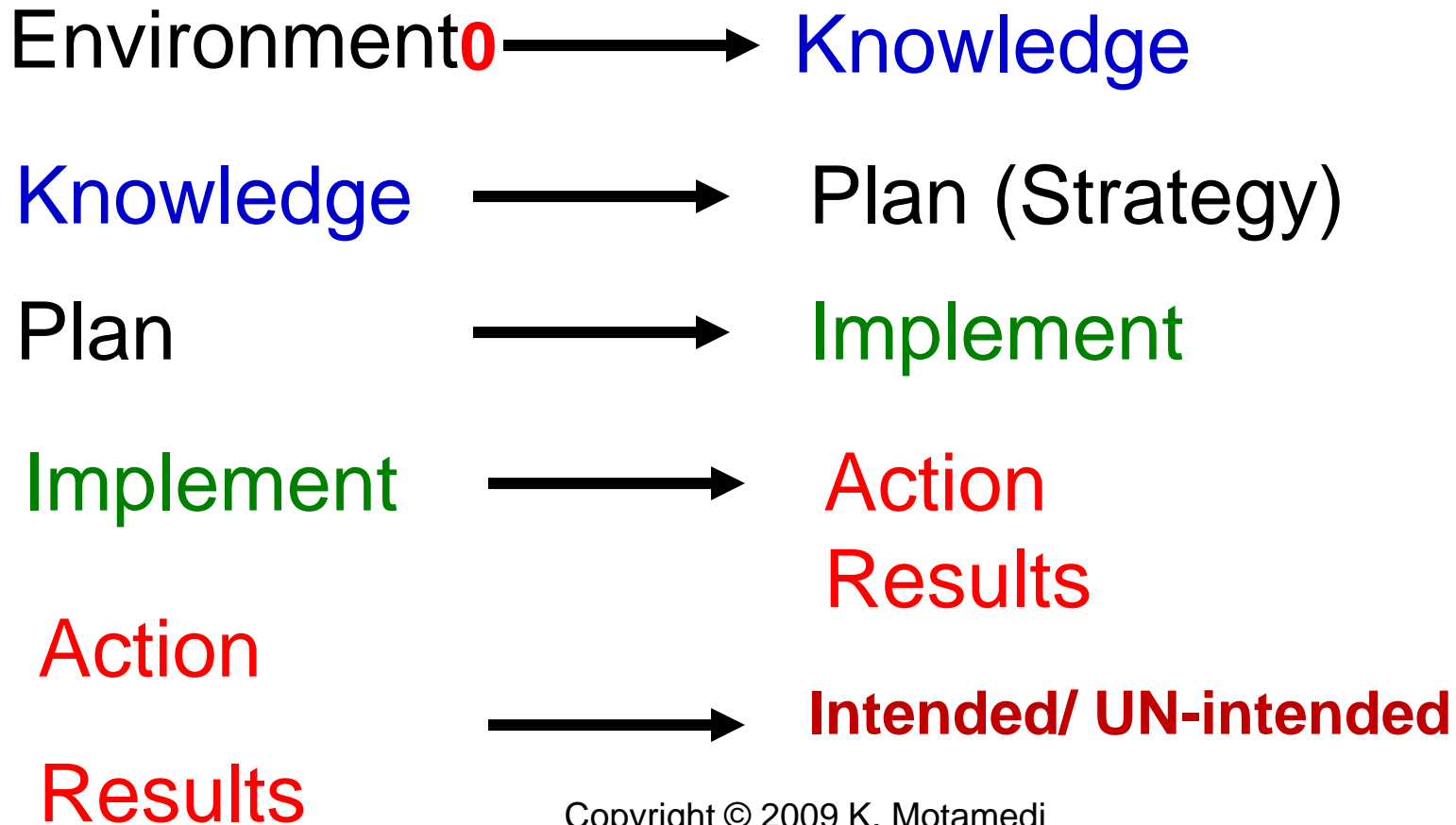


Not All Plans to Actions Offer Fully Desirable Results

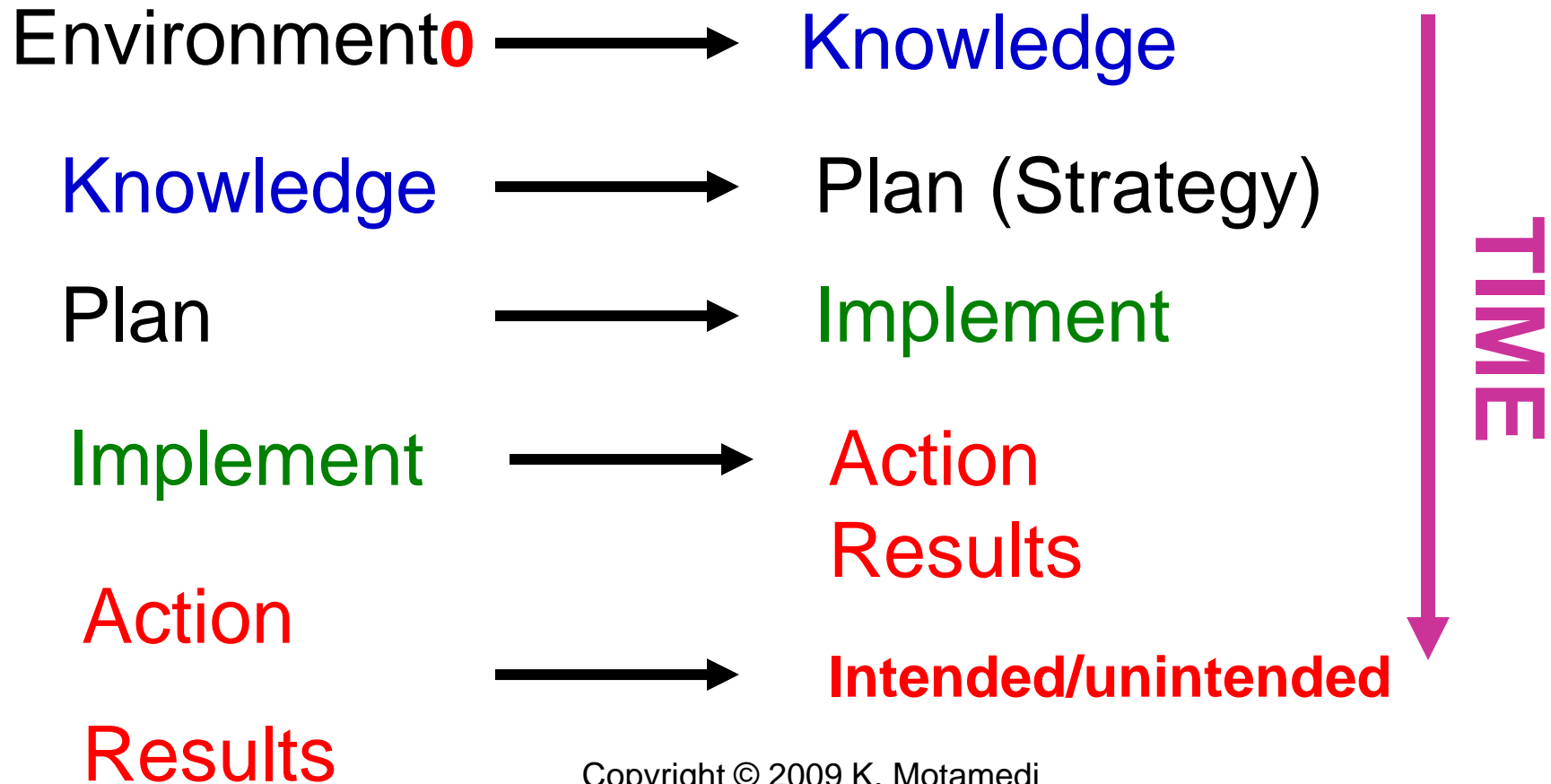


III. Plans to Actions and Change

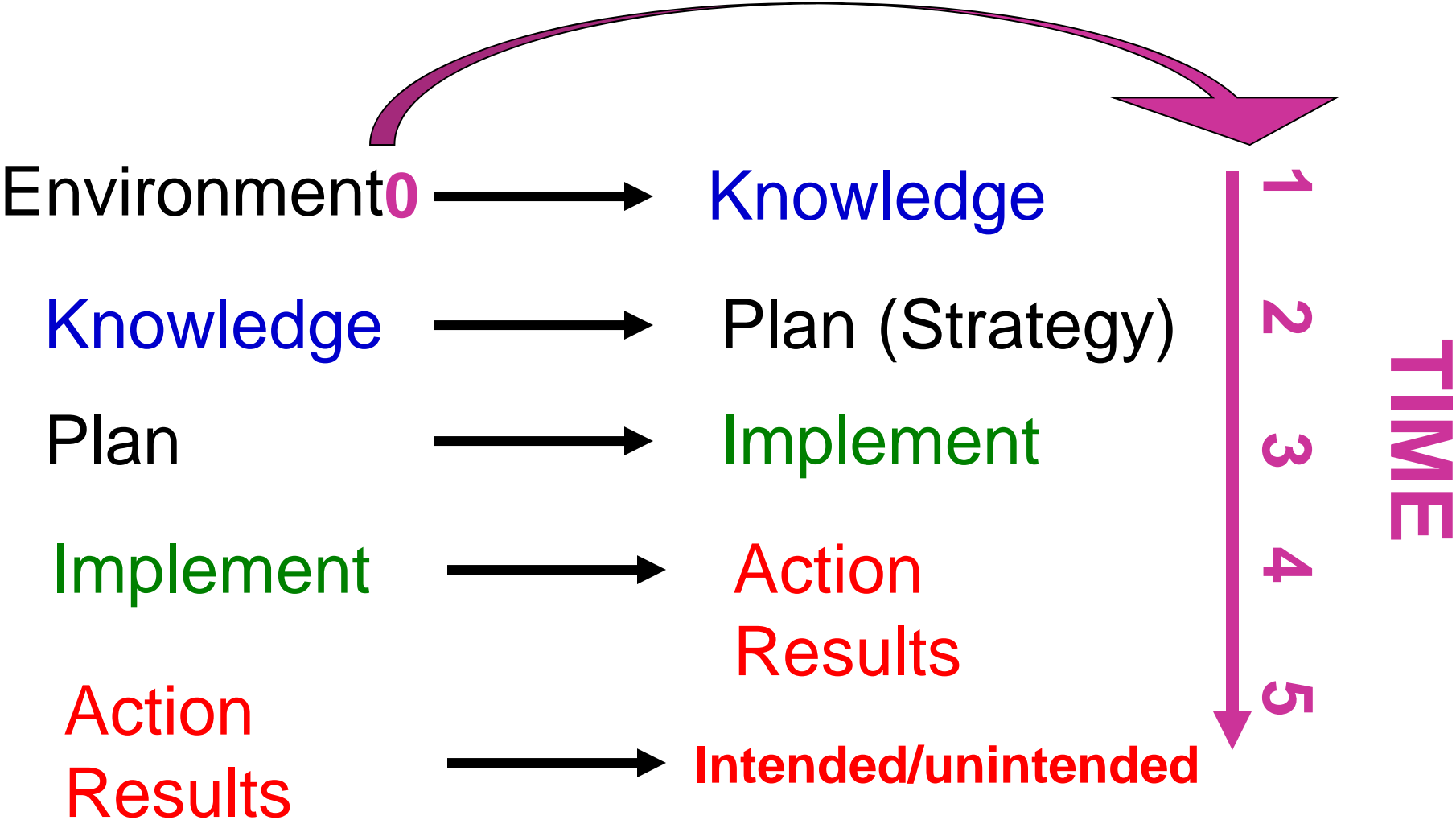
Generating Plans to Actions Knowledge



Time Generated Knowledge



Time Generated Knowledge



A Dynamic Model of Change Management

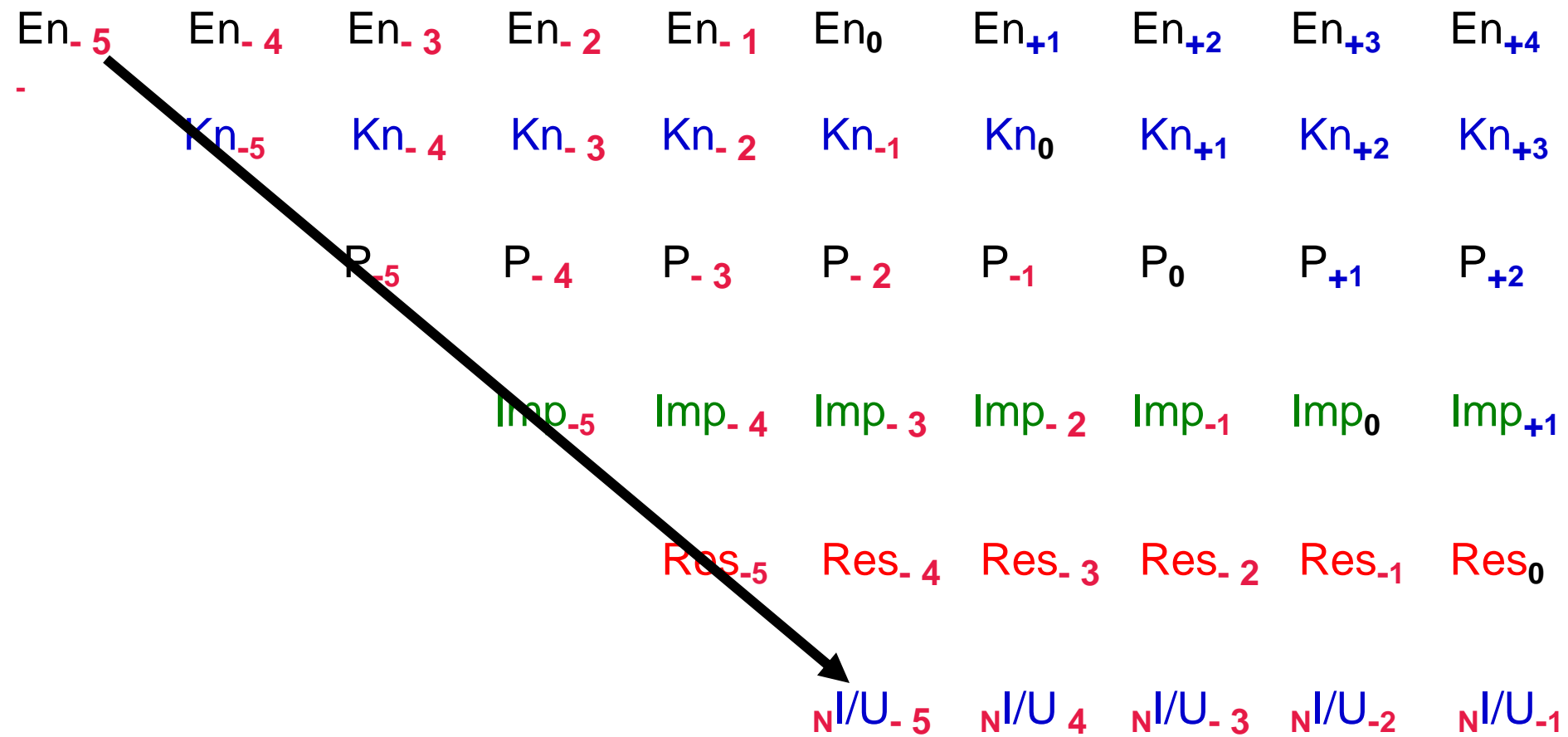
Today

En₋₅ En₋₄ En₋₃ En₋₂ En₋₁ En₀ En₊₁ En₊₂ En₊₃ En₊₄

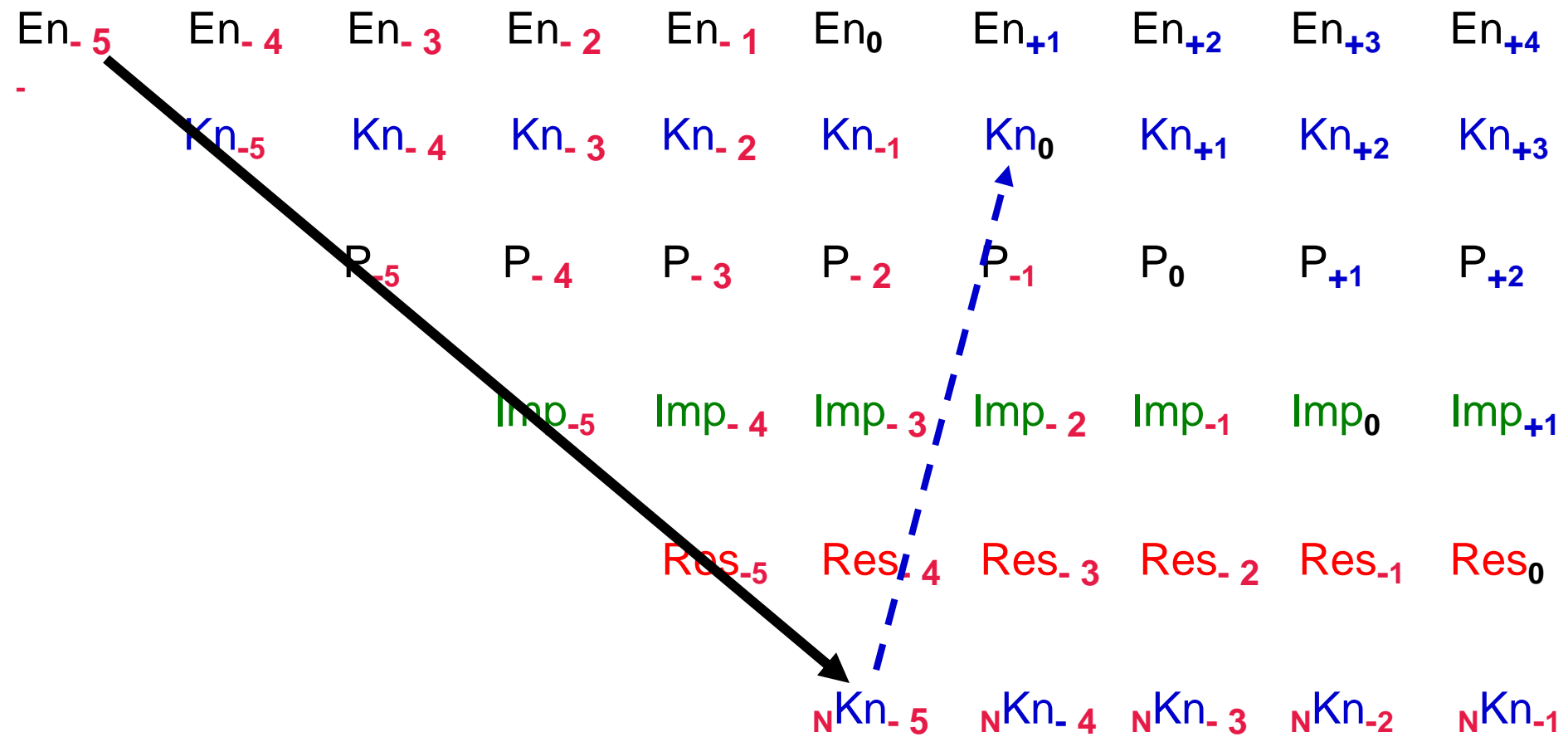
Change Management is Dynamic

En_0	En_{+1}	En_{+2}	En_{+3}	En_{+4}
Kn_{-1}	Kn_0	Kn_{+1}	Kn_{+2}	Kn_{+3}
P_{-2}	P_{-1}	P_0	P_{+1}	P_{+2}
Imp_{-3}	Imp_{-2}	Imp_{-1}	Imp_0	Imp_{+1}
Res_{-4}	Res_{-3}	Res_{-2}	Res_{-1}	Res_0
$N/I/U_{-5}$	$N/I/U_{-4}$	$N/I/U_{-3}$	$N/I/U_{-2}$	$N/I/U_{-1}$

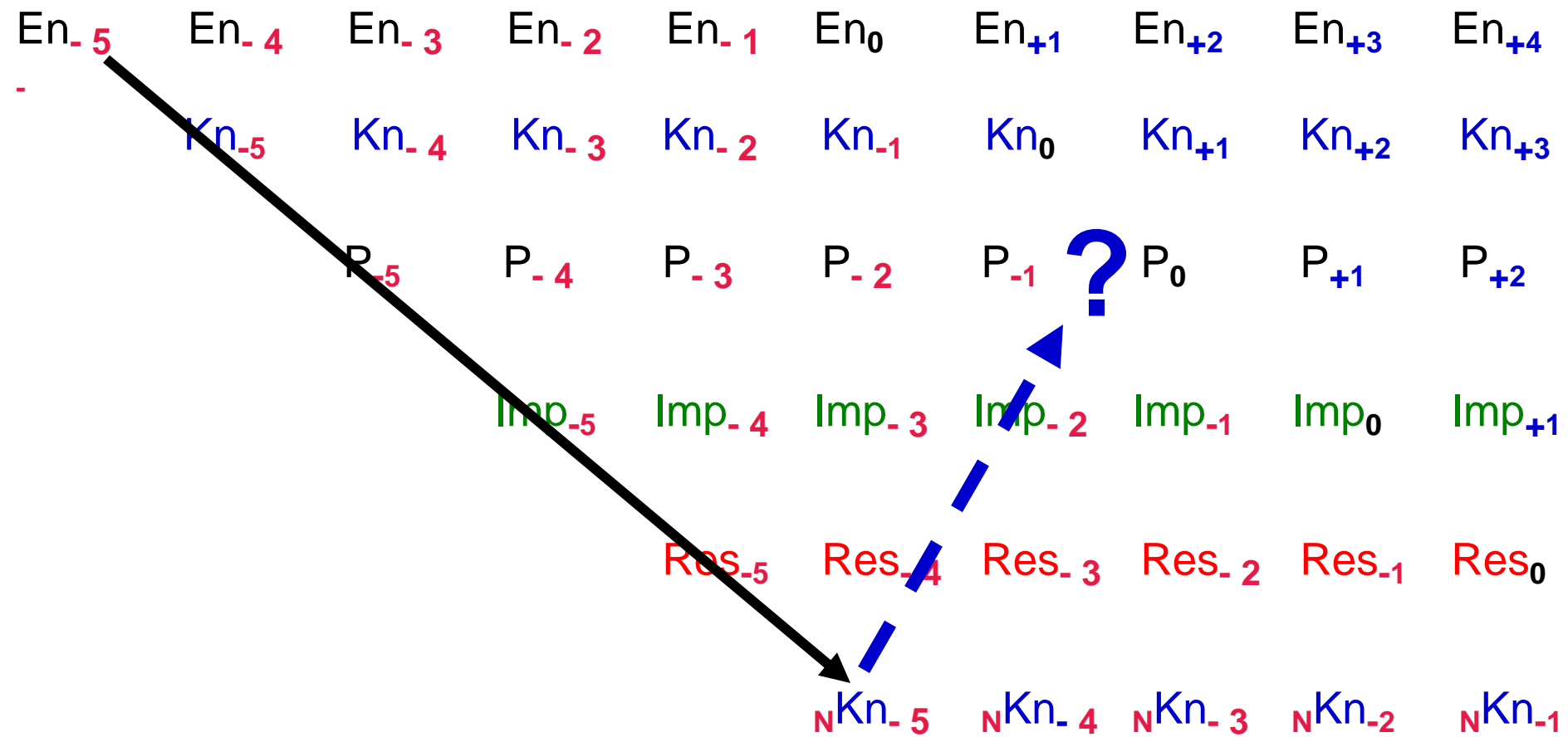
Change Management is Dynamic



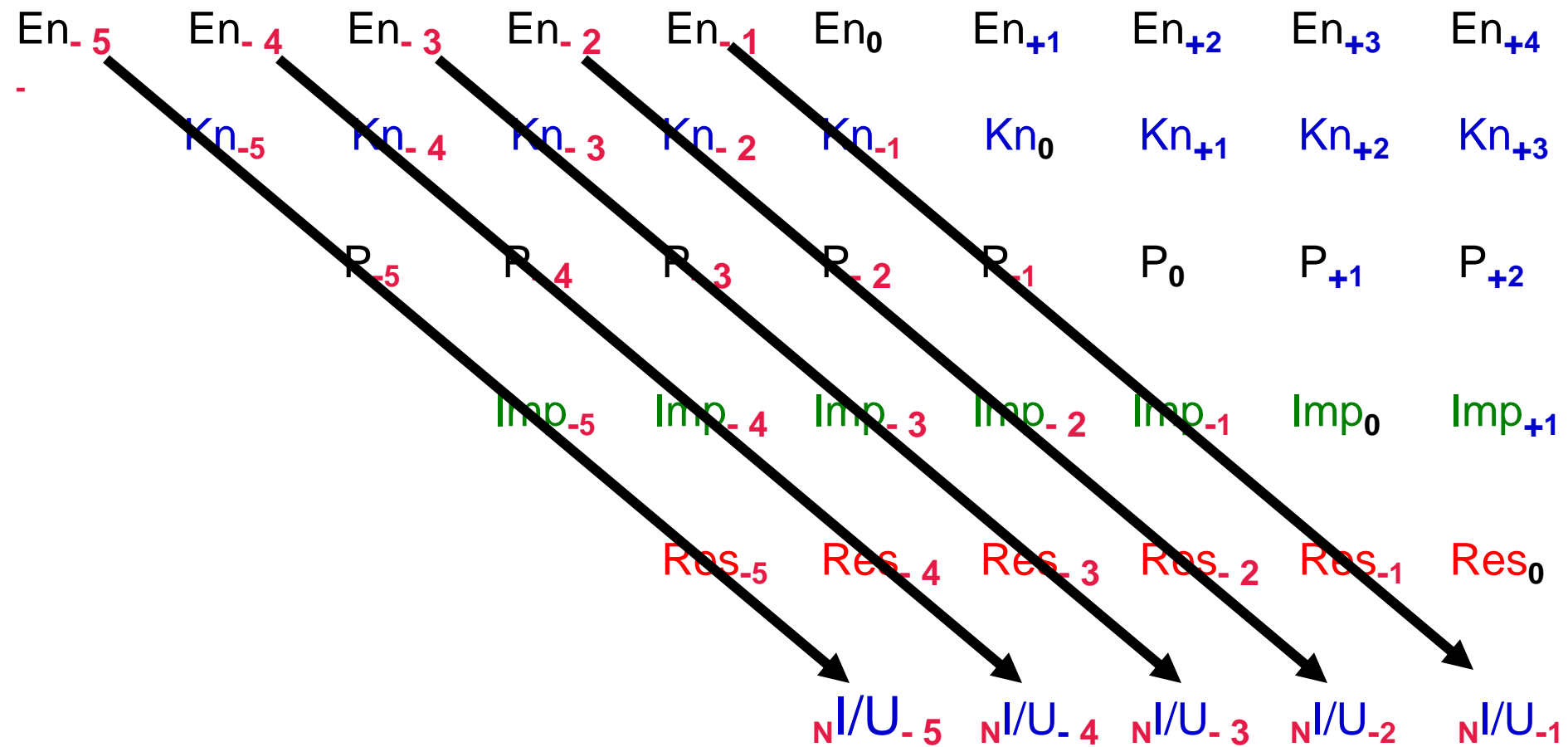
Change Management is Dynamic



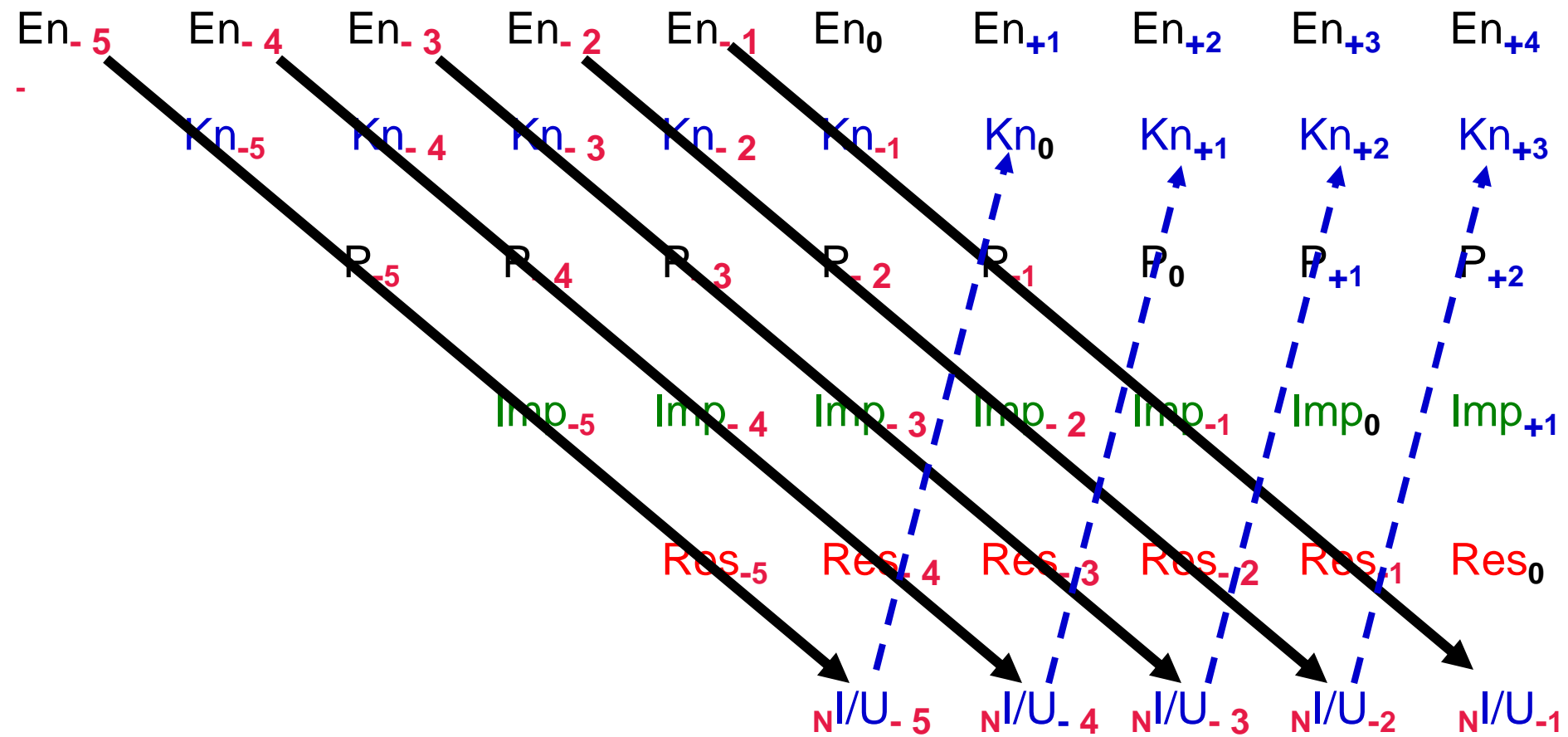
Change Management is Dynamic



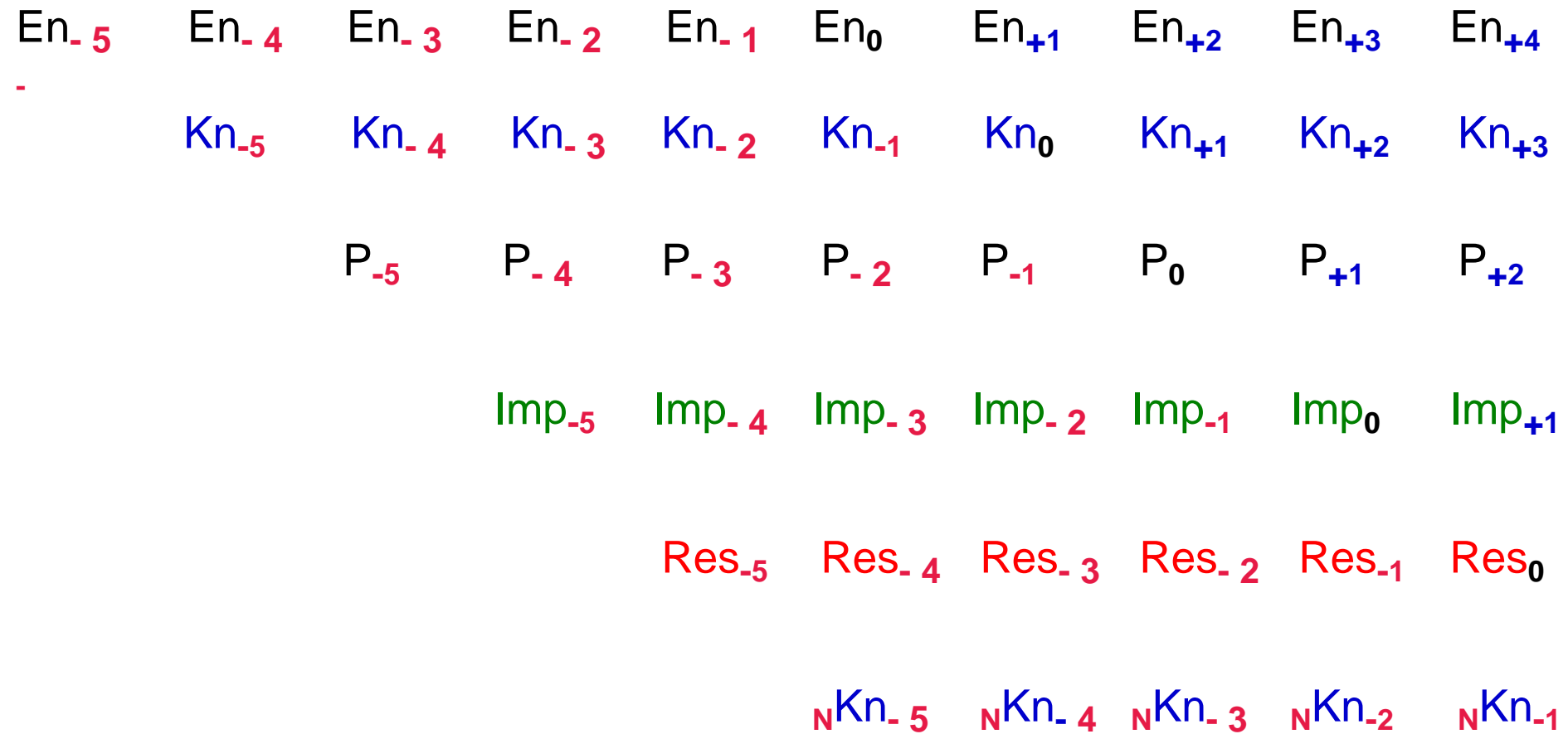
Change Management is Dynamic



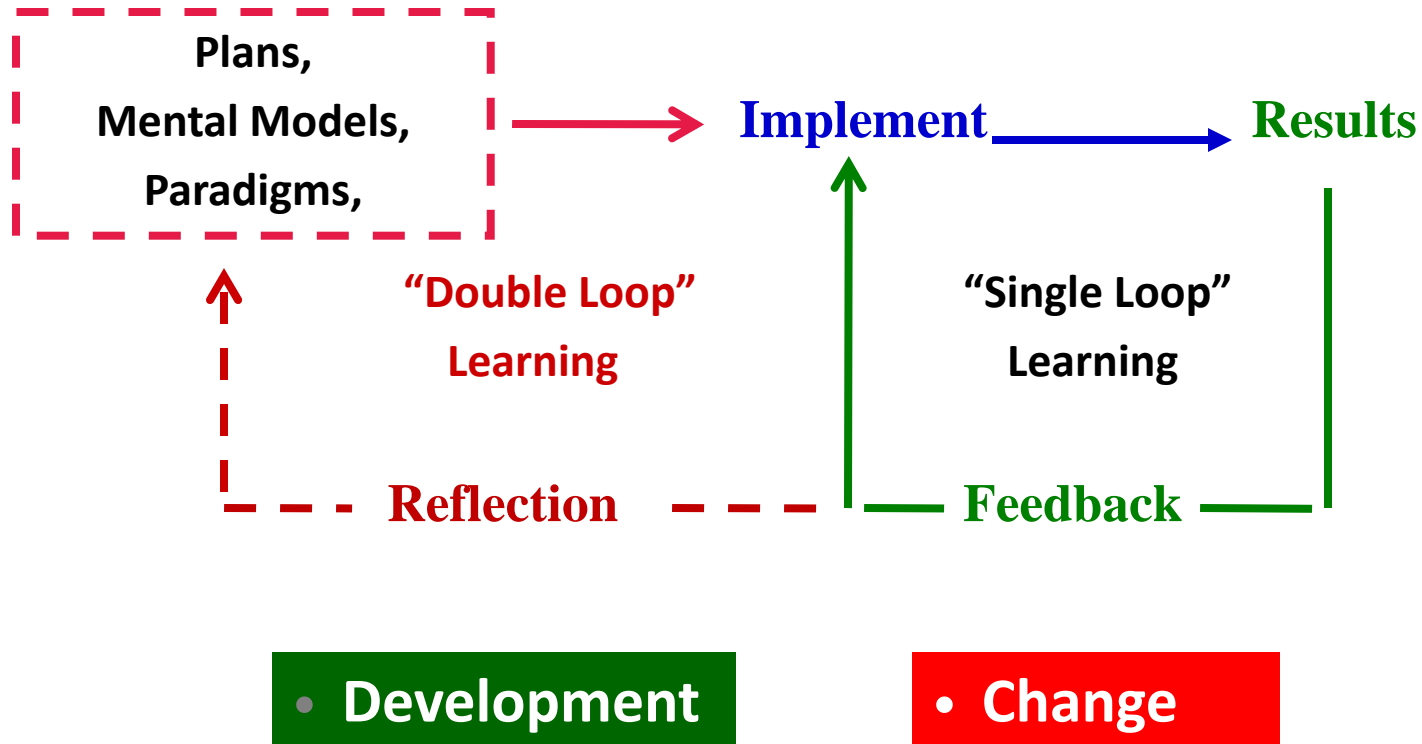
Change Management is Dynamic



Change Management is Dynamic



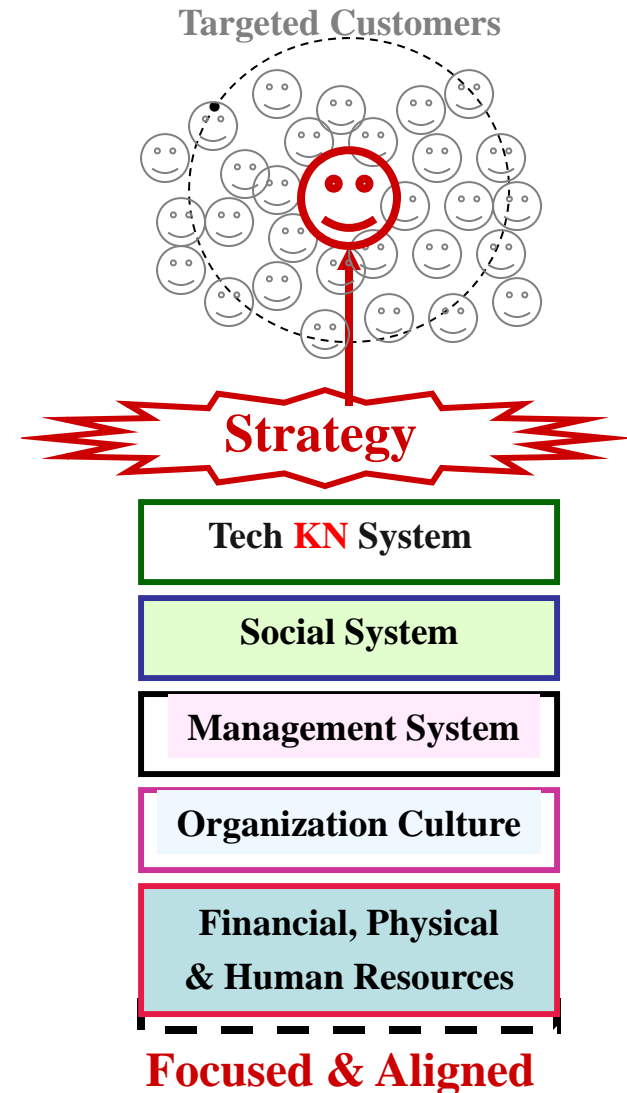
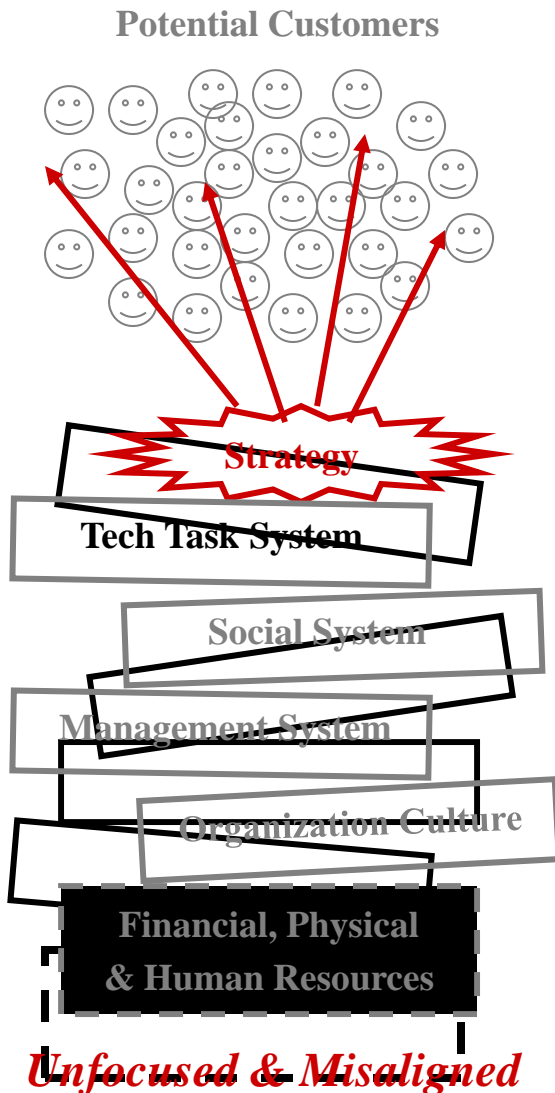
Implementing Plans into Results



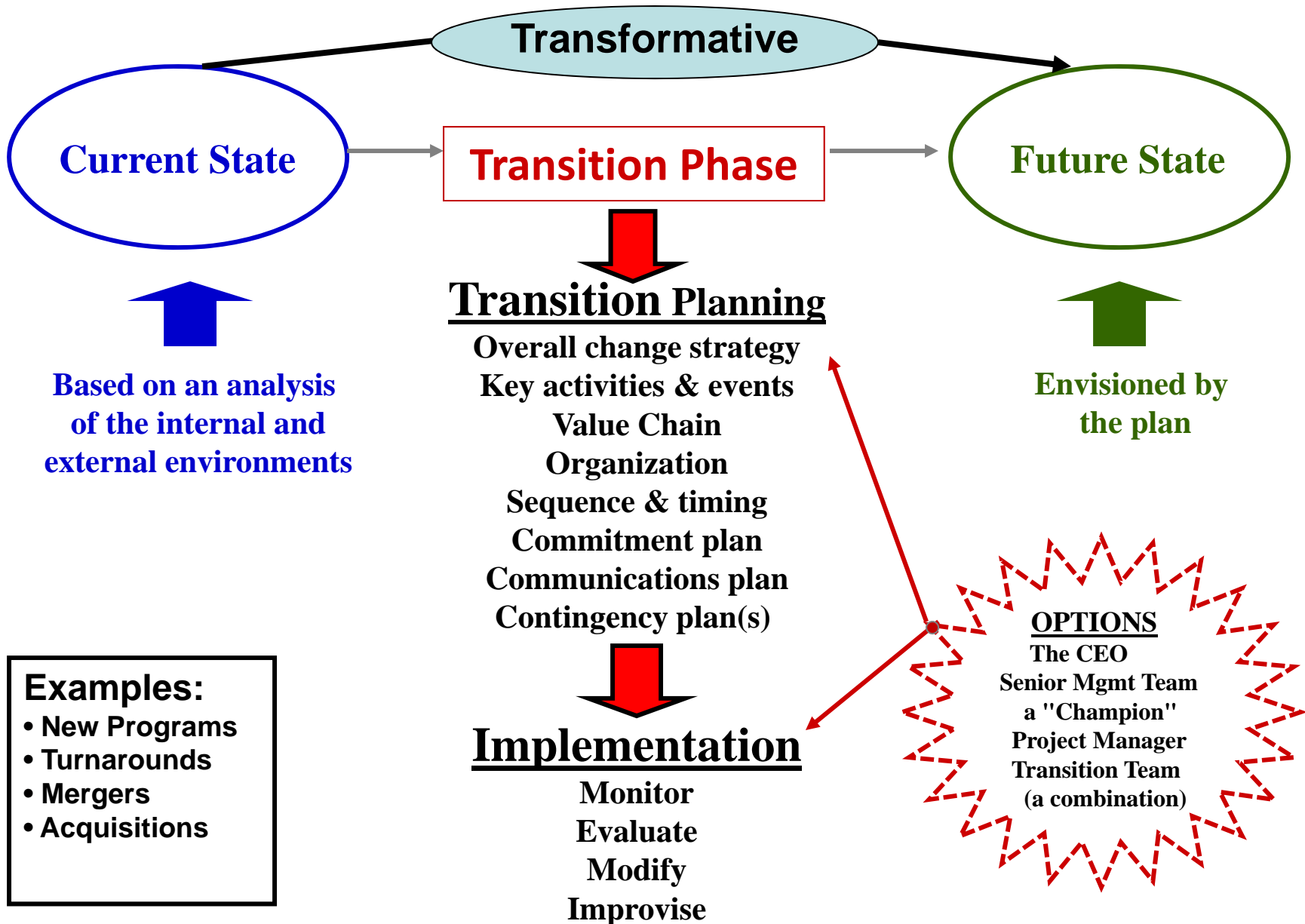
- Relate the discussion to your industry (with your help)

III. Change and Considerations

Focus and Alignment are Essential

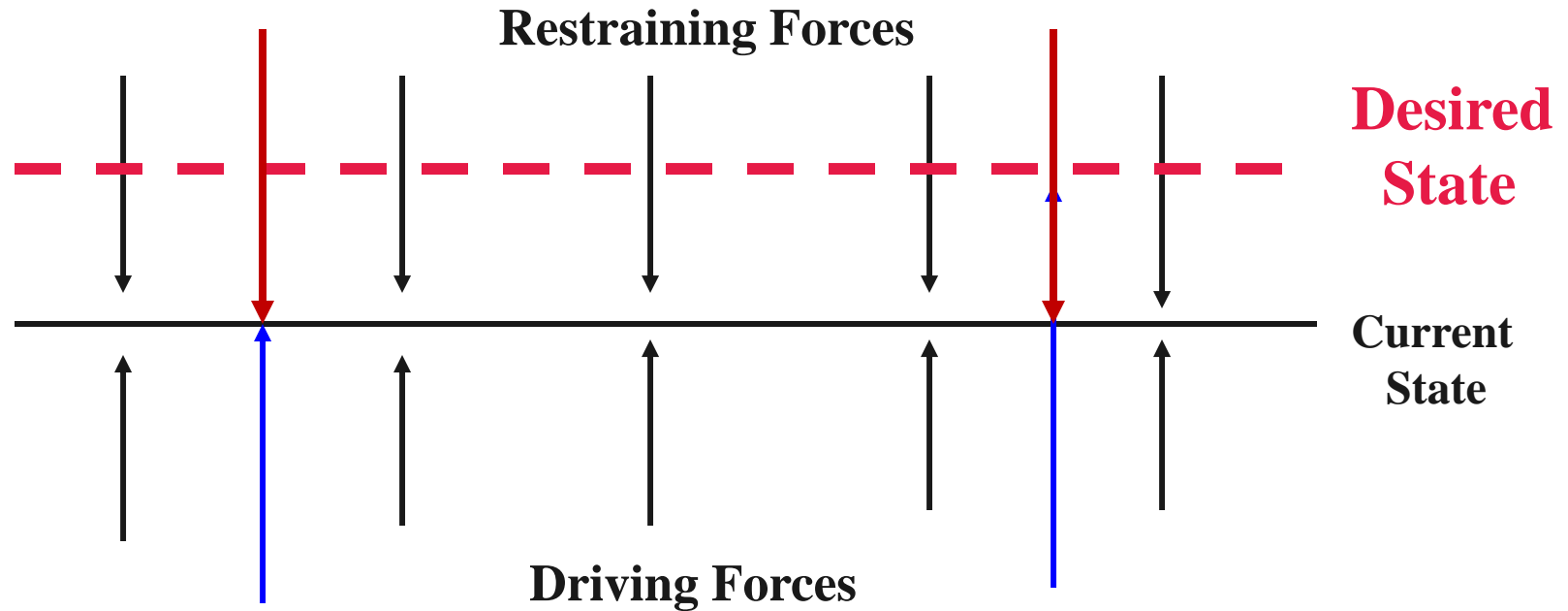


Planning and Managing the Transition



Planning, Implementation and Change

(Adapted from Kurt Lewin)



THE PROCESS

Unfreeze

Move

Refreeze

THE STEPS

Identify the “R” and “D” Forces

Remove/Reduce the “R” Forces

Add/Increase the “D” Forces

Reinforce the Desired Behaviors

Monitor and Adjust as Required

Criteria?

Conclusion

- “Plans to Actions to Results” (PAR) is multifaceted and ambiguous
- PAR is dynamic
- Knowledge drives change as change drives knowledge
- PAR Knowledge is dynamic
- PAR Knowledge involves un-knowables

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