11.958 Getting Things Implemented: Strategy, People, Performance, and Leadership
IAP 2009

Thinking like an implementer + Leading change

11.958 Getting Things Implemented

January 2009

DAY 5 NOTES

Outline

- **Identifying implementation challenges and generating strategic options**
  - Nashville housing case: What are the challenges?
  - What are some strategies the Mayor's Office might pursue?
  - Deeper considerations: Leverage, sequencing
- **Leading change**
  - Core concepts (readings): leadership vs. authority, technical vs. adaptive work, leadership styles and competencies
  - Assessing self and developing opportunities to develop more competence
  - Closing thoughts

Case: Implementation challenges?

- **Lack of funding**
- **Lack of operating capacity: both needed *scale* and needed *types*, plus learning curve for new producer organizations**
- **Lack of broad support: housing a "city" issue and "welfare" issue?**
- **Political resistance to siting (NIMBYism)**
- **Risks in engaging the faith sector "the wrong way"**

Strategic options for Mayor's Office

1. **Expand operating capacity**
2. **Expand political support: Faith sector offers pulpit "air time," persuasive re-framing of housing needs, and influence networks (to reach investors and policymakers)**
3. **Make better use of operating capacity, e.g. via streamlining development process, enhanced coordination (citywide planning and orchestration)**
4. **Broker promising partnerships, as a way of pursuing 1, 2, and 3.**
5. **Garner external resources (e.g. funds) and supports (e.g. state or federal policy reform to further streamline, coordinate)**

Getting smarter about operating capacity

- **Continuum approach: map the producers from more to less capable and then focus …**
  - Help the "stars" (highly capable) dramatically expand their output? How?
  - Help the moderately capable become stars?
  - Get the least capable to either shut down or pursue realistic strategies for improvement
- **More producers vs. more impact: Help faith institutions make informed choices, don't assume many more should create "producer" entities (e.g. housing development organizations)**

Vision vs. targets vs. impact

- **A compelling *vision* helps create the context for commitment (what does the desired end state look like?)**
- **Specific, ambitious *performance targets* serve as mechanisms to drive strategizing as well as operations (how do we know we have made significant progress?)**
- **A smart *strategy* helps put resources to best use (*how* are we going to achieve that target?**

More on strategy

1. **"Where's the leverage?"** is different from

2. **"What are all the useful things we might possible do"?**

Brainstorming helps you generate list #2, an important part of inventing options. No trade-offs to worry about, no constraints.

Strategic analysis takes resources and constraints into account, identifying promising points of leverage
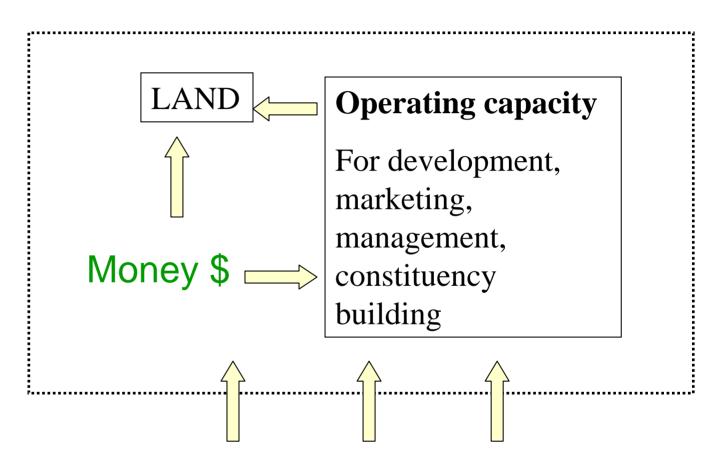
Sequencing considerations

1. **Start with expanding support? Broaden the base of engagement, diversify the resources.**

2. **(In parallel) Set in motion streamlining and other reforms that are under direct city government control: act of good faith (look at what we're doing to make things easier …"), may have effects on priority constituencies (e.g. real estate developers).**

3. **Select particularly promising capacity building projects that get results, inspire more confidence, help with #1. Get "wins," prove concept, lead by demonstration.**

Seeing the big picture

Big insight:

The faith sector could play a major role "outside" the box (dotted line), not just inside it.

LAND

Operating capacity

For development, marketing, management, constituency building

Money $

Political support (authorization)

Core leadership concepts (1)

Heifetz and Linsky

- **Exercising leadership (produces adaptive change) vs. exercising authority (creates stability, order, security)**

- **Technical challenges (problems and solutions known) vs. adaptive ones (problems fuzzy, solutions unclear, changes of habit, values, attitudes needed)**

- **The common need to risk "going beyond your authority" to exercise leadership (they mean formal authority).**

Core leadership concepts (2)

Goleman

- **Distinct leadership styles—authoritative, affiliative, democratic, coaching, etc.—suit distinct situations. Importance of context and timing (what's needed *now*?)**

- **Styles as requiring repertoires of emotional intelligence (varied elements) and thus as targets for personal growth, developing greater personal effectiveness**

Final thoughts

- **Look for and create opportunities through choices about jobs and projects (which come with distinct roles and demands, thus opportunities to practice).**

- **Also look for distinct resources in *people***

  - Allies (supporters who help you "get" more)

  - Role models and coaches (who help you "see" more): help you assess your influence on situations, recognize shortcomings, develop strengths, experiment improve.