Leadership Process: Action Planning

INCLUSIVE INSURANCE (MICROINSURANCE)
REGIONAL TRAINING PROGRAM FOR INSURANCE SUPERVISORS

Dar es Salaam, Tanzania, September 4 – 8, 2017
Salvador Chang

This presentation was prepared exclusively for a Toronto Centre program. Information in this presentation has been summarized and is made available for learning purposes only. The information presented as examples or case studies should not be regarded as complete, factual or accurate and may contain fictional information. Discussions and conclusions reached about any named parties in the examples or case study should be considered as learning material only.

No part of this presentation may be reproduced, disseminated, stored in a retrieval system, used in a spreadsheet, or transmitted in any form without the prior written permission of the Toronto Centre. The examples and case studies in this presentation are based on information that was in the public domain at the times mentioned or which became public after the resolution of the issues. It does not include information confidential to any of the parties involved.

Toronto Centre and the Toronto Centre logo are trademarks of the Toronto Leadership Centre.
© Copyright Toronto Leadership Centre 2017. All rights reserved.
Leadership: An Iterative Process

Analysis

Assessment

Decision Making

Implementation

Action Planning

Stakeholder Management

Action Planning Helps to Deal with Problems Effectively and Efficiently

- Contributes to the systematic identification and assessment of problems and root causes
- Facilitates the definition of clear goals
- Facilitates the assessment of alternative solutions and the selection of the best
- Improves the efficiency managing resources (IT, workforce, management capabilities, etc.) in alignment with organizational priorities and performance goals
- It is an organizational capability that drives continuous improvement
A. Assess the Problem

1. Identify and describe the problem
2. Identify the causes
3. Understand effects
4. Consider priorities
5. State the problem precisely
A. Assess the Problem

1. Identify and describe the problem

A.1 Identify and Describe the Problem

• What is a Problem?
• Describe it briefly!
• Consider the problem in a broad context
• Gather information to support your assessment
A. Assess the Problem

1. Identify and describe the problem
2. Identify the causes

A.2 Identify Causes

• Factors that might have caused or are contributing to the problem
  • Macro factors: social, political, economic
  • Micro factors: supervised entity, agency

• What are the root causes?
  • Keep asking “why” to identify them!
A.2 Root Causes

Identified Problem
Ask yourself what causes the problem
Why does this happen?
Take note of all possible causes
For each of possible causes, ask again why this happen. On each case, identify their respective causes
Have you asked why at least 5 times on each case?
Enough times to identify the root cause?
Yes
Identify the Root Causes
No

The “5-Why” method is a simple method that helps identifying the Root Causes and also in finding permanent and preemptive solutions, attacking the root causes and not the symptoms.

A. Assess the Problem

1. Identify and describe the problem
2. Identify the causes
3. Understand effects
A.3 Understand Effects

- What is a stakeholder?
- Identify stakeholders that affect or are affected by your problem
  - Look Outward, Upward, and Inward: “OUI”
- How is each stakeholder affected?
- How do they perceive the problem?

A.3 OUI Model

**OUTWARD**
- Owners
- Managers
- Supervisory/Regulatory Bodies

**UPWARD**
- Executive
- Legislative
- Judiciary

**INWARD**
- You
- Your Staff

**OUTWARD**
- Service Providers
- Trade Associations
- Depositors/Policyholders/Investors
- The Media
A. Assess the Problem

1. Identify and describe the problem
2. Identify the causes
3. Understand effects
4. Consider priorities

A.4 Consider Priorities

- Assess your problem prospectively
- What are the risks if you do not address the problem?
- What are the benefits if you do?
- Consider your readiness
A. Assess the Problem

1. Identify and describe the problem
2. Identify the causes
3. Understand effects
4. Consider priorities
5. **State the problem precisely**

A.5 State the Problem Precisely

- Convey its essence in a sentence or two
- Be sure you are stating the problem, not just symptoms!
- Enables the action plan to be clearly and properly focused
- Contributes to effective communication
Action Planning Methodology

Assess the Problem  Develop a Solution  Implement the Plan

B. Develop a Solution

1. Establish a goal
2. Consider alternatives
3. Outline the plan
4. Assess key stakeholders
5. Detail the action plan
6. Evaluate the plan
B. Develop a Solution

1. Establish a goal

B.1 Establish a Goal

• Visualize your preferred outcome
• Translate it into a SMART goal
  • Specific
  • Measurable
  • Actionable
  • Realistic
  • Time-bound
B. Develop a Solution

1. Establish a goal
2. Consider alternatives

B.2 Consider Alternatives

• What alternatives might be used to reach the goal?
  Think broadly!
• Select the most promising alternative
  • If you are unsure, work on more than one (in parallel)
    for the next few steps and then decide
B. Develop a Solution

1. Establish a goal
2. Consider alternatives
3. Outline the plan

B.3 Outline the Plan

- List a few big steps needed to implement your preferred alternative – not the details!
- Determine the appropriate sequencing
- Identify potential barriers and enablers for each step
  - What obstacles might you encounter?
  - Who or what might help you?
B. Develop a Solution

1. Establish a goal
2. Consider alternatives
3. Outline the plan
4. Assess key stakeholders

B.4 Assess Key Stakeholders

• Identify key stakeholders – those with the power to hinder or help your plan
• Think about the problem, your preferred outcome, and your plan for achieving it from their perspectives
• Use the four-box model to analyze their needs, wants, interests, and concerns
• Consider alternatives if there is likely to be significant resistance
B. Develop a Solution

1. Establish a goal
2. Consider alternatives
3. Outline the plan
4. Assess key stakeholders
5. Detail the action plan

B.5 Detail the Action Plan

• Break up the main steps into smaller steps
• Determine the timing
  ▪ Sequencing
  ▪ Target start and completion dates
• Identify responsibilities
• Estimate resources needed
  ▪ Human, financial, physical
### Action Plan Example: New Regulation

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Start</th>
<th>Complete</th>
<th>Responsibility</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Perform research</td>
<td>Sep 2012</td>
<td>Nov 2012</td>
<td>Regulation</td>
<td>6 person-wks</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>2. Develop proposal</td>
<td>Oct 2012</td>
<td>Dec 2012</td>
<td>Regulation, Supervision</td>
<td>4 person-wks</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>3. Consult stakeholders</td>
<td>Jan 2013</td>
<td>Mar 2013</td>
<td>Management, Regulation</td>
<td>3 person-wks</td>
</tr>
<tr>
<td>4. Effect regulation</td>
<td>Apr 2013</td>
<td>Sep 2013</td>
<td>Regulation, MoF Legal</td>
<td>4 person-wks</td>
</tr>
<tr>
<td>5. Enforce regulation</td>
<td>Jan 2014</td>
<td>ongoing</td>
<td>Supervision</td>
<td>10 person-wks</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>annually</td>
</tr>
</tbody>
</table>

### B. Develop a Solution

1. Establish a goal
2. Consider alternatives
3. Outline the plan
4. Assess key stakeholders
5. Detail the action plan
6. Evaluate the plan
B.6 Evaluate the Plan

• Step back and take an overall look at it
• Is it worth doing?
  • Is the timing right?
  • Are the necessary resources available?
  • Are the risks tolerable?
• If key risks are realized, what might you do?
• What is your contingency plan?

Action Planning Methodology

Assess the Problem | Develop a Solution | Implement the Plan
C. Implement the Plan

1. Sell the plan – use your communication plan
2. Establish the governance structure
3. Create the working plan
4. Manage the project team
5. Provide accountability
Action Planning: Deliverable for the Week Presentation Guide (See page 20 of guide)

Action Plan Summary

Analysis

Decision Making

Action Planning

Stakeholder Management

Leadership: An Iterative Process

Analysis

Assessment

Decision Making

Implementation

Action Planning

Stakeholder Management
It’s Natural to Resist Change because…

• Uncertainty, fear of the unknown
• Getting outside one’s “comfort zone”
• Fear of incompetence, not having the skills, looking foolish (i.e., fear of failure)
• An imposed change
• A loss of control

It’s Natural to Resist Change because…

• Not enough information (e.g., why, what, how)
• Not understanding the purpose or benefits of the change
• Lacking clarity on expected outcomes
• Timing issues: too soon, too slow
• Experiencing other changes at same time
• Sense of loss
Most People are “Offside”

- Approximately 80% of stakeholders will be in mild to strong resistance at the outset of change.

Staunch Resisters | Bystanders | Helpers and Champions
---|---|---
20% | 60% | 20%

The Reality is…

- 2/3 of all change projects fail to realize their business goals
- 80% of impacted stakeholders start in “Resistance”
- The #1 predictor of change success or failure is the quality of the communications
Prioritizing Stakeholders

A: Develop a Clear Strategy to Influence and Communicate your Action Plan
B: Keep them well informed and manage expectations
C: Their interests are not necessarily aligned, engage as required, keep satisfied
D: Low Priority. Monitor

Strategic Influencing (4-Box Model)
Strategic Influencing (4-Box) Model

**STATUS QUO**

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
</table>
| 4 | • Point out what is staying the same  
   • Preserve things that are valued / honour the past |
| 1 | • Convey a heightened sense of urgency and a compelling need for change |
| 2 | • Describe the benefits of the future state and, generally, how we’ll get there |
| 3 | • Articulate what you perceive to be the others’ concerns  
   • Discuss how you will help minimize or offset those concerns |

**CHANGE**

- Point out what is staying the same
- Preserve things that are valued / honour the past
- Convey a heightened sense of urgency and a compelling need for change
- Describe the benefits of the future state and, generally, how we’ll get there
- Articulate what you perceive to be the others’ concerns
- Discuss how you will help minimize or offset those concerns
Keys to this Communications Approach

• Don’t underdo Box 1 – it is important to present a compelling case for “why change”
• Don’t overdo Box 2 – you can always return to this during Q&A
• Spend lots of time on Box 3 – you can’t always resolve all issues, but validating them is important
• Keep the flow – don’t go back and forth between boxes

Action Planning: Deliverable for the Week
Presentation Guide (See page 20 of guide)
Thank you

Program Funded by:

Global Affairs Canada
Affaires mondiales Canada
Sida