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.

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**LAND**  
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.