

From Principles to Practice[©]

Summary description

Translating vision into action is more than brainstorming, planning, project management, Post-It notes and '7 steps'. It is a technology with seven stages where participants gain in self-awareness that improves their listening and saying skills, leading them into commitment.

The intensive group conversation and presentations to sponsors of the *Principles to Practice*[©] methodology, build COHESION on COHERENCE. That means, people build a shared perspective. They align on a course of action based in this common meaning, recognition of each other's contribution and how their interdependence works best.

There is a better chance of effective cohesive effort

- ✓ Where blame is displaced by taking responsibility for one's own hand in the matter.
- ✓ Where people are aware of how they contribute to raising barriers to communicating
 - in their Big Assumptions
 - in their Competing Commitments, that are unconsciously self-protective.

This internal change in perspective needs to be matched with public expressions that

- ✓ inform a person about our experience, rather than our judgements of her / him,
- ✓ help create an organisational integrity that supports personal integrity and
- ✓ practice mutual respect as meaning makers, in holding conversations where people are open to surprise.

(Kegan & Lahey, "How the Way we Talk can Change the Way we Work" *pub. Jossey-Bass*)

Principles to Practice[©] can take just one day and has been demonstrated to cut overall time to successful completion of an initiative, significantly. The fog of the 'fuzzy front end' of initiatives is particularly the bargain basement of the cost of delay.

FROM
PRINCIPLES TO
PRACTICE
CONVERSATION
—
TRANSLATING
VISION TO
ACTION

STAGE 1 PREPARATION

- Including your boss.
- Choosing the theme
- Issuing the invitation:
- Background data & logistics
- Preparing a short Introduction and Wrap-Up messages
- Pre-session on better communicating practices

Six rules to communicate meaning

Six distinctions that improve insight

Eight Cautions

- Catch your own automatic listening
- Mental preparation in order to take responsibility for your silence and your speaking
- "The Post-It Method" handout is given for participants to read overnight.

STAGE 2 EXPLAIN THE PROCESS AND INVOLVE PARTICIPANTS

STAGE 3 IDENTIFY TOP STRENGTHS AND ISSUES

STAGE 4 IDENTIFY SOLUTIONS

STAGE 5 PLAN SOLUTIONS

STAGE 6 PRESENT RECOMMENDATIONS

STAGE 7 MANAGEMENT RESPONSE

The Post-It Method organised

The gold standards for concerted action, particularly in a knowledge economy, are communities of practice. They are different to teams because they are **driven** by values, such as trust, as opposed to goals, **defined** by opportunities to learn rather than allocated tasks, and are **bound** by a shared identity rather than a delegated commitment.

Organizational Learning through Management Development

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