

BEYONDBUY-IN

A Step-by-Step Workbook

1. Identify Leadership
2. Assign Levels of Support
3. Specify Requirements
4. Diagnose the Gap
5. Design Action Steps



Beyond Buy-in:

Raise Leadership Support for Your Change Initiative

By Heather Stagl

ENCLARIA LLC

Equipping Individuals To Lead Organizational Change

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For information please write:

Enclaria LLC

12850 Hwy 9 Suite 600-237

Alpharetta, GA 30004

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Introduction

The Importance of Leadership Support

It almost goes without saying that an organizational change initiative without proper levels of leadership support is doomed to fail. Perhaps the project will be paid lip service, but it will ultimately either be ignored into oblivion or cut short of its potential with one drop of the axe.

Not only do organizational leaders have the power to make or break your project on their own, but it is impossible to skip over them to change the organization below. Individuals experiencing change will look to those in power for confirmation that they are committed to the new way of doing things. It is under intense scrutiny that leaders are watched to see if their actions match their intentions. If not, the change initiative will be dismissed as “flavor of the month” and not taken seriously.

Amid all this doom and gloom, there is a bright side. *You don't have to settle for the level of leadership support you currently have.* As fellow human beings, leaders are capable of being informed and influenced.

About This Workbook

This workbook is a place to organize your thoughts on how to best garner the support of some of the most influential people in your organization. It is designed to first identify *who* the key people are who may affect the outcome of your project. Next, you will determine *what* your project needs from each key individual. Last, you will brainstorm and plan *how* to go about obtaining the support you need.

The workbook is comprised of the following steps:

1. Identify “Leadership”

When we use the term “leadership,” it typically means the group of people whose titles reside at the top of the org chart. However, the list may be different for the transformation you are trying to achieve. We start by identifying all individuals who might have a strong impact on the success of your initiative.

2. Assign Levels of Support

In this section, you will learn the different levels of support and then identify where each leader is currently and where they need to be in order for your initiative to succeed. Next, you will identify which leaders have the most support to raise, and thus which leaders need the most attention from you.

3. Specify Requirements

Different levels of support require different attitudes, activities and behaviors. In this section, you will determine what is required of individual leaders and in what ways each needs to change in order to demonstrate the support you need.

4. Diagnose The Gap

Based on the requirements you determine, next you will identify what factors are standing in the way of the full support you need.

5. Design Action Steps

In the last section, you will make an action plan to raise the desired leadership support for your initiative, based on the revelations from the first four sections of the workbook.

Assumptions

This workbook assumes that you have already determined a clear vision for the future. For clarity in the workbook, please define your initiative here.

What is the title or summary of your project?
What departments or business units are affected?
What are you trying to change or improve?

Next step: Identify "Leadership"