



# THURSDAY, MARCH 8

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# Thursday – Translating strategy into action

Managers  
only

Programme

**Storyline:** Strategy is only as good as its implementation. It is possible to make significant changes fast, supported by a rapid results planning methodology.

9 am

Rapid reform is possible

Rapid and significant reform is possible. The story of the Department of Home Affairs.

Case study

9.30

Development of rapid results action plans to implement key reform objectives

City teams will develop a rapid results action plan for the reform agenda presented on Sunday using the learning and input during the week.

1 pm

Lunch

group work, strategy, joint problem solving, rapid results planning, presentation & communication, coalition building

2 pm  
to late

Action plans continued

# Today's Objectives

- (i) To apply leadership concepts and tools in your priority program. Teams will refine the work program presented on Day 2 using the RRA (focus on 100-day goal);
- (i) To elaborate on steps to implement RRA, mobilize resources, and secure sustained support of your strategic leaders.

# Today's Objectives

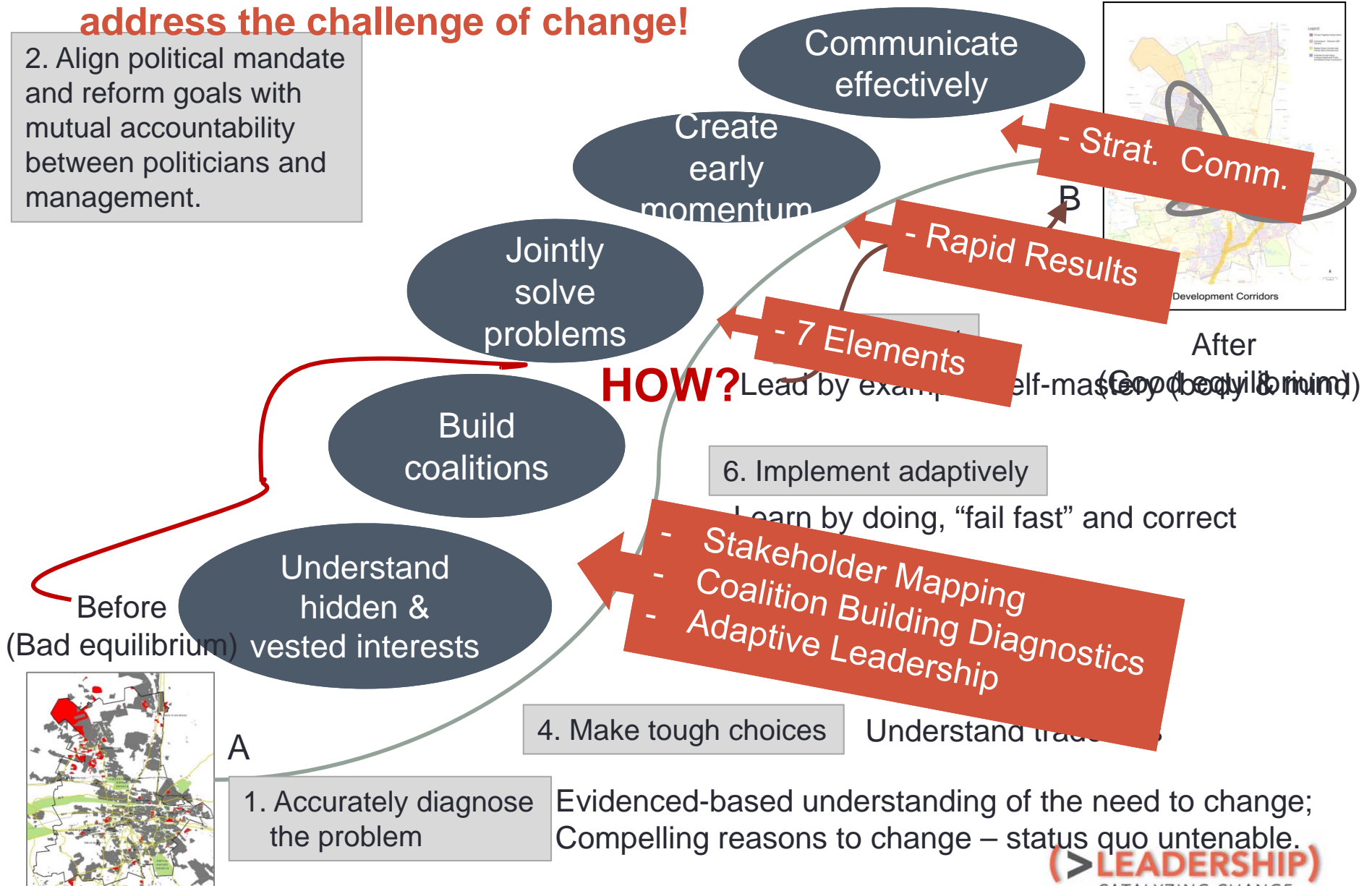
(iii) Implementation details should include leadership concepts and tools learned during the course.

(iv) Recognize the value of strategic communication in building multi-stakeholder coalitions for reform.

# Successful reform requires leaders to ... address the challenge of change!

2. Align political mandate and reform goals with mutual accountability between politicians and management.

3. Set achievable stretch goal for a sound outcome



Evidenced-based understanding of the need to change;  
Compelling reasons to change – status quo untenable.



# What is strategic communication?

Communication: the process by which people use messages (symbols) to create and transmit meaning to other people.

Strategic Communication is ***the development of programs designed to influence the voluntary behavior of key stakeholders to achieve meaningful change.***

# Five Communication Management Decisions

Leadership Objective: \_\_\_\_\_

KEY STAKE- HOLDERS	BEHAVIOR CHANGE	MESSAGES Take-away Messages    Supporting Data		CHANNEL	EVALUATION
<b>Stakeholder Mapping</b>	<b>Adaptive Challenges</b>	<b>Strategic Communication</b>			<b>Rapid Results</b>

# Four Types of Communication for Different Results

*Internal  
Communication*



*Creating a common platform for  
information sharing and feedback  
loops within an organization.*

*Corporate  
Communication*



*Communicating what we do and  
how we do it; building trust in and  
support for the organization.*

*Advocacy  
Communication*



*Issue campaigns to increase  
awareness and knowledge;  
sometimes encouraging action.*

*Strategic  
Communication*



*Integrating communication in  
reform initiatives, leading to  
behavior change outcomes.*



# We are here to help

- Review proposals, resumes of communication specialists.  
*One size does not fit all.*
- Follow-up training on Strat Comm via video conference?
- World Bank-Annenberg Expert Network in Strategic Communication.
- Website: [www.greaterthanleadership.org](http://www.greaterthanleadership.org)