

## Strategy to Reality

### Delivering outstanding results

#### A fresh approach to health consulting

Translating the vision and values of your organisation into a strategy may appear to be straightforward enough, but subsequently delivering the strategy calls for leadership from the top and the ability to manage in the future. In particular there is a requirement for an integrated approach to:

**Analysis** - Achieving strategic change requires an analytical approach. Without this there is the temptation to draw on anecdote or received wisdom and ready-made change recipes. Analytical abilities enable a Board to dig deep into its organisation, to understand its culture and motivation and to develop a holistic picture;

**Judgement** – Achieving strategic change requires judgement in identifying the most critical aspects of the analysis. Without judgement there is a risk of ‘paralysis by analysis’, where it is easy to be overwhelmed by detailed analysis. The Board has to prioritise or weight the issues and the actions necessary to take the organisation forward and to be able to recognise what is critical in the particular change context;

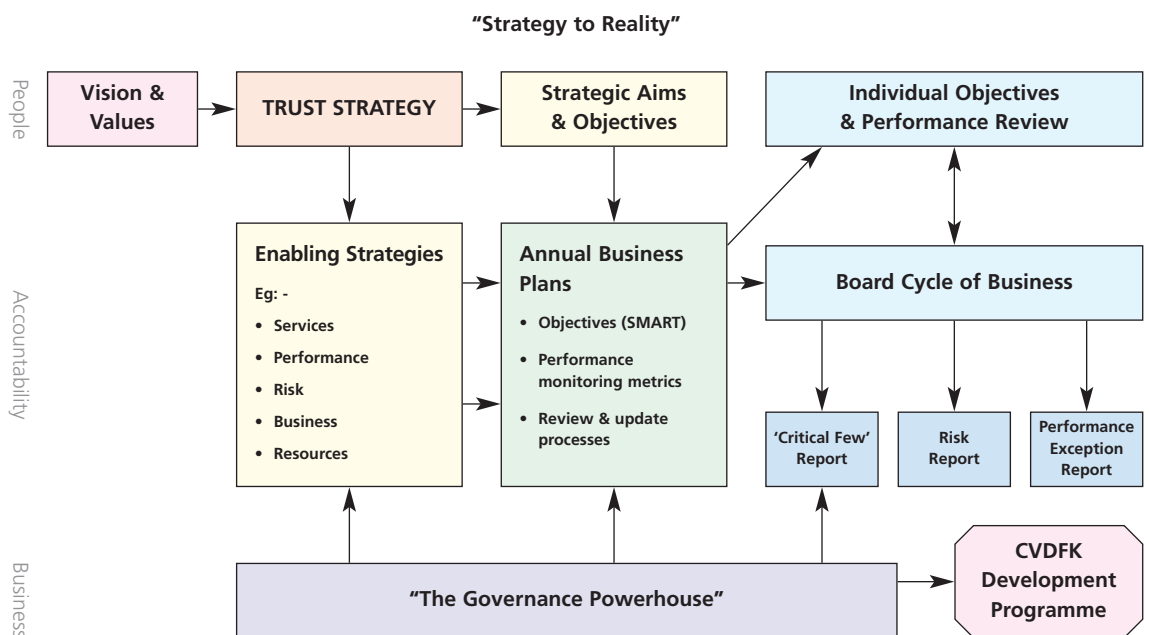
**Implementation** – Management is practice not just analysis – it is about making things happen. Two key aspects of implementation are which interventions to make in a change

situation and in what order to apply them. This latter aspect is important because without it there is ample scope for a plethora of simultaneous change initiatives, which create confusion and organisational inaction.

Failure in any or all of the above elements will lead to an increasing command and control style of management, which will not engage senior management and will certainly not energise the workforce. The strategy therefore will largely remain a planning exercise, which never tackles the reality of change within the organisation.

Chantrey Vellacott DFK has considerable and wide-ranging UK and international experience in health sector strategy and business development and implementation, covering the NHS, independent, private and voluntary sectors. Our team is made up of senior professional managers, who all have practical experience of managing large complex organisations in the health sector and are highly qualified to help you deliver outstanding results in managing and delivering strategic change.

Using a proven approach we apply our specialist skills in support of your local knowledge using the model below:



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Depending on your requirements we can enable your Board and your executive team to do all or any of the following:

- See the big picture and contribute to/develop the vision for the organisation;
  - Take a realistic assessment of where you are, the strengths and weaknesses of your organisation, its achievements to date and how to celebrate and build on these, while learning from the mistakes;
  - Take a realistic assessment of where the organisation wants to be, the changes that need to take place to deliver success, the milestones that will denote progress and the risks associated with the changes and how to mitigate these;
    - Part of this diagnostic will be to highlight the processes of motivation to engender personal commitment and enthusiasm within the organisation to deliver the changes and to cope with ambiguity by prioritising and being clear about your underlying values and putting these into practice;
  - Be flexible, recognising and seizing opportunities as they arise that further the delivery of your strategy and to let go of avenues that are not yielding results;
- Judge the political landscape, influence others and manage upwards where necessary;
  - Be visible within the organisation and show how the changes add value;
  - Be able to negotiate with others;
  - Develop and leverage multiple strong networks;
  - Build the team;
  - Communicate the same message through many channels using a mix of communication techniques and media.

Our approach uses your agendas and strategy and concentrates on individual as well as group working. It is therefore highly practical in comparing your approach and performance with best practice and introducing a developmental approach in a 'safe' and collaborative environment engendering common purpose.

Our unique offering covers not only roles and relationships and the all important style and culture of the organisation, but also strategic focus, governance, business planning, resource and risk management and the necessary disciplines to create action and outstanding clinical and managerial performance.

*"Chantrey Vellacott have worked with the Trust Board for about 12 months. Firstly as part of the Board diagnostics on commencement of our Foundation Trust journey and latterly in support of Board Development generally. We have found the feedback from Chantrey Vellacott following our interactions with them, individually and collectively, to be informative and sometimes challenging and this has helped us frame our Board Development Plan going forward. Chantrey Vellacott have helpfully used a variety of tools to support the messages they are delivering, for example using benchmarking and best practice information to illustrate their point."*

Lorene Read, Chief Executive, Weston Area Health NHS Trust

## Who to Contact

**For further information or advice, please contact Beverly Peacock; Lead Director, at our head office. Alternatively, please contact any of the Chantrey Vellacott DFK partners at our local regional offices**

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