How do you create buy-in in strategy implementation?

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Getting people on board
"If the employees are not on board, and do not wish to make the change happen, it will not happen"

People are irrational
"People are irrational, but a strategies often build on logic, rational thinking - This is not a match."

Board of directors
"There has to be buy-in for all of the board for a strategy to succeed (Director of board)"

Getting people to take part and be engaged
According to Wenger (1998), participation and engagement is not an absolute, but rather employees will be on a trajectory towards participation or non-participation that can be negotiated through economies of meaning or realized through identification. In the interview data we identified multiple instances of fostering participation or non-participation, that sense making model conceptualizes how buy-in can be fostered through engagement, imagination and alignment, for instance by "having ones ideas adopted" (engagement) or a vicarious experience (utilizing the imagination). According to Wenger (1998), participation and engagement is not an absolute, but rather employees will be on a trajectory towards participation or non-participation that can be negotiated through economies of meaning or realized through identification.

People
- Workshop facilitators
- Pivotal stakeholders
- "Visionary leaders/champions"
- Making it 'a win' for all

Artefacts
- Reports
- Slides about the vision
- Easy to remember 'catch phrases'
- Building a common language

Getting people to take part and be engaged
A duality exist between representations of a strategy and how the meaning of these are negotiated. Artifacts and people are not separate and people interpret differently. No artifact or broker stands alone. Artifacts are always, interpreted negotiated by a broker and the artifact always shapes the negotiation of meaning. This holds true for strategy implementation. We identified examples of brokers, such as pivotal stakeholders. Vancleve et al. (2008) central in negotiating the meaning of a strategy with other employees. Crucial representations of a strategy are thought to 'stand alone', but in reality they are interpreted and negotiated. In some companies this process was consciously directed, for instance: Multiple companies used 'cascade design' of what a strategy would mean for employees in a co-creation setting.

People (Broker)

Artefacts (Boundary object)

“People facilitate boundary objects and boundary objects facilitate people”

Getting people to take part and be engaged
- Check your strategic initiative for ways of fostering participation
- Listen to people’s ideas and involve them in the process
- Align organisational and personal goals
- Actively take into account the interplay between people and artifacts
  - Let the people side facilitate the understanding of the artifacts and vice versa
  - Identify brokers throughout the organisation
- Create a shared understanding by connecting visual cues, and artefacts with people through events, workshops, meetings etc.

"You have to design a solution that is good enough for people to use it by themselves without you holding a gun to their head"