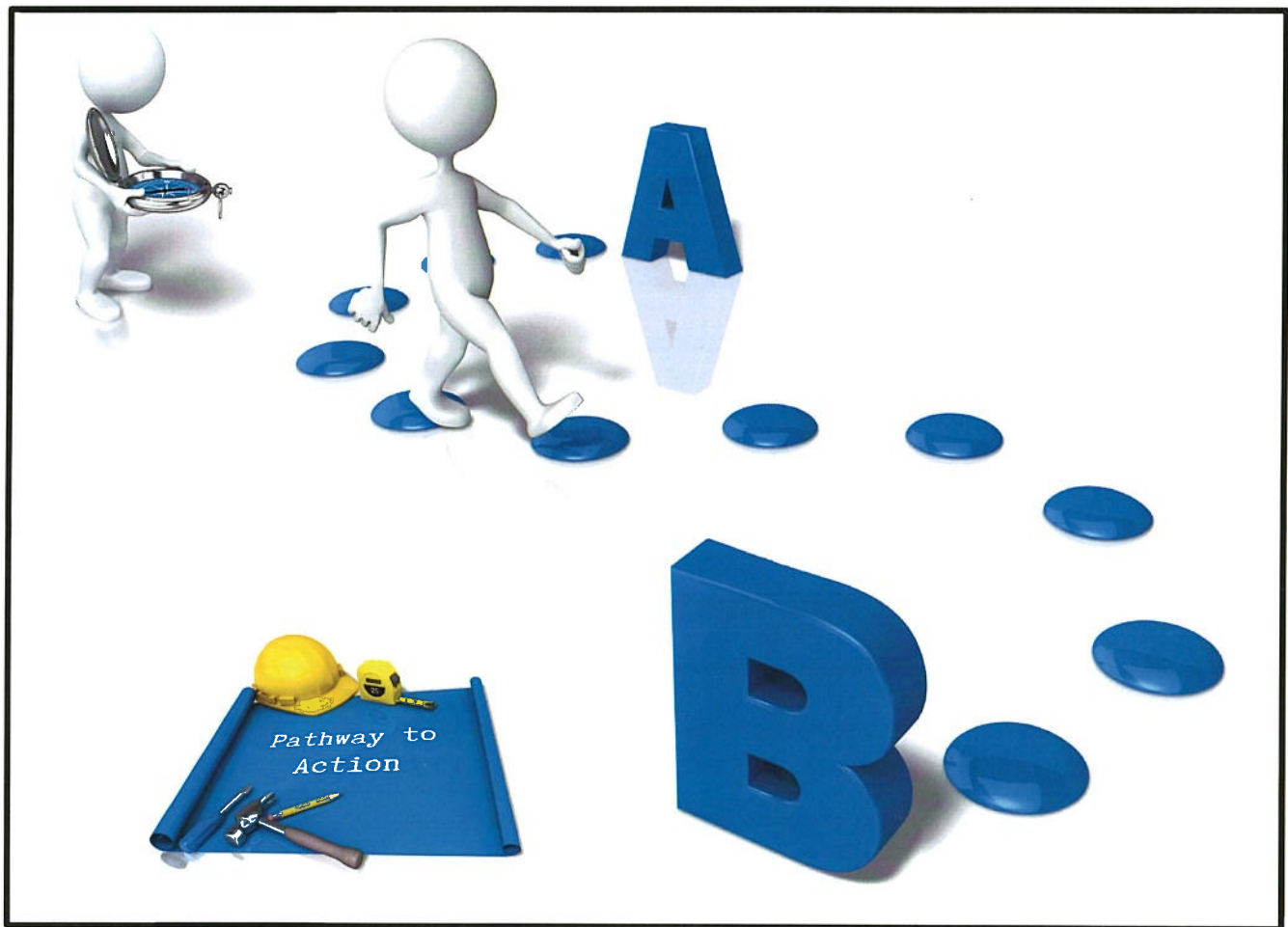


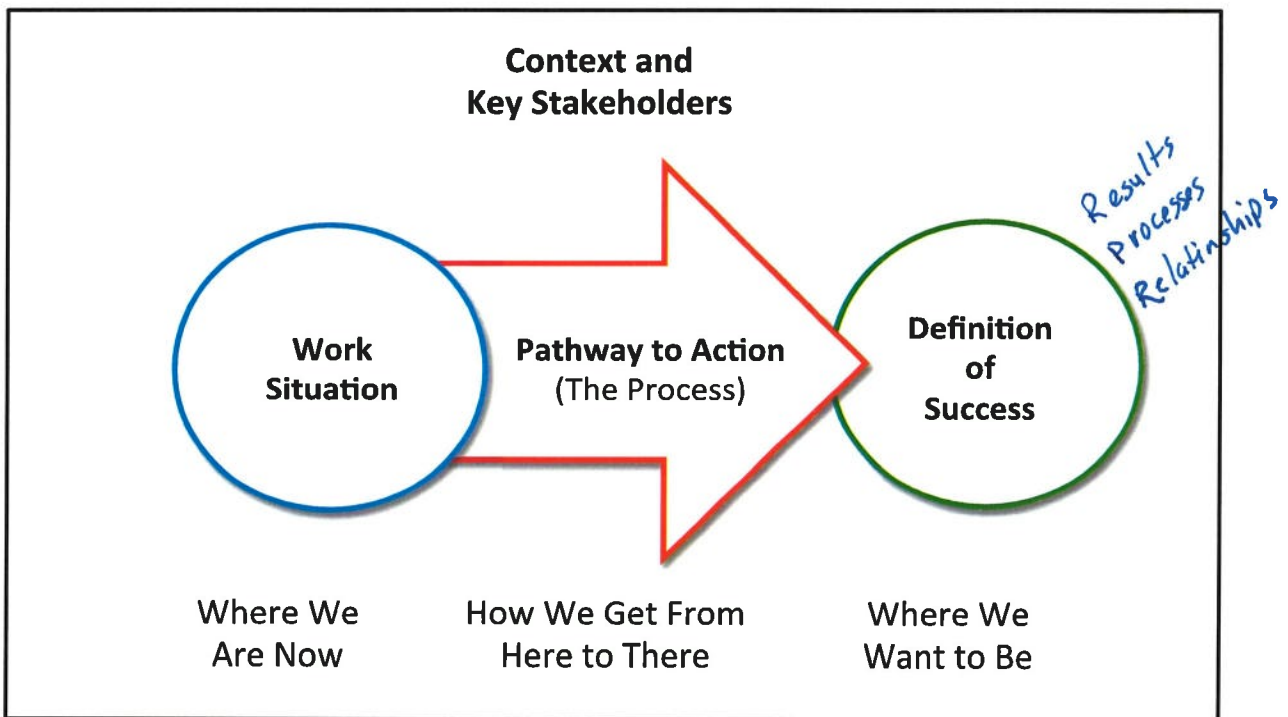
# Design Pathways to Action

Leaders help build clear planning processes for realizing opportunities and solving problems. By providing a map of the road ahead, facilitative leaders create confidence that the goal is attainable and increase the likelihood of successful implementation.



# The Big Picture

*Facilitative leaders set their teams up for success by describing the “big picture” and providing a framework for planning and problem-solving.*



## Work Situation

### Where we are now:

The issue or opportunity needing attention or requiring action

## Definition of Success

### Where we want to be:

The desired outcome of the change or improvement effort

## Context

The circumstances surrounding, and factors impacting, the change effort

## Stakeholders

Individuals or groups who can substantially support, block or influence the effort

## Pathway to Action

### How we get from here to there:

The process for helping leaders and teams to get from where they are to where they want to be

Adapted from:

Strauss, D. (2002) *How to Make Collaboration Work* and Interaction Associates, LLC. (2005). *Facilitative Leadership: Tapping the Power of Participation*. Cambridge, MA: Author.

# Designing a Pathway to Action

## What it is

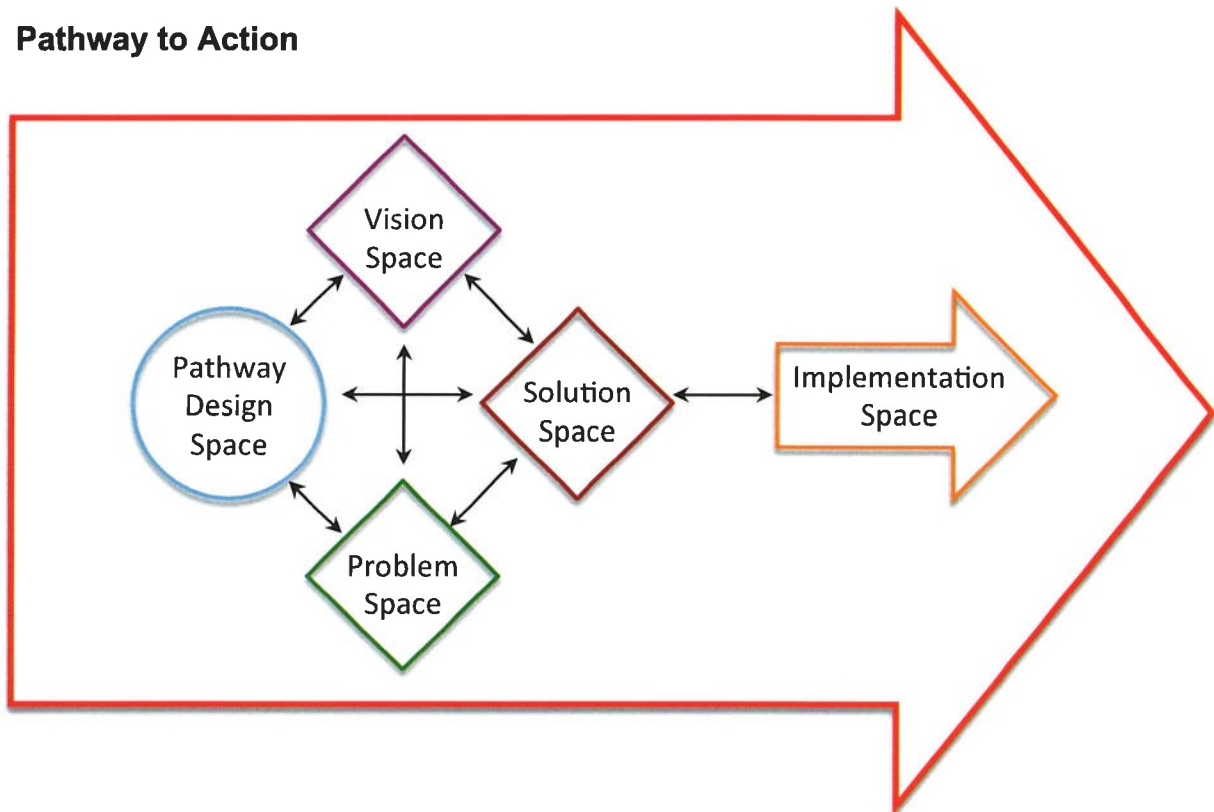
The pathway to action is a *planning tool* used by leaders and teams to plan out work in a way that *encourages collaboration and maximum appropriate involvement*.

It is also an *assessment tool* for determining at any time in a project or work session: (1) Where the team's attention is currently focused, and (2) What the team should focus on next.

## How it works

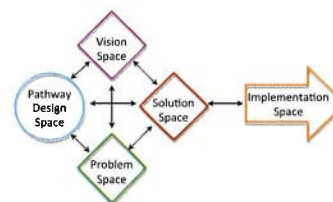
The pathway to action organizes the collaborative planning process into five stages or spaces. In each space team members reach specific understands and agreement. With each new agreement, the team moves closer to its goal.

## Pathway to Action



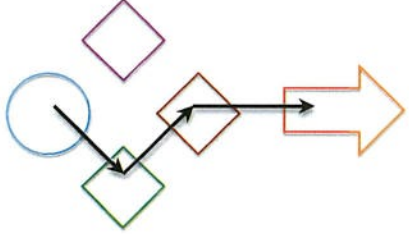
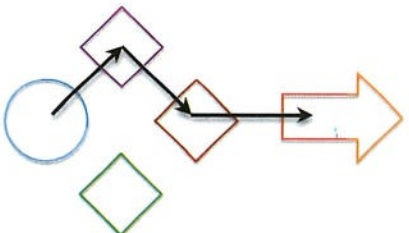
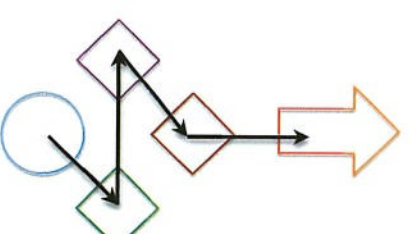
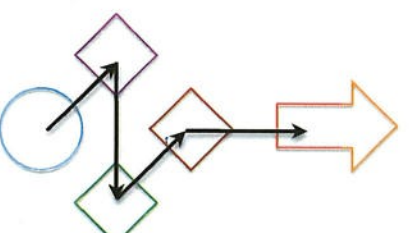
- \* There are two rules that govern the pathway to action when used as a planning tool:
1. Begin planning in the pathway design space
  2. Reach agreement on when and how to move from one space to the next

# Pathway to Action Information Guide



Key Agreement	Key Activities	Value of Space
<p><b>Pathway Design Space</b></p> <p>Agreement on the pathway and process for moving through the spaces</p>	<ul style="list-style-type: none"> <li>• Confirm issue to be worked on</li> <li>• Identify goals for the work effort</li> <li>• Explore the context surrounding the issue to be worked on</li> <li>• Do a thorough stakeholder analysis</li> <li>• Identify resources/support needed to complete the task</li> <li>• Design pathway through spaces, identifying desired outcome for each space</li> <li>• Agree on how the final decision(s) will be made</li> </ul>	<ul style="list-style-type: none"> <li>• Forces team to plan a strategy or getting the information and agreements needed to take action</li> <li>• Produces a road map to assist problem solvers through the process</li> </ul>
<p><b>Problem Space</b></p> <p>Agreement on what the problem is and why it exists</p>	<ul style="list-style-type: none"> <li>• Legitimize and understand all perceptions of the problem</li> <li>• Analyze the problem</li> <li>• Agree on a problem definition and root causes</li> </ul>	<ul style="list-style-type: none"> <li>• Builds agreement on the problem as a basis for building agreement on the solution</li> <li>• Identifies cause so that <u>solutions address causes rather than symptoms</u></li> </ul>
<p><b>Vision Space</b></p> <p>Agreement on an image of the ideal future state</p>	<ul style="list-style-type: none"> <li>• Solicit a variety of views of the ideal future state</li> <li>• Create a visual image of success</li> <li>• Build agreement on ideal future state</li> </ul>	<ul style="list-style-type: none"> <li>• Builds agreement on the desired future state as a basis for building agreements on solutions</li> <li>• Vision-oriented approach can be inspiring, energizing and creative</li> <li>• Ideas from vision space can be useful as criteria for solution space</li> </ul>
<p><b>Solution Space</b></p> <p>Agreement on a solution(s) that everyone is willing to support</p>	<ul style="list-style-type: none"> <li>• Identify possible solutions.</li> <li>• Evaluate solutions</li> <li>• Build agreement on a specific set of solutions to be implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Builds consensus on solutions, based on agreement of previous spaces</li> </ul>
<p><b>Implementation Space</b></p> <p>Agreement on an action plan for implementing the decision. Also includes carrying out the action plan</p>	<ul style="list-style-type: none"> <li>• Agree on an action plan---what, who, by when</li> <li>• Agree on how implementation will be evaluated</li> <li>• Take action</li> <li>• Evaluate impact and team process</li> </ul>	<ul style="list-style-type: none"> <li>• Increases likelihood that decision will be implemented</li> <li>• Provides opportunity for team to monitor and evaluate results, processes and relationships</li> </ul>

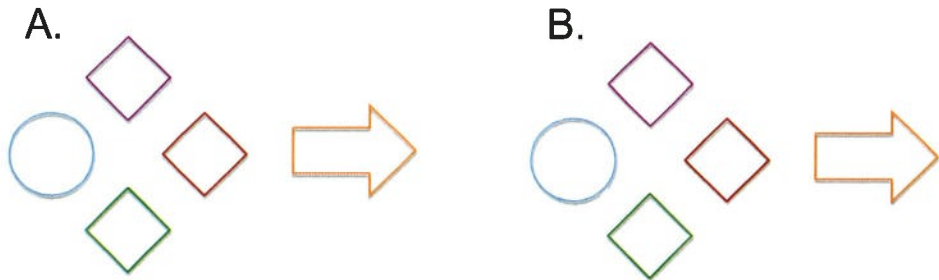
# Sample Pathways

Pathway	Useful
<p><b>Problem-Solving Pathway</b></p> 	<p>When dealing with a critical issue in a short timeframe</p>
<p><b>Vision-Realization Pathway</b></p> 	<p>When a group has an opportunity to create something new, revitalize an existing system or revisit the purpose of their work</p>
<p><b>Problem/Vision Combination Pathway</b></p> 	<p>When it is important for people to acknowledge and understand what is not working, or to highlight the gap between present reality and the ideal future state</p>
<p><b>Vision/Problem Combination Pathway</b></p> 	<p>When there may be significant barriers to realizing the vision, and those barriers must be addressed in order to move forward</p>

# Exercise: Designing a Pathway to Action

---

1. Identify two pathway options to consider.



Name of pathway \_\_\_\_\_

\_\_\_\_\_

2. List the advantages and disadvantages of each pathway.

A.

B.

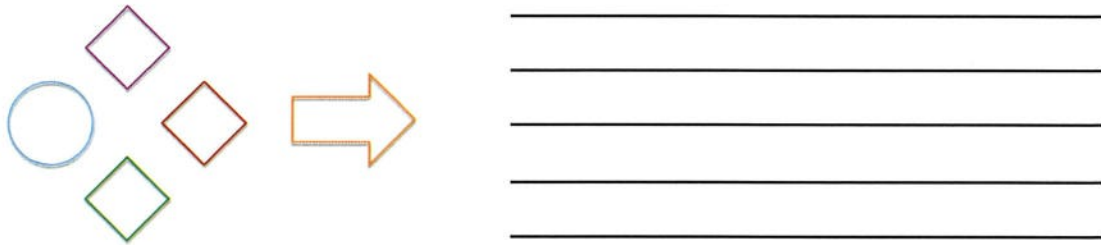
Advantages	Disadvantages	Advantages	Disadvantages

# Exercise:

## Designing a Pathway to Action (continued)

---

**3. Select the most appropriate pathway option and explain your rationale.**



Name of pathway \_\_\_\_\_

**4. List the agreements you will build in each space and which stakeholders will participate in make those agreements.**

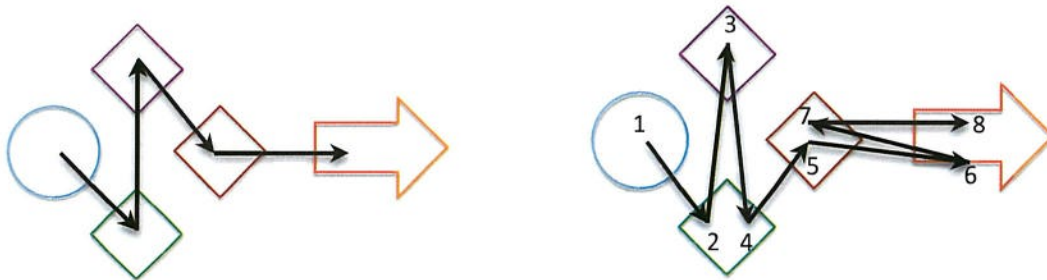
Space	Agreements	Stakeholder Involvement

# Pathway as Designed vs. Pathway as Implemented

Teams typically cycle through the spaces more than once and in various directions in order to complete implementation.

Pathway as Originally Designed

Pathway as Actually Implemented



Problem/Vision Pathway

## In Actually....the Sequence of Agreements Reached

1. **Pathway Design Space.** The goals of the work effort, team members, the pathway we would take, key stakeholders how final decision were made, other resources required
2. **Problem Space.** What the key problem areas were and why they existed
3. **Vision Space.** What success would look like when we solve the problem
4. **Problem Space.** Key barriers to realizing the vision
5. **Solution Space.** Ways to eliminate the problem and barriers
6. **Implementation Space.** An action plan for implementing solution
7. **Solution Space.** Additional solutions based on initial implementation activity
8. **Implementation Space.** Relative success of implementation versus expected results and a plan for sustaining improvements



