

Intervention content

Workshops 1&2 Implementation and leadership 2 x 3 hours	Workshop 3 Communicating the implementation 3 hours	Workshop 4 Supporting the implementation 3 hours	Workshop 5 Sustaining the implementation 3 hours
Aim: use an evidence-based model on implementation and connect leadership to it as an implementation strategy	Aim: inspirational and motivational communication of the implementation	Aim: understand and handle employee reactions to the implementation	Aim: planning for sustainability of the implementation
Introduction to the implementation model based on the Behavioral Change Wheel Applying the model to a current implementation Introduction to the full range leadership model Receiving the 180 degree on feedback report on general and implementation-	Follow-up on the between-workshop assignment Action plan finalization – identifying, pin-pointing and analyzing manager implementation leadership behaviors to enable and facilitate employee target behaviors Introduction to inspirational motivation	Follow-up on the between-workshop assignment Repetition of the steps in the implementation model Understanding employee reactions and resistance to implementation Training of possible implementation leadership behaviors to overcome resistance and to support the	Follow-up on the between-workshop assignment Apply the implementation model to a fictive example Action plan follow-up and revision focusing on evaluation and follow up. Introduction to continuously evaluating the implementation progress.

<p>specific leadership behaviors, understanding and analyzing feedback on implementation leadership</p> <p>Action plan initiation – identifying, pin-pointing and analyzing employee target behaviors of the implementation</p> <p>Assignment to work with between Workshops 1/2 and 3: discuss the results of the feedback report with the employees & discuss one's own prerequisites for implementation leadership with senior manager</p>	<p>Training of inspirational and motivational communication in relation to the action plan</p> <p>Assignment to work with between Workshops 3 and 4: Present the action plan to the senior manager as well as employees, that will be involved in the implementation. Act in line with the action plan.</p>	<p>implementation</p> <p>Introduction to contingent reward, intellectual stimulation and individual consideration</p> <p>Revision of the action plan</p> <p>Assignment to work with between Workshops 4 and 5: Act according to the action plan, evaluate the progress related to the implementation. Testing contingent reward, intellectual stimulation and individual consideration. Identify potential obstacles with the action plan.</p>	<p>Focus on intervention sustainment – measuring and monitoring change, conducting adaptations</p> <p>Transform the action plan into a sustainability plan</p>
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Core components that are used in all workshops:

Work with one's own implementation case
Short expert lectures presenting state-of the art research
Individual as well as reflection in small groups
Role-play
Individual feedback from employees, i.e., 180-degree feedback in feedback report
Feedback from fellow training participants
Feedback from workshop leaders

Work between the workshops
Booster email between the workshops