



Sustaining momentum

INTRODUCTION

A major role of any leadership team (and any [Delivery Unit](#)) is to sustain momentum around the delivery effort, particularly once the work has been happening for a little while, but results have not had enough time to reflect the changes that have been made. A multitude of factors can contribute to lost momentum, and therefore there are multiple methods you can use to combat them. These methods – which are explained in more detail in [Chapter 5C](#) of *Deliverology in Practice* – are categorized into five principles:

Principle	Rationale	Implications for leadership / Delivery Unit
Persist through distractions	System leaders must deal with the inevitable crises and events that can distract from the delivery effort	Ensure that someone on the leadership team or the Delivery Unit remains the driving force for delivery
Persist through monotony	Driving a delivery effort for an extended period of time can become tedious, monotonous, and frustrating	Maintain motivation for producing tangible results
Manage those who resist change	Key groups and individuals who are unwilling to support efforts can limit the effectiveness of delivery	Listen to stakeholders, respond to legitimate concerns, remove excuses where possible, and communicate the moral imperative for delivering results
Vigorously challenge the status quo	Failing to build on initial success can lead to complacency and stalled progress	Work to build a sense of urgency and demand a shift from good to great
Celebrate successes	Neglecting success overlooks valuable opportunities to build support and motivation for the delivery effort	Recognize and celebrate successes when they occur

Use the worksheet on page 2 to think through what these principles look like for your work, and to think about how you might address these challenges.

OBJECTIVES

- Understand the 5 principles for sustaining momentum in delivery
- Consider the challenges to momentum within your own system and how to address them

INSTRUCTIONS

Thinking about your own system, fill out the worksheet on page 2. Try to think about what has and hasn't worked in your context previously and how you can leverage those lessons going forward.

**WORKSHEET: SUSTAINING MOMENTUM**

Principle	What are the challenges with this in your system?	What are you currently doing to address those challenges?	If your system did this really well, what would that look like?	What will it take to achieve success with this principle?
Persist through distractions				
Persist through monotony				
Manage those who resist change				
Vigorously challenge the status quo				
Celebrate successes				