

THE UNCOMMON LEADER

PARTICIPANT SESSION IV ASSIGNMENTS

TOPICS: MANAGERIAL MUSCLE, POWER & PERSUASION
CREATIVITY & CONTROLLING THE CHAOS OF CHANGE

In each age men of genius undertake the ascent. From below, the world follows them with their eyes. These men go up the mountain enter the clouds, disappear, reappear. People watch them, mark them. They walk by the side of precipices. They daringly pursue their road. See them aloft, see them in the distance; they are but black specks. On they go. The road is uneven, its difficulties constant. At each step a wall, at each step a trap. As they rise the cold increases. They must make their ladder, cut the ice and walk on it, hewing the steps in haste. A storm is raging. Nevertheless they go forward in their madness. The air becomes difficult to breathe. The abyss yawns below them. Some fall. Others stop and retrace their steps; there is a sad weariness.

The bold ones continue. They are eyed by the eagles; the lightning plays about them; the hurricane is furious. No matter, they persevere. They stand on top of the world.

—Victor Hugo

The following list of assignments from the session need to be completed and will be reviewed by your executive. Your attention to these items will significantly improve individual and organizational performance. In some cases it may be necessary to involve other departments or set up a DIG. Remember, the classroom is just a starting point for the real work of changing the organization. Your contribution to this effort is what will make excellence managing possible. Thank you.

Follow Up Items From This Session

- 1.* By now the first quarterly work plans should have been completed. Complete your quarterly Work Review, Redirection & Development forms (second gray sheet, MS-03). Also, it's time to prepare your next quarter's Performance Plan (MS-02).*
- 2.* At this point, MANSYS should be totally in use.* It is okay if not all the pieces are yet working perfectly, but make sure that you are doing your best to follow all of these elements. Remember, the purpose is to do those management practices that get most results and to reduce the amount of variance that have caused problems in the past. Executives are being told to start enforcing compliance with the system so don't get caught out.
- 3.* Review the following sections of the New American Hospital Checklist. Are we accomplishing the goals set?

- Create Change Action Plan
- Build Political Support

The second way to approach the work entailed in the checklist is to review it in its entirety looking for items that are supposed to be done by or near the conducting of Session 4 (S4). So think in both terms of specific pieces of work and in terms of major sections of the checklist.

- 4.* Split or multiply DIGs* to speed up the amount of change. At this point, you have gained enough experience to be a teacher of others. From here on let over half of the new DIG membership be first line supervisors and Associates. Not only does this help drive this change mechanism further into place and add to the total amount of work being done around the change effort, it also adds a burst of enthusiasm energy to support managers who may be getting a little tired. Pick new DIG members carefully. Who has Big D? Often, "best and newest" employees are a good bet. Don't put on the "tired and poor." Select those with fire in the belly. Focus the new DIGs on items where can we get the biggest payoff and impact right now.
5. Review the Organization Relations Inventory with your executive, and look for specific department and individual development needs. If your Power orientation was low, what needs to be done, if anything, to let your people have a bigger share of the action, and to improve interdepartmental functioning? (Remember that high need for Achievement managers tend to think of their own achievement fun and neglect the other two areas.)
6. Use the Change Management Action Plan and the MANSYS guidelines on proposal selling to bring you well organized and thought out proposals. Get up to speed on how to sell your great ideas.
- 7.* Assess conflict management approaches, adequacy of employee participation and innovation channels.*
8. Be sure to direct all conflicts between departments back to your peer manager. Live the MANSYS conflict guidelines. No more running to the boss when there's a conflict with a peer. Don't bottle up conflict---get it out! We are in a new era where interdepartmental problem solving is required behavior---your team members will work with you, so believe in them.

**Possible WorkOut Session agenda items. Where do you or the team need help to get the work done and make things happen?*

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EXECUTIVE SESSION IV ASSIGNMENTS

TOPICS: MANAGERIAL MUSCLE, POWER & PERSUASION
CREATIVITY & CONTROLLING THE CHAOS OF CHANGE

It helps, I think, to consider ourselves on a very long journey: the main thing is to keep to the faith, to endure, to help each other when we stumble or tire, to weep and press on.

—Mary Caroline Richards

Please follow up with your managers to make sure that their TUL assignments are being completed and that the organization changes we discussed are underway. Your attention to these items will significantly improve individual and organizational performance. A number of items might be handled by using a DIG---this would net further refinement of the project and buy in from the team. Thank you.

Follow Up Items From This Session

1. Begin by reviewing the attached assignments sheet for other groups such as the Advisory Committee or manager participants. Any and all of the items on those lists are an addendum to your own burden in terms of your need to monitor that these items are being carried forward. You retain executive change agent responsibility. Delegation does not mean abdication. The great law of delegation: "Delegate like hell, then be a S.O.B. and follow up!"
2. Let the MAC prepare their recommendations from this session and then meet with them to make sure all the pieces are coming together. Decide whether you are going to get at this worklist in part by having a WorkOut Session following the seminar. Management House strongly recommends Workouts as a practical way to get a lot of work done, get it done fast, and get it done uniformly across the organization. See the document, "Ideas for WorkOut Sessions" which is part of the Change Driver Manual. Elements of the assignment sheets for this session which might be particularly worth considering for a WorkOut Session have been asterisked for possible inclusion on that agenda.
3. At this point it's a good idea to evaluate just how well MAC is functioning.* Are they getting the job done? Are there any splits in that group that are retarding the change effort? Are they putting their shoulder to the wheel and acting as partners in the change effort? If not, make some adjustments as soon as possible. Rotate the membership if necessary. Don't allow the change effort to be slowed by this group---they must be sparking all the time.

It's also a good time to evaluate SAC. Is the group sponsoring enough activities? Also, have the executives hosted social activities for their people? If

not, why not? You may even want to consider peer ratings among the two committees and your executives with questions that focus on how adequate their team effort and dedication to the change effort is. Drive the drivers, polish them into the highest possible performances.

- 4.* Review the following sections of the New American Hospital Checklist. Are you accomplishing the goals set?
- Create Change Action Plan
 - Build Political Support

The second way to approach the work entailed in the checklist is to review it in its entirety looking for items that are supposed to be done by or near the conducting of Session 4(S4). So think in both terms of specific pieces of work and in terms of major sections of the checklist.

Focus the new DIGs on New American Hospital Checklist items that remain undone. It's a better bet to improve the organization and management systems, then to focus on work item projects. That isn't to say that the latter can't be worked in to some degree. Keep asking, where can we get the biggest payoff and impact right now?

- 5.* How are proposals being received now?* At this point managers are to use the Change Management Action Plan and the MANSYS guidelines on proposal selling to bring you well organized and thought out proposals. Get them up to speed on how to sell their ideas. This will make things a lot easier on everybody.
- 6.* Keep counseling and stay in close touch with your managers. Be sure to redirect all conflicts between departments back to the managers. Require them to live the MANSYS conflict guidelines. Be watchful that managers are in fact solving these problems. Don't allow managers to bottle up conflict---get it out!
- 7.* If executives or managers are still not with the program, begin to evaluate how long you will continue to accept their misfit behavior or attitudes.* Begin the process of removal or depowering them now.
8. "Feedback changes behavior." At this point the installation of a KRA results measurement system that rates managers and their departments should be ready to go. The system should provide 2-4 measures of the values and each KRA and will probably include ratings from associates, customers, peers, and executives.

**Possible WorkOut Session agenda items. Where do you or the team need help to get the work done and make things happen?*