

THE UNCOMMON LEADER

EXECUTIVE SESSION VI ASSIGNMENTS

TOPICS: MAXIMIZING PRODUCTIVITY & INNOVATION
BUILDING A WINNING TEAM

It's not how many times they knock you down that counts. It's how many times you get up.

—Rocky Marciano

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.* Review the Final Exam Results.* What's the Good News? What's the Bad

News? What's the unfinished business that must be done to continue the organization renewal process? At this point the management development booster drops away from the OD rocket. Are the organization change mechanisms (DIGs, PACs, scoreboard, Idea Engine) working? Are the management systems (MANSYS, selection, problem employee handling, customer MOTs) in place? If not, serious challenges to the organizations change momentum now exist. Begin preparation of your battle plan of what you think is needed from here on. This is to be presented at the TUL Retargeting Conference with Dr. Sherman.

- 4.* DIGs are the primary mechanism for idea development, socialization keeps the humans connected and convivial, and customer service is the holy grail. Keep these processes working full steam.* If the end of the course is the end of these processes, it's the kiss of death for the change effort and marks you as a jerk in executive leadership.
- 5.* A major output of Session 6 was the group work done on identifying tasks for the BHAG Councils and Change Engine to accomplish in year two. This work needs to be reviewed by executives as a whole. In year two Management House will not be supplying you with a guided plan of action. This is the moment in which the baton is passed in terms of future organization development.
- 6.* Review the following sections of the New American Hospital Checklist. Are you accomplishing the goals set?
 - Redesign the Structure
 - Get the Work Out
 - Start the Innovation Engine
 - Streamline the System

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 VI (S6). So think in both terms of specific pieces of work and in terms of major sections of the checklist.

7. Other:

Follow Up Items From Previous Sessions

1. Did we get the job done?

**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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PARTICIPANT SESSION VI ASSIGNMENTS

TOPICS: MAXIMIZING PRODUCTIVITY & INNOVATION
BUILDING A WINNING TEAM

You become a champion by fighting one more round. When things are tough, you fight one more round.

—James J. Corbett

It's not over until it's over.

—Yogi Berra

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.* Review the Final Exam Results. What's the Good News? What's the Bad News? What's the unfinished business that must be done in your area to continue the organization renewal process?
- 2.* Turn in a copy of your work plans of seven items that came from the Inventory on Productivity.* Make sure these items get worked into your quarterly Performance Plans and are monitored later.
- 3.* Rerun or extend the Cost Containment Audit. You are responsible to wring cost out of the system and this tool will help you find it. Send a brief memo to your executive and to the chair of the Cost BHAG Council of changes you'll be making. Toss in any ideas that you think the BHAG group should be looking at.
- 4.* Review the following sections of the New American Hospital Checklist. Are you accomplishing the goals set?

- Redesign the Structure
- Get the Work Out
- Start the Innovation Engine
- Streamline the System

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5. Other:

Follow Up Items From Previous Sessions

1. Did we get the job done?

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