

# **THE UNCOMMON LEADER**

## ***PARTICIPANT SESSION I ASSIGNMENTS***

TOPICS: CREATING THE NEW AMERICAN HOSPITAL  
UNCOMMON LEADERSHIP & MANAGEMENT EFFECTIVENESS

*If I had to select one quality, one personal characteristic that I regard as being most highly correlated with success, whatever the field, I would pick the trait of persistence. Determination. The will to endure to the end, to get knocked down seventy times and get up off the floor saying, "Here goes number seventy-one!"*

*—Richard M. DeVos*

The following list of assignments and reminders 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 task force or 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.\* Follow up with any interdepartmental visits\* that you need to make. Associate visits may be appropriate for the next session, so you need to establish your initial beach head exchange in the next few weeks. Your objectives are to learn more about their operation, make personal contacts, and extend the hand of fellowship. On this foundation much more will be built in the near future.
- 2.\* The values statement\* turned out very well. Key to making this work is to:
  - Post the Commitment and Values statement
  - Build the training component for rollout to all Associates
  - Tie the values to systems and rewards

Push this early as the centering point for all the other organization change you'll be doing. At this point, post the values in your unit ASAP and give them your explanation of what it means. More training and discussion opportunity will follow, but get them "in the know" right away.

- 3.\* Meet with your Associates\* to group discuss, "What's Needed in Our Unit to Be More Excellent? This is not a discussion of what others should do, but what we should do.
- 4.\* Decide how you will accomplish the benchmarking assignment. This can be done



individually or as part of a group. The objective was to identify a “best practice” at an excellent organization and make some application of that thinking in your unit. We will not be excellent ourselves until we do what winners do.

- 5.\* Post any changes or improvements you make on the New American Hospital Scoreboard. While you may not think it's that important, it is another "snowflake in the blizzard." Others need to see the total improvement effort.
- 6.\* Create your individual development plan from the results of the Inventory on Managerial Effectiveness. The plan should be reviewed by your supervisor within 3 weeks. Individual development may involve books and tapes from the Management Library, or other common sense approaches. Let this be a beginning to lifelong learning in our management careers.
- 7.\* Complete the first quarterly Work Plans (gray sheets, MS-02).\* On the first attempt, these are often too generalized and fuzzy. Start thinking in hard specifics as to what you're going to get done in each of the KRA areas in the next 90 days. It's O.K. to leave some blanks in the form, but start nailing down what you will accomplish. Many managers post their gray sheets or discuss with Associates the near term direction the unit will be taking.
8. Apply the Work Gating Flowchart to the work pile on your desk. Start talking about the need to trash the trivia with your Associates.
- 9.\* The KRA Hour\* was to be established. If KRAs are to be accomplished, time for their accomplishment must be set aside, or all is lost. 'Nuf said.
- 10.\* Do It Group assignments\* were to be established for all managers. This mechanism is particularly important to the overall change effort. It's not unusual for DIGs to flail around and struggle in the early going; they're often too generalized and not focused on a specific task. Don't let your group run amok. Follow the MANSYS guidelines on task forcing and meeting management. Remember, the whole goal of management is results, and you've got 30 days.
- 11.\* Support the socialization activities which SAC sponsors. Do something to loosen up your own unit in the way of a fun event.\*
- 12.\* Review the following sections of the New American Hospital Checklist. Are you accomplishing the goals set?
  - Values Centered Managing & Climate
  - Build Intelligence System
  - Executive Team Development
  - Redefine Executive Team Role



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 1 (S1). So think in both terms of specific pieces of work and in terms of major sections of the checklist.

13. Other:

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