

# THE UNCOMMON LEADER

## EXECUTIVE SESSION / ASSIGNMENTS

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

*Concentrate all your thoughts upon the work at hand. The sun's rays do not burn until brought to a focus.*

—Alexander Graham Bell

*Be Prepared.*

—Boy Scouts of America

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 organization performance. A number of items might be handled by using a Do It Group—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 MAC 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.\* Really focus on getting the work needed to implement the values statement\* done at the earliest possible date. Push this early as the centering point for all the other organization change you'll be doing.
- 4.\* Go over all the work items with your managers: the first quarterly Work Plans,\* their individual development plan\*, and the like. At this point, practices such as a



key results hour,\* work gating,\* meeting management\* are all new to them (and probably to you, too).

Help get these practices cemented into place now and you'll have many fewer headaches later on. We do not want to hear your name mentioned later on as one who didn't set the example in your own behavior.

Start enforcing the Meeting Management Guidelines\* and the other MANSYS pieces. These are guaranteed to improve results and accomplishment of the objectives. This will be difficult at first since new skills and habits are being established. Consider how you might reward the new behaviors.

- 5.\* Be sure the Do It Group (DIG) assignments\* established for all managers gets off the ground. Unless you want to do your managers jobs for them for the next 20 years of your career, get them into the groove now. To help these groups be successful, it may be useful to have a meeting where you or others talk to them about how to run group process.
6. See if the Socialization Action Council (SAC) can come up with something wild and zany. If they can get the group to really "wing out" it helps to shake out the wrinkles and break down the communication masks that people have gotten used to wearing. More than just wine and cheese is now needed. Find something to celebrate and keep this fun stuff going to offset the performance anxiety managers will be feeling with all the change we're throwing at them. Each executive should consider sponsoring or hosting a social event for his/her own people to build divisional teams as well.
- 7.\* 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.

8. By the end of the first session it usually becomes clear how enormous the change program is. In order to win the "hearts and minds" of your managers and Associates, you may want to consider putting your marketing people on the implementation of the New American Hospital as a top priority. Several client



organizations have allocated 50% of marketing staff to internal marketing of the change effort. Their thinking is that if you can get all associates completely sold, they will carry a powerful message to the external marketplace.

9. "Feedback changes behavior." Begin the design and installation of a KRA results measurement system that rates managers and their departments. The MIS manager should head up a task force to design something simple and workable that can be installed in the next 60 days. The system should provide 2-4 measures of the values and each KRA and will probably include ratings from associates, customers, peers, and executives. Management House will be happy to visit with your staffer about the project.
10. Other:

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

