



# ***TRANSFORMATION***

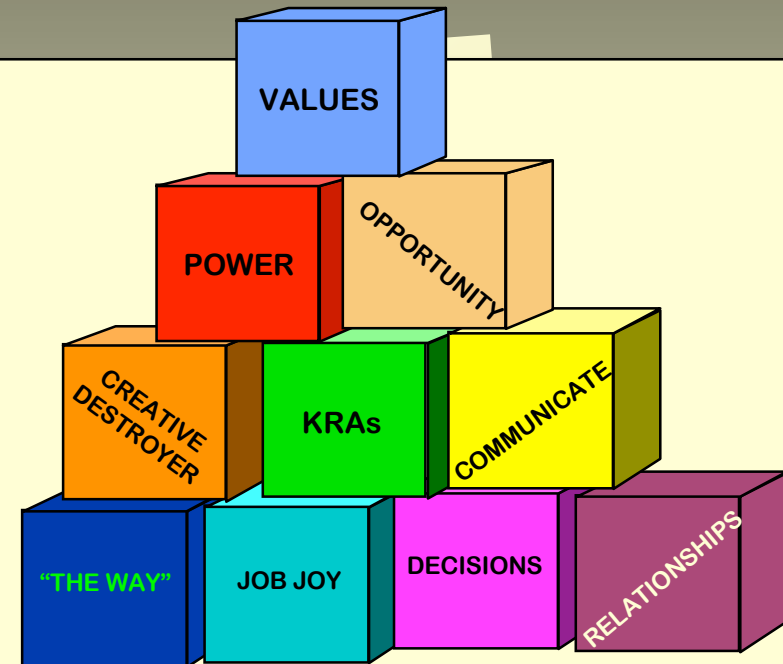
**IF A MAN IS CALLED TO BE A STREETSWEEPER, HE SHOULD SWEEP STREETS EVEN AS MICHELANGELO PAINTED, OR BEETHOVEN COMPOSED MUSIC, OR SHAKESPEARE WROTE POETRY. HE SHOULD SWEEP STREETS SO WELL THAT ALL THE HOST OF HEAVEN AND EARTH WILL PAUSE TO SAY, HERE LIVED A GREAT STEETSWEEPER WHO DID HIS JOB WELL.**

***—Martin Luther King, Jr.***

***THE PRIVILEGE OF SERVICE:  
ACCOUNTABILITY IN MANAGEMENT***

# ***NAH MANAGERIAL ACCOUNTABILITIES***

1. **VALUES: HOT PURSUIT OF THE HOLY GRAIL**
2. **KRAs: GET THE JOB DONE, "NO EXCUSE, SIR"**
3. **CREATIVE DESTROYER: NUKE SYSTEM, BUILD MACHINE**
4. **UPHOLD "THE WAY": IN-BOUNDS MANAGERIAL PRACTICE**
5. **COMMUNICATE: AMPLIFIER, FILTER, INFLUENCE CHANGE**
6. **ASSUME POWER: INITIATE, PROPOSE, PROACT, COURAGE**
7. **DECISIONS: CONVERT INFORMATION TO ACTION**
8. **RELATIONSHIPS: TEAM, TRUST, PONTIFF**
9. **USE OPPORTUNITY TO USE THE ORGANIZATION**



# ***ARE MANAGERS OBSOLETE?***

**HEADLINE: “BANK OF AMERICA CUTS 10,000 JOBS”**  
**“MIDDLE-LEVEL AND SENIOR MANAGERS EXPECTED TO BE  
PRINCIPAL TARGETS OF THE JOB CUTS”**

*—The New York Times 7/29/01*

**HEADLINE: “QWEST ANNOUNCES 11,000 LAYOFFS”**  
**“THE CUTS WILL BE CONCENTRATED AMONG MANAGEMENT  
EMPLOYEES”**

*—AOL 9/7/00*

- **MANAGER OBSOLESCENCE DRIVEN BY I.T. & HYPERSPECIALISTS**
- **MANAGERS NO LONGER NEEDED TO MOVE DATA/INFO (MOBIL)**
- **MGRS 30% ↓ 17%, KNOWLEDGE WORKERS 33% ↑ 47% LAST 5 YEARS)**

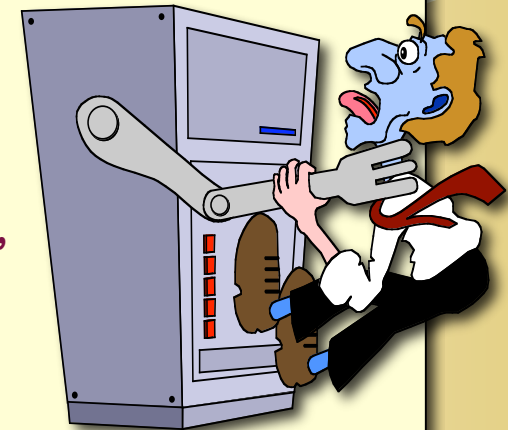
***“A BUREAUCRAT IS AN EXPENSIVE MICROCHIP.”***

*—Dan Sullivan*

# ***SUCCEEDING IN NEW AGE LEADERSHIP***

## **Rx FOR MANAGING YOUR CAREER FUTURE**

1. **↑ WORK DONE IN TEAMS ON DISCRETE PROJECTS—GROUP MIND REQUIRED BY KNOWLEDGE EXPLOSION**
2. **REDEFINE JOB: MGRS WON'T COMMAND \$/STATUS UNLESS BOTH ADD VALUE TO TEAM & USE I.T. (24.6% ↑ 69% IN 5 YEARS)**
3. **LIFE-LONG LEARNING KEY TO SURVIVAL**
  - **MOST PAINFUL: KNOW SELF & IMPACT ON OTHERS. ADAPT LEAD STYLE TO FIT TECHIES & NEW WORK**
  - **PROCESS SKILLS: TEAM LEADERSHIP/MEMBERSHIP, ABILITY TO COMMUNICATE—180 EVALS**
  - **MASTER TECHNO-SPEAK & BUSINESS ACUMEN—GET PROJECTS DONE *FAST* & WITHIN BUDGET**
  - **I.T. SKILLS—COMPUTERIZE OPS & USE NEW MGMT TOOLS FOR DAILY WORK & PROJECT MANAGEMENT**



# ***NEW MANAGERIAL COMPASS POINTS***

## **SPECIALIST**

BE AN EXPERT IN SOMETHING

## **SELF-RELIANT**

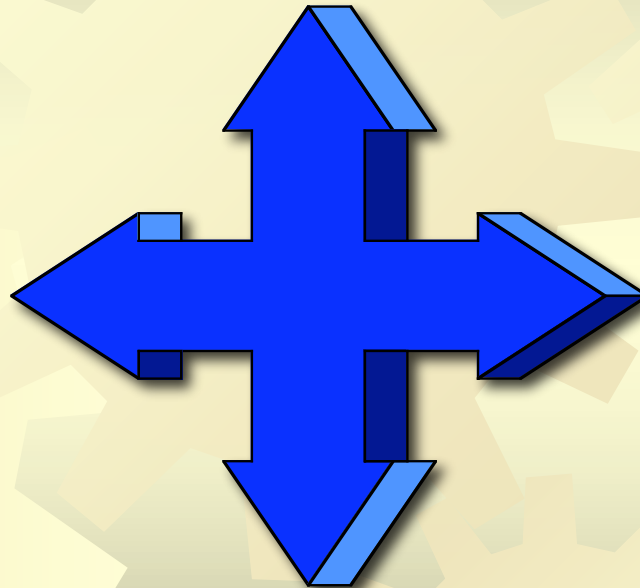
THINK OF SELF  
AS A BUSINESS  
OF ONE

## **CONNECTED**

MUST BE A  
TEAM PLAYER

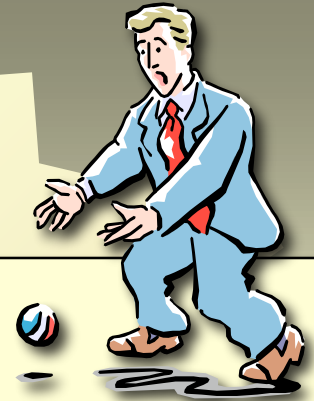
## **GENERALIST**

KNOW ENOUGH OF DIFFERENT DISCIPLINES  
TO BE ABLE TO MEDIATE AMONG THEM



# ***YOU'RE THE CEO!***

## ***KEYS TO CAREER SELF RELIANCE***



- **OVERARCHING PRINCIPLE:**  
**THINK OF YOURSELF AS A BUSINESS**
- **DEFINE PRODUCT/SERVICE: WHAT IS YOUR EXPERTISE?**
- **KNOW YOUR MARKET—TO WHOM ARE YOU SELLING THIS?**
- **KNOW WHY CUSTOMER BUYS FROM YOU. WHAT OFFER THAT CAUSES HIM TO USE YOU?**
- **AS IN ANY BUSINESS, DRIVE FOR QUALITY, PRICE, SERVICE, CUSTOMER SATISFACTION**
- **KNOW YOUR PROFESSION/FIELD. WHAT'S BEST OF BREED, WORLD CLASS? IS YOUR FIELD BECOMING OBSOLETE?**
- **INVEST IN YOUR OWN GROWTH & DEVELOPMENT. WHAT R&D WILL BE NEEDED TO PROVIDE NEW PRODUCTS/SERVICES?**
- **CONSIDER CHANGING THE BUSINESS OR STARTING NEW ONE**

# ***15 BASIC MISTAKES OF SURVIVING ORGANIZATION CHANGE***

1. EXPECT SOMEBODY ELSE TO REDUCE YOUR STRESS
2. DECIDE NOT TO CHANGE
3. ACT LIKE A VICTIM
4. TRY TO PLAY THE NEW GAME BY THE OLD RULES
5. SHOOT FOR A LOW-STRESS WORK SETTING
6. TRY TO CONTROL THE UNCONTROLLABLE
7. CHOOSE YOUR OWN PACE OF CHANGE
8. FAIL TO ABANDON THE EXPENDABLE
9. SLOW DOWN
10. BE AFRAID OF THE FUTURE
11. PICK THE WRONG BATTLES
12. PSYCHOLOGICALLY UNPLUG FROM YOUR JOB
13. AVOID NEW ASSIGNMENTS
14. TRY TO ELIMINATE UNCERTAINTY & INSTABILITY
15. ASSUME "CARING MANAGEMENT" SHOULD KEEP YOU COMFORTABLE\*

***\*LETTING YOU STAY IN  
YOUR COMFORT ZONE  
COULD BE THE MOST  
COLD-BLOODED  
MANAGEMENT  
MOVE OF ALL.***

***CARING MANAGEMENT  
DOES WHAT WORKS &  
GETS RESULTS  
WHICH KEEPS THE  
ORGANIZATION ALIVE  
& PROVIDES YOU WITH  
A JOB.***

# ***P's OF PROMOTABILITY***



## ***PERFORMANCE***

- RESULTS—NOT ACTIVITY
- JOB EXPANSION, TURF BUILDER
- ACHIEVEMENT EFFECTIVE

## ***PROBLEM ANALYSIS***

- ↑ AVG I.Q., ANALYTICAL, INSIGHT
- TOUGH MINDED, “STREET SMARTS”
- LOCKS: NEEDS, PROB CORE, MGMT

## ***PEER ACCEPTANCE***

- TRUST, ACCEPTANCE, RESPECT
- DIRECTION, PACING, LEADERSHIP
- SUPPORTIVE CONSTELLATION

## ***PRESENTATION OF SELF***

- STANDS FOR, UP, OUT
- INTEGRITY, “STRAIGHT ARROW,” AUTHENTIC, “FOR REAL
- PLAIN TALKER, PICTURE PAINTER

## ***POLITIC***

- “ART OF POSSIBLE,” FINESSE
- LEVERAGES RESULTS, ENGINEERS AGREEMENT
- TIMING, POWER BLOC SENSITIVE

## ***PRESSURE HANDLING***

- TOLERATES AMBIGUITY, DELAYED IMPACTS, UNCERTAINTY
- PRACTICES TIME & STRESS MGMT
- INTERNALLY WIRED, EXTERNALLY SUPPORTED—NOT WRAPPED TOO TIGHT!

# ***ACCOUNTABILITY IN MANAGEMENT***

## ***Discussion Topics***

1. **ASSESS THE CHANGE EFFORT THUS FAR 1-10. WHAT WORK IS NEEDED TO REALLY CONVERT THE ORGANIZATION TO NAH?**
2. **TURNING UP THE HEAT: ARE ALL MANAGERS & EXECS ON BOARD? ARE MAC/CAC/SAC/ETC STILL PUSHING. ARE WE DOING THE RIGHT THINGS AS CHANGE AGENTS?**
3. **MANAGER WORK LOAD & STRESS: HOW CAN WE HANDLE THE PRESSURES OF DAILY LOAD + NEW TASKS + CHANGE ITSELF?**
4. **JUGGLING ACT: WITH SO MUCH TO DO, WHAT ACCOUNTABILITIES & PROJECTS NEED EMPHASIS, WHICH DOWNGRADE FOR THE NEXT WHILE?**
5. **SHOULD REWARD SYSTEM BE CHANGED TO REWARD FRIENDS & REMOVE PROBLEM PEOPLE? WHAT DO YOU RECOMMEND TO CREATE CONSEQUENCES FOR BEHAVIOR?**
6. **HOW ARE WE DOING ON THE NAH ASSIGNMENTS PREVIOUSLY GIVEN? WHERE ARE WE NOT BEING EFFECTIVE IN FOLLOW THROUGH AND SHOULD EMPHASIZE NOW?**



# ***SUPPLEMENTAL CONTENT***



## ***RULES TO MANAGE BY***

1. **FACE REALITY AS IT IS, NOT AS IT WAS OR AS YOU WISH IT WERE**
2. **BE CANDID WITH EVERYONE**
3. **DON'T MANAGE, LEAD**
4. **CHANGE BEFORE YOU HAVE TO**
5. **IF YOU DON'T HAVE A COMPETITIVE ADVANTAGE, DON'T COMPETE**
6. **CONTROL YOUR OWN DESTINY, OR SOMEONE ELSE WILL**

*—“Neutron Jack” Welch  
Former CEO, General Electric*



# ***CREATING SOLUTIONS***

## ***THE MANAGER'S ROLE***

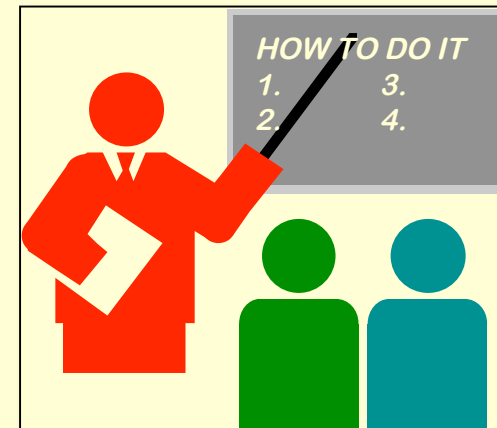
1. REMEMBER OBJECTIVE: TURN INFORMATION INTO ACTION
  - KNOW YOUR GOALS: SELF, CAREER, COMPANY
2. ADMIT YOUR IGNORANCE: YOU DON'T KNOW WHAT TO DO!
  - ADMIT PROBLEMS OPENLY, JOYFULLY: ASK FRIENDS TO HELP
  - NOBODY HAS A MONOPOLY ON BRAINS—TRANSITION TO QUESTION-ASKER FROM ANSWER-GIVER
3. BE A SUCCESS SEEKER, NOT A FAILURE AVOIDER
  - TAKE CALCULATED RISKS: WHERE ARE YOUR NO'S AND YESSES?
  - SEEK SEEDS OF VICTORY IN EVERY DISASTER, DISASTER'S IN EVERY VICTORY
  - SLAY DRAGONS, BUT MIND THE TERMITES (IS THIS PROBLEM WORTH DOING?)
4. DISTRUST YOUR INSTINCTS
  - WHO DON'T YOU WANT TO SEE? WHAT DON'T YOU WANT TO DO?
5. TRUST YOUR INSTINCTS
  - NO MORE WRONG THAN EVERYBODY ELSE'S LOGIC
  - LISTEN FOR PSYCHO/BIO FEEDBACK
  - THE 51% RULE. MAKE 'EM AND FORGET 'EM

# ***PROBLEMS & PEOPLE***

1. **DON'T PUNISH PEOPLE WITH PROBLEMS**
  - ASSIST IN PROBLEM DEFINITION & CONCEPTUALIZATION
  - HOLD HANDS, PROVIDE LISTENING EAR & EMPATHY
  - PUT & KEEP THE MONKEY ON THEIR BACK
2. **ELIMINATE FAILURE EXCUSES — REMOVE ROCK IN THE ROAD**
3. **SPARK CREATIVE PROCESS, LIGHT FIRES, SET HIGH S.O.P.**
  - PROJECT TEAMS —SHARE VITAL INFORMATION
  - BRAINSTORMING, WORK SIMPLIFICATION, WALT DISNEY SYSTEM
  - ENCOURAGE TREASON, SHOOT SACRED COWS, SURFACE HIDDEN AGENDAS
4. **BET ON PEOPLE, BE PREPARED TO LOSE**
  - NEVER MAKE A DECISION IS SOMEBODY LOWER IN ORGANIZATION CAN
  - GIVE FULL RESPONSIBILITY, FULL AUTHORITY, FULL SUPPORT

# ***DELEGATION EFFECTIVENESS***

1. MY PROBLEM vs CAN DO, SHOULD DO, TRAINED TO DO
2. WHO IS MY PRO?
3. DIALOGUE ⇒ CLEAR EXPECTATIONS, S.O.P., OBJECTIVES
4. “DON’T BUG ME” (CONTROL LIMITS), & FREEDOM TO COMMIT RESOURCES (TRUST)
5. WRITTEN CONFIRMATION & POINTS OF REVIEW
6. ASK FOR COMMITMENT
7. REWARD EXCELLENCE





**CHANGE DATA**

## **NAH CHANGE SUMMARY**

### **NAH RENEWAL ACTION PLAN (NAH CHECKLIST)**

<b>MODULE/SEMINAR SESSION #</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>TTL</b>
<b># TASKS</b>	36			136				172
<b># IN PROCESS</b>	2			72				74
<b># DONE</b>	34			58				92
<b>% DONE</b>	94%			42%				53%

### **LEADER ASSIGNMENT COMPLETIONS**

<b>GRAD REQUIREMENTS %</b>								
<b>(Book Reports)</b>				89%				89%

### **IN-HOUSE INNOVATION (DIGs & JDIs)—CUMULATIVE**

#### **INNOVATION**

<b># IDEAS RECEIVED</b>			763					763
<b># IN PROCESS</b>			193					193
<b># DONE (APPROVED/IMPLEMENTED)</b>			401					401

#### **ASSOCIATE PARTICIPATION**

<b>% NAH/VALUES TRAINED</b>			100%					100%
<b>% DIG TRAINED</b>			77%					77%
<b>% ON 1 DIG/JDI</b>			17.00%					17.00%

### **RESULTS**

#### **R.O.I. ESTIMATE**

<b>HARD TANGIBLE \$</b>			1,107,607.36					1,107,607.36
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#### **CUSTOMER SATISFACTION**

<b>% ABV AVG &amp; EXCELLENT</b>			95.40%					95.40%
<b>% EXCELLENT</b>			71.80%					71.80%
<b>% RECOMMEND ORG</b>			98.10%					98.10%

#### **ASSOCIATE MORALE**

<b>OVERALL SATISFIED</b>			83.80%					83.80%
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## VP/CEO Goal %

Name

Average Goal %

Reezie DeVet

15.60%

Tim Jodway

17.60%

Gene Kaminski

18.18%

Tom Mroczkowski

18.21%

Andy Smith, MD

14.81%