

THE UNCOMMON LEADER

EXECUTIVE SESSION III ASSIGNMENTS

TOPICS: THE CUSTOMER IS KING
ACCOUNTABILITY IN MANAGEMENT

Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent.
—Calvin Coolidge

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 Management Action Council 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.
3. Review the following sections of the New American Hospital Action Plan. Are you accomplishing the goals set?

- The Customer Is King

A second way to approach the work entailed in the Action Plan is to review it in the entirety looking for items that are supposed to be done by or near the conducting of Session 3 (S3). So think in terms of both specific pieces of work and in terms of major sections of the checklist.

- 4.* Review the Mid Term 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? Executives are responsible for any mid course corrections. At this stage an organization having trouble with the OD effort will be manifesting it. It may be a good time to confer with Management House, or to zero down on specific focused concern. Does timely service mean one thing on



paperwork and another thing on interpersonal communication? Put some definition into what is expected of each person.

5. Are the quarterly work plans completed and being used to monitor individual department progress?
6. Other:

Follow Up Items From Previous Sessions

1. * Go back and look at the Session II assignments. Are things getting done, or are more and more things falling by the wayside?
2. * Is the multiple interview selection process in place, or are we still letting Bozos in through light employment screening?
3. * Have Problem Employee Action Plans been completed on the the problem employees, and are these issues being aggressively pursued?
4. * Crank up the momentum now and don't let it stop.

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

***It takes a little courage
And a little self-control
And some grim determination,
If you want to reach the goal.***

***It takes a deal of striving,
And firm and stern-set chin,
No matter what the battle,
if you really want to win.***

***There's no easy path to glory,
There's no rosy road to fame.
Life, however we may view it,
Is no simple parlor game.***

***But its prizes call for fighting,
For endurance and for grit;
For a rugged disposition
And a don't-know-when-to quit.***

—Unknown

