

THE UNCOMMON LEADER

EXECUTIVE SESSION V ASSIGNMENTS

TOPICS: CONTINUOUS IMPROVEMENT, SYSTEMS & SOLUTIONS
POWER TOOLS: SAVING TIME, MONEY & EFFORT

A man's reach should exceed his grasp, or what's heaven for?

—Robert Browning

Nothing worthwhile comes easily. Half effort does not produce half results. It produces no results. Work, continuous work and hard work, is the only way to accomplish results that last.

—Hamilton Holt

Please follow up with your managers to make sure that TUL assignments are being completed and that 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.

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.

Follow Up Items From This Session

- 1.* Review a report of DIG Training Sessions completed by managers and Associates which the TAC Chair can prepare for the executives and MAC.*
Look for areas of weakness: departments where less than 75% of Associates and less than 100% of managers and supervisors have completed DIG training. Take immediate action to deliver DIG training, and review the problem with the manager whose department is affected. Review the Notes to Manager Participants for their assignments to fully understand what is being requested of them in this regard.
- 2.* Review the DO-IT training schedule and establish time frames for completed training by all managers and at least 50% of Associates.* The recommended time frame is nine months to achieve this goal.

3. Review the progress of the DIGs established in the Continuous Improvement TUL Session. Provide necessary support as they become used to the new analytical tools.
- 4.* Back to the basics; are executives doing MBWA, KRA hour, and showing the team they are leading by example?
- 5.* If not done yet, do executives need to devise reward schemes to drive some of the behaviors still missing in the organization? * Bigger problem solving solutions deserve bigger rewards.
- 6.* Through the MAC, follow up on CI intra-department work assignments made prior to Session V. Were intra-departmental system improvements reported by each department manager with ROI estimates? All departments, regardless of current operating efficiencies can make greater improvements. Which department made system improvements representing the greatest ROI. Reward them. Recognize and celebrate them. Report to Management House, Inc. the listing of intra-departmental problems improved and the estimated ROI for each.
- 7.* What benchmark ideas have your department heads discovered and applied in the last 30 days. Ask them to report to you what they learned and how they adapted the learning to the work processes in their department. Summarize what the results were.

**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 V ASSIGNMENTS

TOPICS: CONTINUOUS IMPROVEMENT, SYSTEMS & SOLUTIONS
POWER TOOLS: SAVING TIME, MONEY & EFFORT

A man who is at the top is a man who has the habit of getting to the bottom.

—Joseph E. Rogers

Have patience. All things are difficult before they become easy.

—Saadi

The following list of assignments from the session are to be completed and reviewed by your executive. Your attention to these items significantly improves individual and organizational performance. In some cases it may be necessary to involve other departments or set up a task force. Remember, the classroom is a starting point for the real work of changing the organization. Your contribution to this effort is what makes excellent managing possible. Thank you.

Follow Up Items From This Session

- 1.* Re-read the Continuous Improvement manual, "The Road To Excellence," from cover to cover, again. You must know this material. If necessary, sign up for one of the in-house training workshops available for all Associates on how to use CI tools. It can serve as a refresher for you. This is particularly valuable after you have attempted to use some of the tools in your department. Learning by doing is most effective. As a member of management, you will be considered a resource person for these concepts.

In addition, advanced CI tool training will be made available through the trainers.*

- 2.* Review the number of Associates under your management who have completed DIG training to date. Make specific plans including time frames and Associate names for those who have yet to complete the training.* *The basic DIG training program is a prerequisite that must be done before Associates can go on for training in continuous improvement methods.* Your organization goal is to have 75% of Associates participate in at least one DIG by the end of the first year of our change effort. If this assignment is not yet completed, you will have an operations problem because of the following new assignment.
- 3.* Schedule all department supervisors and managers to attend the basic

Continuous Improvement DO-IT training as soon as possible. Develop a DO-IT training plan for all Associates in your department. Plan to have at least 50% of all Associates complete DO-IT training in the next nine months. It is not envisioned that as many Associates will be up to speed on DO-IT tools as are trained to be DIG members. Ideally, all Associates should be trained in DO-IT tools. However, the change program does allow for some difference in completion rates.

4. Develop your in-house video orientation to Continuous Improvement or all Associates. The objective is to provide all Associates with an overall understanding of what is meant by Continuous Improvement, commonly used CI terms that they are likely to hear, and an invitation to learn more about using the tools through training offered at the hospital.
5. At your next department meeting begin introducing Associates to the concepts conveyed in the Continuous improvement TUL Session. Make changes in the DIG process used in your department to reflect more effective ways of group processing. For example, are the best DIG members being selected for the DIGs? Does your staff need more training or a refresher training course in effective DIG processes? Are roles being assigned to each DIG member?
6. Review with your staff the departmental process that you are flowcharting. Explain that you would like them (Associates) to identify areas in the flow of the process where improvements can be made. Improvements include reduced waiting time, reduced steps, improved flows, etc.
- 7.* Discuss with your staff how the department will begin to handle the time release problem for DIG work.*
- 8.* Double check: are you spending time doing MBWA, KRA hour, and showing your Associates that you are a team member and leader?*
- 9.* Are you practicing recognition, reward and reinforcement enough in your area? What can you do to reward more for solutions to greater problems?*
- 10.* Pick an organization to benchmark. Be specific as to what aspects of the organization you wish to benchmark. Write down the questions you want to explore and note how you may use the findings in your work applications. Upon completion of the benchmarking work, apply the principles learned in an adapted format to your work environment.

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