Manage To Lead: Seven Truths to Help You Change the World

Peter F. DiGiammarino
Annual Association for Strategic Planning Conference
Atlanta, GA
April 24, 2013
First: Get Loose
It isn’t easy to do.

- Why is it hard for some people to connect nine dots with four straight lines without retracing or lifting their writing implement?
- Because it requires a change in the way they usually think.
Four-line solutions break through walls...
Three-line solutions require a change in perspective.
One-line solutions push norms even further.

You can change the line to connect the dots with one line.
One-line solutions push norms even further. You can **change the surface** to connect the dots with one line.

One-line solutions push norms even further.

You can change perspective. In non-Euclidian geometry all lines are the same line and connect at infinity!
Change the Problem

• Assume we are an organization that connects dots and lines are our cost.
• How would we maximize dot-connectedness while minimizing lines to make the most profit?

12 points of connection with no lines

16 points of connection with no lines
It is important to Get Loose.

• Break through barriers.
• Adopt a fresh perspective.
• Challenge established norms,
• Change the problem…

_in order to help you Manage to Lead using seven simple truths._
The Seven Truths are powerful.

• Management and leadership work together.
• The truths are simple…disarmingly simple.
• They facilitate change on any level of system:
  • Personal (e.g., weight loss)
  • Team (e.g., work better together)
  • Company (e.g., enter a new market)
  • Town (e.g., improve attractiveness to commuters who bike)
  • Country (e.g., overthrow a dictator)

• Each truth drives action.
• Act in accord with all the truths all the time.
The Seven Truths

• An organization exists to solve a problem for people.
• It takes a team.
• Context matters.
• It pays to pay attention.
• No leader succeeds alone.
• Growth is good.
• It’s OK to do what you like and are good at.
Truth. An organization exists to solve a problem for people.

Action.

Get Clear

Know whose problem you solve, how, and how well.
The purpose of a business is to solve a problem for a customer.

- Most people relate well to one or two of the three dimensions.
- It is hard to think in three dimensions.
- If they can think in three dimensions, it is hard to stay there.
<table>
<thead>
<tr>
<th>WHAT</th>
<th>Natural personal hygiene products</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHO</td>
<td>Global consumers committed to a more sustainable world</td>
</tr>
<tr>
<td>WHY</td>
<td>To get quality products that fit lifestyle and values at a fair price</td>
</tr>
</tbody>
</table>
What does ____________ provide, for whom, and why?

provides…
WHAT

Iterate with top team to agree on
W-W-W

for…
WHO

WHY
Truth. It takes a team.

Action.

Get Aligned

Decide what kind of leader to be and collect followers.
The Leader’s Job

Set Direction

Align Resources

Motivate Action
The Leader’s Job

In other words, a leader…

• develops
• holds
• nurtures
• communicates and
• drives to achieve

…a vision.
SARGEANT: follow me!

Mindset: “Come on team; I’ll show you the way.”

Problem: The leader gets too far in-front and loses the team.

Opportunity: Leader sets direction and shows others how to do it.
HERDER: get-along

Mindset: “Hup-two-three-four...”

Problem: Can wear out the team.

Opportunity: Shows support for others leading
**ICON:** team carries leader

**Mindset:** “Everyone look up to me.”

**Problem:** The leader may model what looks like “laziness”.

**Opportunity:** Leader lets the team lead.
HERO: leader carries team

Mindset: “I can do anything!”

Problem: Cannot last long (due to exhaustion) and does not scale well.

Opportunity: Team knows who to look to for help and support.
TEACHER: come along

Mindset: “I’ll show you the way.”

Problem: The leader may need to know more than they do.

Opportunity: Team knows where to look for direction.
LEAGUE: team of leaders

Mindset: “Between us we can accomplish anything.”

Problem: Skill-mix must be right and expand to grow.

Opportunity: Shared leadership
Decide what kind of leader to be.

**SERGEANT:** follow me

**HERDER:** get along

**ICON:** team carries leader

**HERO:** leader carries team

**TEACHER:** come along

**LEAGUE:** team of leaders
Consistency and predictability add to the odds of success.

But different styles work best given:
- Mission,
- Talent,
- Timing, and
- Leader orientation.
Align leaders for synergy.

Team of leaders

Each leader has aligned followers.

Each leader’s team is pulling in the same direction.

Team of aligned teams all pulling in the same direction creates a force to be reckoned with.
Align Leaders for Success

3-7 top execs aligned to accomplish objectives as a cohesive unit:

- with established relationships
- with desire, drive, capacity, and competence
- with complementary skills and compatible orientations
- with instinct and innate drive to work with each other
- who give credit for success to everyone else
- who are driven to grow and empower others over time
Leaders decide what is most important to do differently next.
Plan Change

Decide what must change, why, and how.
The Dream

Great Org
The Reality

At each step, what the organization must do next to stay on track is different in some important way than what has been done to be successful up to that point.

Adapted from Catlin & Cookman Group’s Building the Profit Spiral®
Turbulence requires action.
There are three choices of action in the face of growth and changing internal and/or external circumstances.

**No change:** Most of the time, no change is the right answer; constant change would be chaos and could be disastrous.

**Change a little:** Always changing only a little leads to “creeping incrementalism” and eventual vulnerability.

**Change a lot:** From time to time you need to change a lot because if you always do only what you have done to be successful up to now, you will surely fail (eventually).

Adapted from Catlin & Cookman Group's Building the Profit Spiral ®
Leadership must determine what is most important to change next.
Executive off-sites often end with a list of initiatives.

### Initiatives Summary

<table>
<thead>
<tr>
<th>EXTERNAL</th>
<th>Strategic Initiatives</th>
<th>Operational Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Mary)</td>
<td>1. Communications</td>
<td>Develop external and internal affairs, Board, investors, brand, and community support.</td>
</tr>
<tr>
<td></td>
<td>2. Fundraising</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Strategic Data Collection</td>
<td>Develop hospital-by-hospital operations strategy and conduct plan reviews to develop an integrated view of all operations (administrative, financial, clinical, and capital asset management).</td>
</tr>
<tr>
<td></td>
<td>4. Default Standards, Board</td>
<td></td>
</tr>
<tr>
<td>OPERATIONS</td>
<td>5. Managed Care</td>
<td></td>
</tr>
<tr>
<td>(Mark)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Information Technology</td>
<td></td>
</tr>
<tr>
<td>FINANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Joe)</td>
<td>7. Capital Asset Acquisition Plan (Facilities Assessment)</td>
<td>Develop hospital-by-hospital financial strategy and conduct plan reviews to develop an integrated view of current state and path to targeted financials.</td>
</tr>
<tr>
<td>MEDICAL AFFAIRS</td>
<td>8. Oncology Integration</td>
<td>Develop hospital-by-hospital and collective clinical integration strategy and conduct plan reviews to identify strategic opportunities for integrating clinical services across the system.</td>
</tr>
<tr>
<td>(Anyia)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

…but do any get done?
# Change Framework

Core leaders, the management team, and future leaders can use the Change Framework to determine what to change next.

<table>
<thead>
<tr>
<th>Current State</th>
<th>Case for Change</th>
</tr>
</thead>
</table>
| How things are now. | - What really good things happen if we change?  
|                  | - What really bad things happen if we do not change? |

<table>
<thead>
<tr>
<th>Target State</th>
<th>Iterate with top team on the Change Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>How things will be after the change.</td>
<td>- What must be done to achieve the Target State.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Barriers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>What will be hard about implementing the actions needed to achieve the target state?</td>
<td></td>
</tr>
</tbody>
</table>
Outline the path forward for each initiative prior to ending the offsite.

Fill out for each initiative.
Truth. It pays to pay attention.

Action.

Do & Review

Take action. Review what happens.
Always Do & Review

Apply to everything:
• Doing
• Selling
• Initiatives

Ensure accountability to:
• What others do
• What was done before
• What was supposed to happen
Truth. No leader succeeds alone.

Action.

Get Help

Build a board. Retain experts. Get a coach.
Support Structure for Success

- Accountability Board
- Peer Group
- Subject Matter Experts
- Core Leadership Group
- Leadership Community
- Executive Coach

Inside the organization
Outside the organization

Fill out for each leader.
Arrange an operating framework of outside support from an accountability board, advisory board, and personal effectiveness coach.

Commune regularly with a group of outside peers to provide perspective.
Truth. Growth is good.

Action.

Grow

Grow to increase value, impact, and opportunity.
With growth in size and complexity, add just enough structure to stay effective.

- Larger organizations need more structure.
- In small organizations each person does a lot of different things.
- With growth, people need to specialize and processes and systems are required to get things done well.
Truth. It’s OK to do what you like and are good at.

Action.

Focus

Act intentionally, persist variously.
Doing too many things lowers the odds of success for each of them.

**PROJECTS**

1  2  3  ...  n

**PROs**

- Working on many things should increase the odds that something goes right
- If nothing goes right, you can blame it on being too busy
- Time is spent based on interrupts from email, texts, tweets, calls, conversations, knocks on the door, etc.
- Leads to “hero complex”

**CONs**

- Goals are not met because each gets too little time, attention, and effort
- Work real hard but get little done
- Get tired, lose confidence, feel ineffective
- Inflated sense of self importance
Focus increases the odds of success.

- Sort projects in priority order.
- Spend all time on highest priority project until one more hour does not further raise the odds of success.
- Guarantee that if things don’t work out another project will be assigned…and if that one doesn’t work out yet another will be assigned and so on.
- If six projects fail then it may be time to look for another job.
- With limited resources, don’t try to get everything right but be sure to get something right!
In order to increase the odds of happiness and top performance learn what people like and what they are good at so they can be aligned with what they want.

Many people want to do something other than what they like and what they are good at because they believe others think that something else is more valued.

The leader’s job is to ask people to do what they like and what they are good at and also to show them that what they are good at and like are indeed valued so that they will WANT to do it.
First. Remember to…

Get Loose

Top leaders turn off autopilot and break through conventional boundaries to find new solutions to everyday problems.
Truth. An organization exists to solve a problem for people.

Action.

Get Clear

Know whose problem you solve, how, and how well.
Truth. It takes a team.

Action.

Get Aligned

Decide what kind of leader to be and collect followers.

Action.

Plan Change

Decide what must change, why, and how.
Truth. It pays to pay attention.

Action.

Do & Review

Take action.
Review what happens.
Truth. No leader succeeds alone.

Action.

Get Help

*Truth.* Growth is good.

*Action.*

**Grow**

Grow to increase value, impact, and opportunity.
Truth. It’s ok to do what you like and are good at.

Action.

Focus

Act intentionally, persist variously.
Subscribe at www.intelliven.com to learn when Manage to Lead is available as an interactive digital workbook available on the iPad, iPhone, Mac or PC powered by Inkling the leading platform for interactive higher education textbooks.

Print and electronic copies will also be available.
Thank you.