

The Uncommon Leader

The Process to Create a New American Hospital

“Epochs
of change
are epochs of
greatness.”



Building Peak Performance

There has never been a greater opportunity to renew America's hospitals. Now is a time for greatness, an opportunity for hospitals to radically change and move to peak performance. The New American Hospital is an organization management approach that leads to better business results: improved quality, greater efficiency, stronger staff and customer loyalty, and faster decision times. *The Uncommon Leader*, Dr. Clay Sherman's award-winning organization renewal program, clearly specifies what the New American Hospital should be, and delivers systematic education, operating systems, and group processes to master the changeover. This guide will help you:

- Diagnose your organization's current performance and readiness
- Assess the dynamics of undertaking a major organization renewal process like *The Uncommon Leader*
- Determine whether your organization might benefit from this approach

Rapid Results, Transformed Teams

New American Hospitals are aggressive organizations that meet their business objectives, process change quickly, create pride in their staff, and have strong customer loyalty. To create this 21st century organization, *The Uncommon Leader* releases a flood of new thinking and realigns the organization culture to fit the values of the committed people who work there. The process is one of encompassing systemic change rather than narrow programmatic change. It tends to be rapid and revolutionary, rather than slow and evolutionary. By making change on a massive scale, this process obtains rapid results, establishing a solid base for long-term business strength. Built on management best practices, the revitalization effort produces predictably good results.



The Uncommon Leader

A Vehicle for Change

The Uncommon Leader is a proven cultural and work process transformation model that has helped organizations achieve Top 100 Hospitals status, turn losses into profits, gain market share, and achieve best ranking for Customer satisfaction. The project requires one year to accomplish the heavier objectives, with a second year of internally directed mop-up and consolidation. Three primary elements are at play:



- ■ *Intensive management development*, including installation of a detailed best practices management system. Classroom work is intensely focused on the organization's performance goals. Output: a tough-minded management team and a strengthened positive leadership culture.
- ■ *Focused organization development*, including the amazing implementation of several thousand staff and consultant tactical plan solutions. Targets are the strategic business goals of Operational Excellence: High Customer Satisfaction, High Quality, Low Cost, and Best People.
- ■ *Culture development mechanisms* are installed to keep change cooking without unnecessary consultant intervention. These allow internal executive control over communication, training, socialization, and reward/recognition processes, as well as sparking physician involvement.

“The Uncommon Leader was a vehicle that released change energy and built on human values.

The result: a tangible change in business results.”

Caveat: Because of its high performance goals, massive change content and accelerated time lines, the project is not appropriate for every organization. Applicant organizations undergo rigorous screening and preparation prior to program onset.

Leadership of Change

The Uncommon Leader is ideally suited for organizations wanting to move to a higher level of performance, those coming under the helm of a new chief executive, those operating in a highly competitive market, or otherwise at a major change point. Top executives use *The Uncommon Leader* to:

- ■ Improve business results
- ■ Create energized and skilled managers
- ■ Improve Associate team *esprit de corps* and strength
- ■ Rapidly streamline operations
- ■ Increase Customer satisfaction

This approach best fits “new breed” executives committed to organization excellence. The process requires an executive sponsor who isn't content with current performance, one whose own tough standards for organization excellence demand more.

Step 1: Assess Organization Readiness

Getting started: Only a select few organizations can participate in *The Uncommon Leader* each year due to Dr. Sherman's direct involvement. Assessment of change readiness is conducted confidentially, free of charge, without obligation, and assures that business needs will be met by the proposed course of action. *To get a better idea of whether your organization might be a candidate, please complete the following brief survey to preliminarily assess current organization performance.*



| | Yes | No |
|---|--------------------------|--------------------------|
| Customer Satisfaction | | |
| Is your organization gaining greater current and potential market share year by year? | <input type="checkbox"/> | <input type="checkbox"/> |
| Are customers actively involved in direct feedback and systems improvements? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do 95%+ of customers rate the organization "above average" or "excellent"? | <input type="checkbox"/> | <input type="checkbox"/> |
| Productivity | | |
| Do people in the organization meet their commitments 90% of the time? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have direct service/production costs been reduced to optimum levels? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have continuous improvement practices been widely implemented? | <input type="checkbox"/> | <input type="checkbox"/> |
| People Strength | | |
| Are employee morale, commitment and pride at high levels? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is your organization able to recruit and retain the best people? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is management and employee education adequate compared to costs of quality errors? | <input type="checkbox"/> | <input type="checkbox"/> |
| Organization Performance | | |
| Does the organization respond rapidly, and process and implement decisions quickly? | <input type="checkbox"/> | <input type="checkbox"/> |
| In your organization, does the left hand know what the right hand is doing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Would you describe the organization as highly innovative and open to change? | <input type="checkbox"/> | <input type="checkbox"/> |
| Culture & Values Clarity | | |
| Does little effort have to be expended to fight the system in getting things done? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do people feel empowered to take action, and can you see it in their behavior? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do hourly people have a single sentence definition of the organization's values? | <input type="checkbox"/> | <input type="checkbox"/> |
| Management Team | | |
| Do managers aggressively solve problems instead of passively waiting for orders? | <input type="checkbox"/> | <input type="checkbox"/> |
| Are 90% of your managers clearly winners with sufficient skills to do their jobs? | <input type="checkbox"/> | <input type="checkbox"/> |
| Are your performance evaluation and reward systems effective? | <input type="checkbox"/> | <input type="checkbox"/> |
| Management System | | |
| Is work managed with a quarterly work plan, and is it evaluated every 90 days? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do managers operate smoothly together, with little disruption in getting work done? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do meetings routinely use participants' time well and accomplish their objectives? | <input type="checkbox"/> | <input type="checkbox"/> |
| Total | ___ | ___ |

Interpretation: More than one "No" in any category, or a total of more than six "No's" indicates needed improvement, and may also indicate the presence of organization change readiness. The next issue: is the CEO or executive in charge dissatisfied with the *status quo*?

The Uncommon Leader

Step 2: Build the Leadership Team

The Uncommon Leader is a sequential, research-based vehicle for rapidly improving organization performance. In case after case of successful organization renewal, managers are first energized: the organization catches fire only after leaders are sparking.

Management development is the necessary first step to introduce organization development. This component of *The Uncommon Leader* is built around six change modules. These modules combine management education *with* change strategies and specific action items. Each module of *The Uncommon Leader* builds upon those preceding, increasing organization performance to a degree not possible with other approaches. *The Uncommon Leader* combines formal classroom work with on-the-job experiences to achieve the following:

- Increase managerial skills around management best practices
- Build team values, interdependency, strength and effectiveness
- Improve organization performance and profitability
- Add to risk taking and entrepreneurship
- Empower managers to handle operations without executive handholding
- Decentralize decision making while maintaining executive control



“Improved organizations come only from improved managers.”

Module 1: Profiles in Excellence

CREATING THE NEW AMERICAN HOSPITAL

Describes the New American Hospital and mobilizes commitment to change. Identifies and targets where your organization wants to change and improve.

UNCOMMON LEADERSHIP & EFFECTIVENESS

Identifies behaviors, practices and techniques that pay off. Profiles each manager’s effectiveness, and gives an action plan to manage work, time, people, and priorities.

Outcomes

- Build management best practices & team skills
- Unifies mission and commitment to team goals
- Improved time and meeting management practices
- Standardize professional management practices
- Quarterly management work planning
- Training of internal trainers
- Systematic maximization of small group innovation

Module 2: The Power Of People

LEADERSHIP FOR GROWTH & CONTRIBUTION

Tapping the sources of motivation in today’s associates. Getting the people with you through motivation management and achievement/reward systems.

TRANSFORMING PROBLEM PEOPLE

Not everyone belongs on a championship team. Get non-performers out of the organization or help them come back to high performance levels.

Outcomes

- Install best people management practices
- Improved, consistent leadership behaviors
- Removal or rehabilitation of non performers
- Morale improvement
- Improved quality of work life
- Increased change and innovation
- Improved selection and reduced turnover rates
- Improved human performance factors

Module 3: The Privilege of Service

THE CUSTOMER IS KING

There's no business success without satisfied customers. Implementation of a complete *Customer Strategy*; how to let the customer teach you your business.

ACCOUNTABILITY IN MANAGEMENT

Check to see that things get done, and done right. No excuses for non-performance. Redeploy resources to solve problems instead of asking for more staff and budget.

Outcomes

- Improved Customer service, satisfaction
- Improved physician morale
- Improved understanding of Customer needs
- Improved market share and other market trends
- Increased commitment to Customers
- *Customer Service Tactical Plan* implemented
- Reduced wasted resources

Module 4: Risking for Greatness

MANAGERIAL MUSCLE, POWER & PERSUASION

Being politic without being political. Getting ideas sold within the organization. Pressing for new approaches without being offensive.

CREATIVITY & CONTROLLING CHANGE

Change and innovation: essential to any organization's future. Dealing with resistance to change and using resistant energy in positive ways. Conflict redefined and used for accomplishment.

Outcomes

- Increased initiative taking
- Reduced managers' dependency on executives
- Depoliticize decision processes
- Improved quality levels
- Improved Customer satisfaction levels
- Improved accountability and results
- Increased socialization/celebration

Module 5: Quality, Speed, and Results

CONTINUOUS IMPROVEMENT

A "how-to" workshop on overcoming barriers to solving problems. Managers learn by mastering CI techniques and solving actual work problems systematically.

SAVING TIME, MONEY & EFFORT

Mastering problem solving and solution implementation techniques. Implementing lasting solutions with specific tools for each step of the problem solving process.

Outcomes

- Systematic decision making
- Finding and correcting "root cause" problems
- Increased productivity
- Reduced wasted resources
- Maximize Associate and Customer suggestions
- Continuous improvement in 7 Key Results Areas
- Reduced number and size of lawsuits

Module 6: Unifying Team Performance

MAXIMIZING PRODUCTIVITY & INNOVATION

What it's all about: getting the work out. Improve organization efficiency and conserve scarce resources while improving levels of quality.

BUILDING A WINNING TEAM

Characteristics of effective teams and how to form them. Current organization needs and development of future game plans. Win with the "heart of a champion."

Outcomes

- Productivity gains that outpace operating costs
- Improved speed of idea implementation
- Increased innovation and participation
- Reduced operating costs
- Reduced consultant dependency
- Aggressive, proactive middle management team
- Increased management capability for excellence

The Uncommon Leader

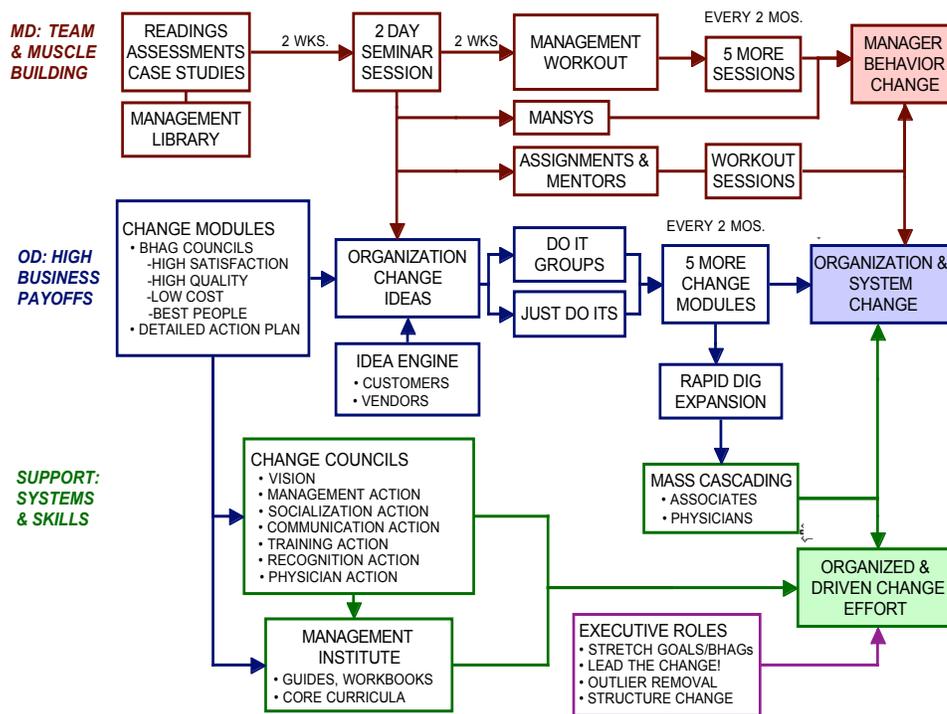
Step 3: Change the Organization

Select Development Targets

The *Uncommon Leader* allows executive leadership to power up business performance. Improvement targets are customer service, increased morale, smoother operations, faster innovation, and better financial performance. The program provides a creation-destruction process that removes old philosophies, policies and practices, and births a new, more powerful culture. *The Uncommon Leader* provides a structured approach to enhancing organization culture, management skills, team functioning, strategy implementation for better results.

Drive Organization Change

Simultaneous building of management skills and organization culture are tightly integrated. Each seminar day creates a series of assignments, delegates actions to effect organization change, and leads to the widescale formation of Do It Groups (DIGs) and Just Do Its (JDIs—individual assignments) which vigorously attack operational problems. First we talk it, then we do it. This integrated approach uses management development (MD) to drive organization development (OD):



Support Systems

The *Uncommon Leader* builds in the systematic reinforcement and change mechanisms necessary to sustain organization evolution. Supplementing the live presentations by one of America's premier presenters is a coordinated package of readings, learning inventories, film showings, case studies, and on-the-job assignments. Especially critical are new in-house management methods used to keep the process smoothly on track. Support tools, coordination guides, tactical plans, and ways to enhance the use of intellectual capital are built into this dynamic program. Rather than reinventing the wheel, the processes and program elements necessary for attaining elite team performance are provided.

Change Support Staff

The program provides a beginning performance platform from which each organization evolves their own tailored answers. Experienced Management House staff provide support as program needs arise. Dr. Sherman's thirty years experience means that the subtleties and issues facing today's health organizations will be dealt with appropriately.



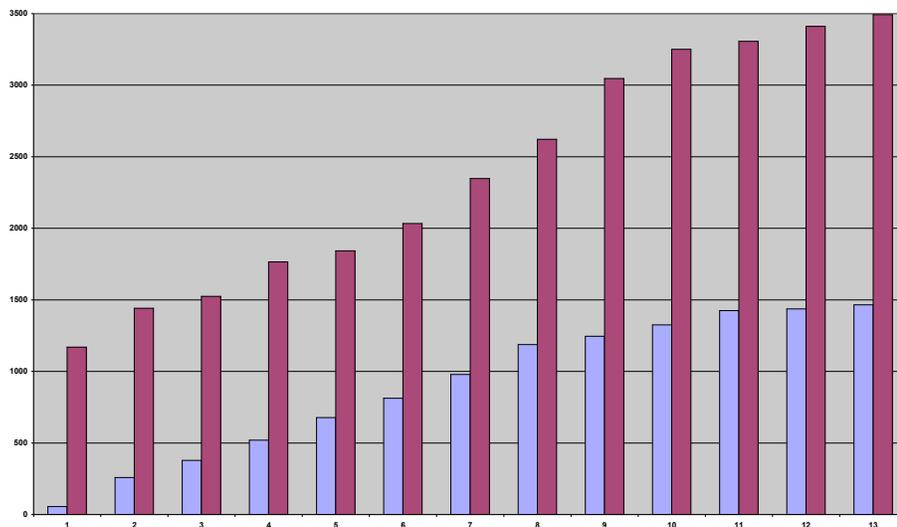
The Uncommon Leader

Step 4: Get Rapid & Lasting Results

Positive ROI Guaranteed: *The Uncommon Leader* has consistently helped organizations achieve improved business results, as measured by performance indicators. While program metrics are tailored to suit a client’s particular needs, a consistent pattern emerges of improved business performance. These results include lasting cost reductions, enabling clients to better perform in competitive environments. Based on repeated client experience, returns can be expected to exceed implementation costs in the first year of implementation.



Goshen Health System First Year Results
1465 Implemented Ideas, \$3.5M Tangible ROI



Typical client results within 12-24 months of program onset:

-  Increased Market Share and Revenue
-  Rapid improvement to goal of 95th percentile Customer Ratings
-  Top 100 Hospitals Status
-  Average of 2-3 *implemented* ideas per Associate in first 12 months
-  Staff Turnover Reduction & Double Digit Morale Score Improvement
-  Reduced Lawsuits and Average Settlements Paid

“We believe the return on investment from the program could be in the millions. Money saving changes are happening so fast they can be seen everywhere. Results are going to come out of this program for years and years to come.”

Create Your New American Hospital

Successful leaders always seek to make their vision reality. We can help you determine the appropriateness of *The Uncommon Leader* for your organization by providing a complimentary assessment of organization performance and readiness. If the above results are of interest, we invite you to discuss your situation.

The Uncommon Leader

MANAGEMENT HOUSE
PO Box 2708
36422 Sidewinder Rd
Carefree, AZ 85377-2708

PHONE:
480-437-9023

FAX:
480-437-9024

E-MAIL:
ManagementHouse@cox.net

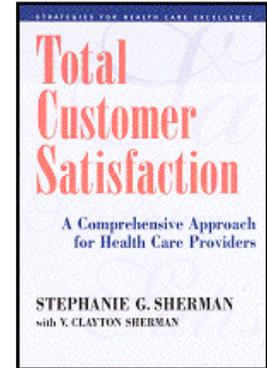
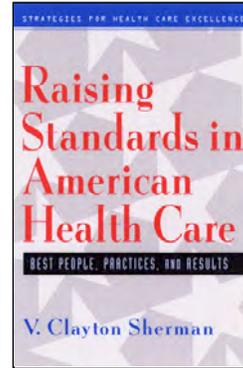
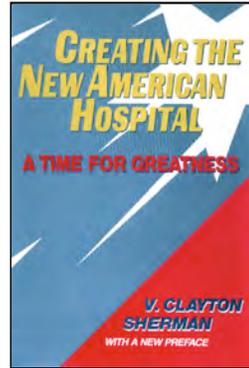
INTERNET:
www.ManagementHouse.com

Our Mission:

*Raising Standards
in
American
Healthcare
by
Creating the
New American
Hospital*

A Program With Strong Underpinnings

Over the past 20 years we've been given the marvelous opportunity by take-charge executives to test the notion that managerial best practices found in other industries could be successfully translated to health care. That concept was proven. Now it is the common sense that creating high performance organizations and outcomes excellence is the surest way to succeed in a cost-crunched and competitive industry. The Uncommon Leader is the best field-tested change model in the industry today.



About Dr. Sherman...

Clay Sherman is well known in the health care industry that has been his consuming passion. His client roster includes nearly 1,000 hospitals, Fortune 500 companies, and emerging growth organizations. His Doctorate in Management Education is from Western Michigan University, and his postdoctoral study at Harvard University's Graduate School of Business Administration was in the area of Managing Organizational Effectiveness. Clay has also studied with Dr. W. Edwards Deming.



A frequent keynoter and conference presenter, Dr. Sherman conducts more than 100 programs a year, has spoken to over 500,000 of America's leaders, and is frequently quoted on management by the media such as *USA Today* and *US News & World Report*. He is author of seven management books and his work received special commendation from the American College of Healthcare Executives for its contribution to the literature of healthcare management.

About Our Organization...

Management House, Inc. is an award-winning healthcare consulting firm specializing in services and products used in the development of high performance organizations. We are particularly known for benchmark practices in hospital/health system management, and helping healthcare organizations develop competitive advantage via superior customer service, squeezing costs without squeezing people, designing high quality work processes, and optimizing an organization's intellectual capital. Stronger organizations and more effective leaders are the output of what we do. Management House Associates provide a full range of organization development and management development materials, strategic and business planning, and human resources performance auditing.