



# Finding Your New Normal: Aligning Your Team to Execute Quickly!

HOSTED BY: John Papalia, Senior Consultant  
&  
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Our Series Presenters

# Experienced Leaders



**John Papalia, FACHE**  
**Senior Consultant**

25+ years' experience in  
healthcare and  
manufacturing  
operations as CEO, COO  
and HR Director.



**Jacqui Catrabone, MA**  
**Director Community and  
Nonprofit Services**

15+ years' experience in  
strategic organizational  
development including  
research, planning,  
program development and  
evaluation.





THIS IS A STORY ABOUT....



EVERYBODY



SOMEBODY



ANYBODY



NOBODY



A

IDENTIFY

Identify what you need this team to do for your organization now (and in the future).

B

DEFINE

Define the skills, competencies and capabilities required for this team to be successful.

C

ACT

Create the team and put them to action.

D

EVALUATE

Evaluate the performance of the team and ensure there are opportunities for continuous improvement.

# Objectives





## Analyze

Describe The Problem

Initiate Interim Action

List Possible Causes And Identify Most Likely

Implement Solution And Test

## Prioritize

- Frequency
- Impact
- Focus On Where The Problem Occurs



PRIORITIZE

# GNO Analysis



## Group

Is our group able to solve this issue ourselves? Do it!

## Need Help

Can we solve this issue with assistance? Get it and take action!

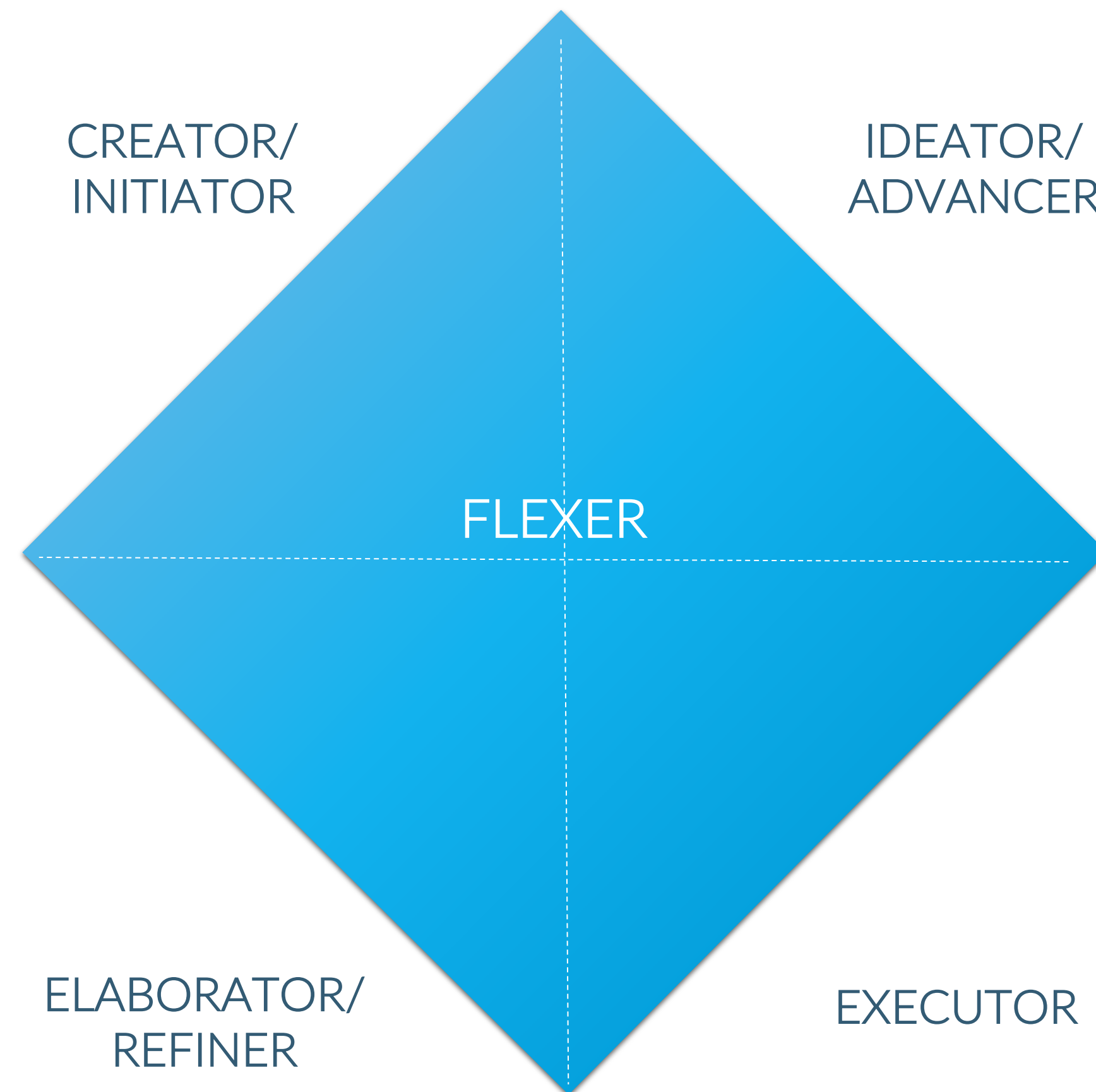
## Outside

Is this outside our authority? Make recommendations and/or advocate



## Basic Beliefs

- The person doing a job usually knows the most about that job
- Most people want to be informed and involved
- Employees deserve a voice in their own destiny



CREATOR/INITIATOR: Generates Ideas

IDEATOR/ADVANCER: Promotes Ideas

ELABORATOR/REFINER: Challenges Ideas & Defines action plans

EXECUTOR: Implements Ideas

FLEXER: Steps in to fill gaps





# Facilitate Innovation

## HOW STELLA SAVED THE FARM

A WILD AND WOOLY YARN  
ABOUT MAKING INNOVATION HAPPEN



Vijay Govindarajan  
and Chris Trimble

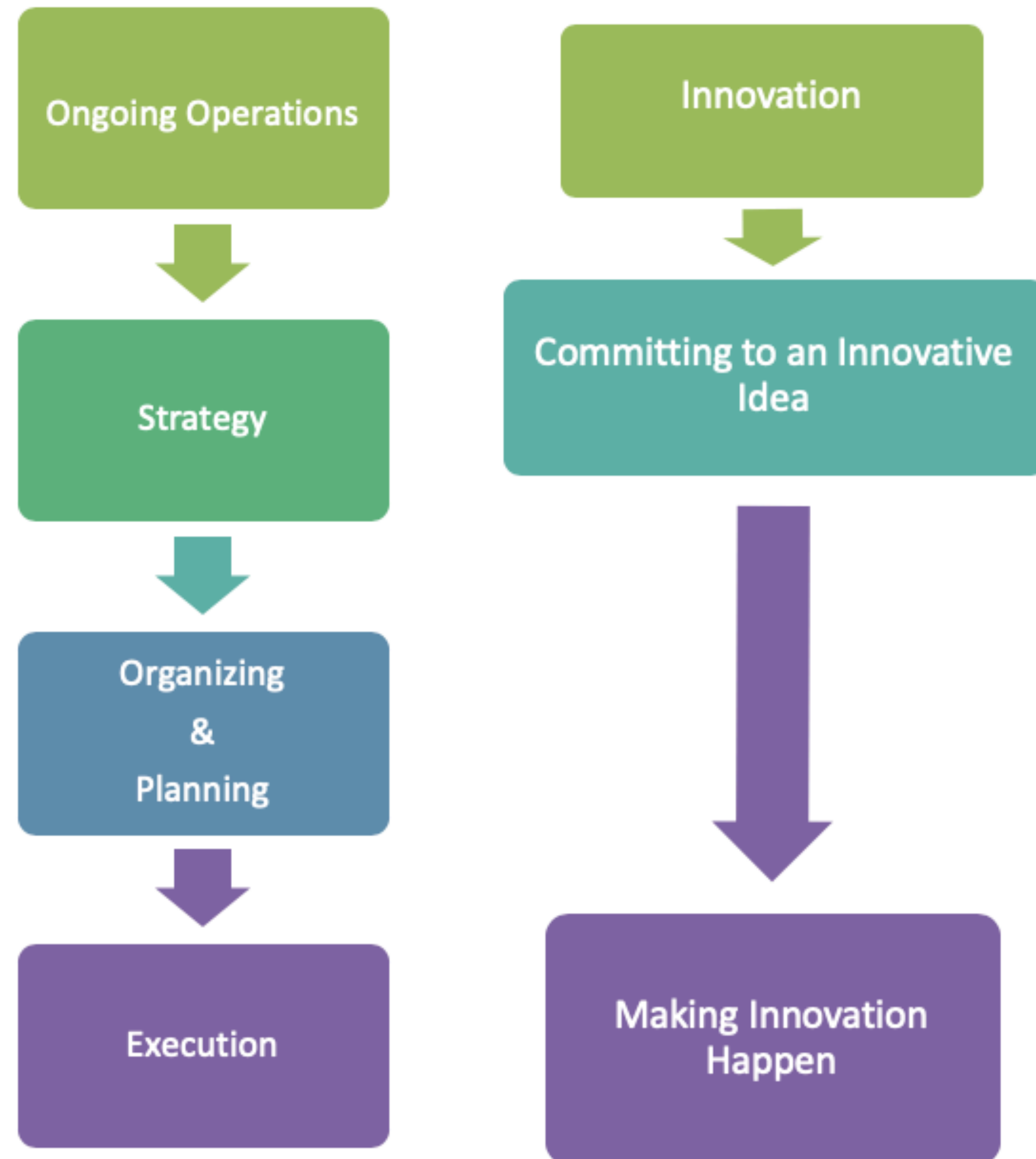
# HOW STELLA SAVED THE FARM

*A Tale About Making Innovation Happen*





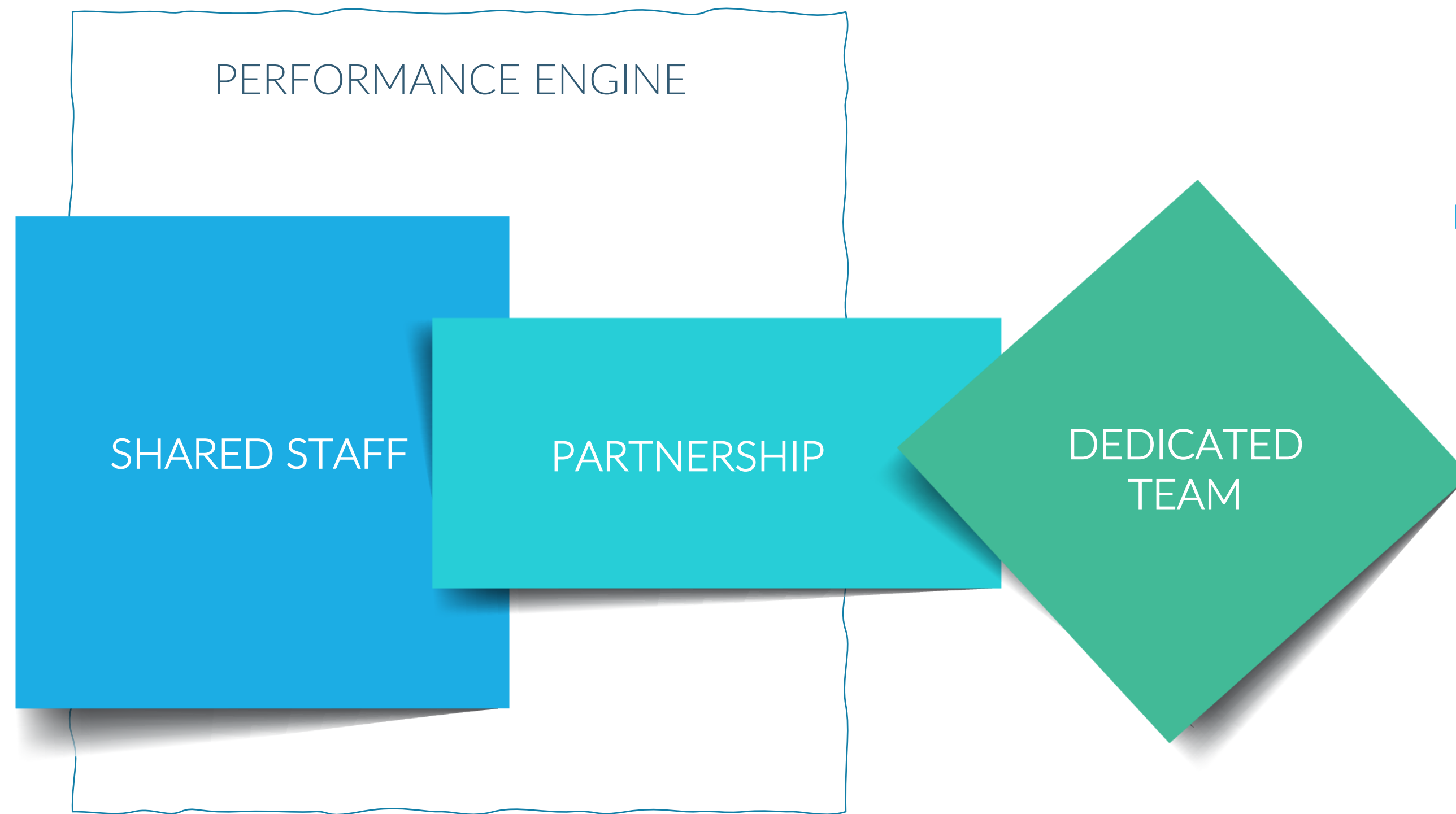
*The need to reassess organizing and planning is often overlooked*



You can't ask the group that is in charge of today to also be in charge of tomorrow, because the urgent always squeezes out the important.

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

# Innovation's Missing Link



Project team = Dedicated Team + Shared Staff

The Dedicated Team is custom-built for the initiative.

The shared staff retains its existing responsibilities and support the initiative

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

## Organizing an Innovation Initiative





The world has changed.



Leadership + Comprehensive Approach = Successful Change





## Resistance to Change

- Skeptics
- Authority Loss
- Status
- Deal Makers





# Requirements To Be An Effective Team

- Need flexibility to help one another
- Know overall objectives and measurements
- Opportunity meet and share information
- Effective team skills
- Timely response and ability to help one another





## Completed staff work principle

- taking ownership of assignments
- clarifying expectations and outcomes
- researching best practices and alternatives
- recommending and implementing solutions
- managing customer expectations throughout the process



### Set Objectives

- Realistic
- Measurable
- Understandable
- Specific
- Controllable
- Communicated

### Measure

- Understandable
- Specific
- Timely
- Accurate
- Communicated

**Involving Employees In Continual Improvement**





**Thank you for your participation today.**

If you feel that you would like some assistance, please don't hesitate to reach out to us:

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