



## Orientation Materials for Council

November 10<sup>th</sup>, 2020

# Council Strategic Priority Workshops





## *Relentless Focus Amidst Change...*

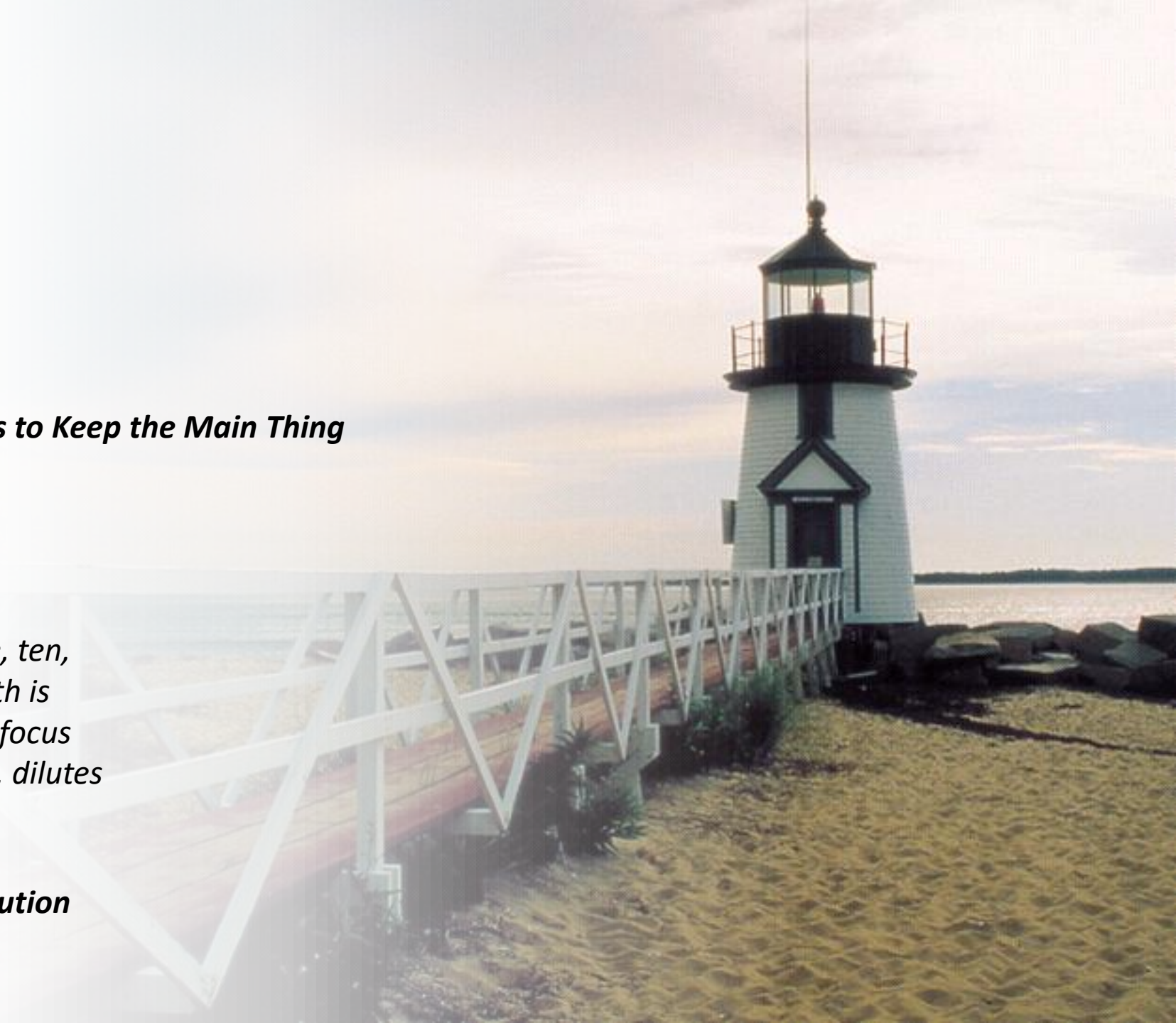
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Management Guru  
Stephen Covey

***“The Main Thing is to Keep the Main Thing  
the Main Thing”***

*“If you’re currently trying to execute five, ten, or even twenty important goals, the truth is that your team can’t focus. This lack of focus magnifies the intensity of the whirlwind, dilutes your efforts, and makes success almost impossible.”*

***4 Disciplines of Execution***





## *Beginning at the End...*

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*“We may be very busy, we may be very efficient, but **we will also be truly effective only when we begin with the end in mind.**”*

Management Guru  
Stephen Covey

*“Management is efficiency in climbing the ladder of success; **leadership determines whether the ladder is leaning against the right wall.**”*



**Whirlwind  
(The Day Job)**



**URGENT  
It Acts on You**

**The GREATEST Enemy of  
Superior Execution  
Is Your Day Job!**

**Wildly Important  
Goals**  
(New Initiatives Supporting  
Positive Change)

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**IMPORTANT  
You Act On It**





## 4 Disciplines of Execution: Confronting the Whirlwind

The Whirlwind...It's the massive amount of energy that's necessary just to keep your operation going on a day-to-day basis; and ironically, it's also the thing that makes it so hard to execute anything new. The whirlwind robs from you the focus required to move your team forward.

The whirlwind is **urgent** and it acts on you and everyone working for you every minute of every day. The goals you've set for moving forward are **important**, but when urgency and importance clash, urgency will win every time. Once you become aware of this struggle, you will see it playing out everywhere, in any team that is trying to execute anything new.

# Setting Goals: The Law of Diminishing Returns

Number of Goals (plus Whirlwind)	2-3	4-10	11-20
	↓	↓	↓
Goals Achieved with Excellence	2-3	1-2	0

*The fundamental principle at work is that human beings are genetically hardwired to do one thing at a time with excellence.*



## The Challenge: Develop Real Strategy

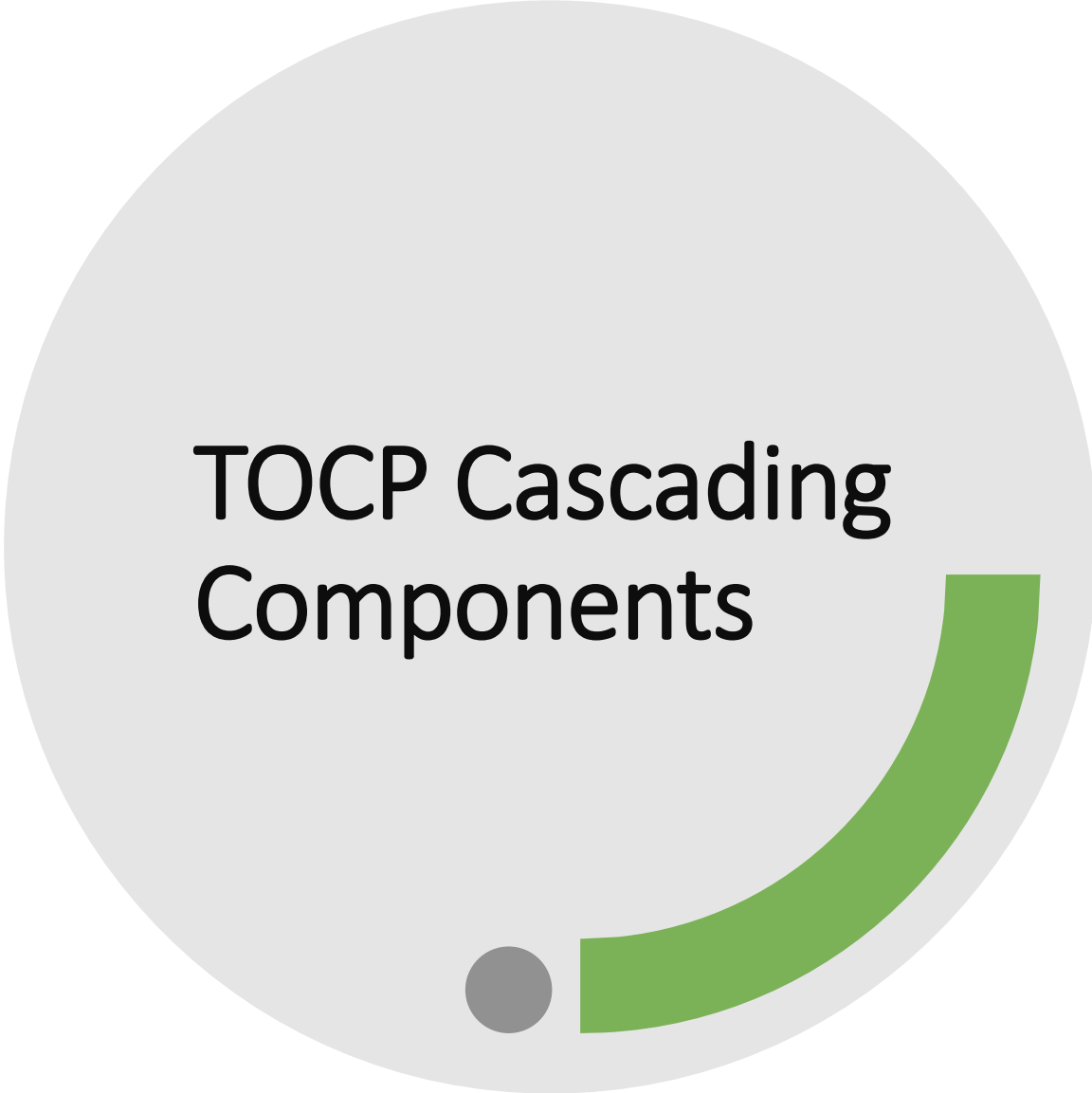
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- *But the truth is that many companies ...don't really have strategies. At the core, strategy is about focus, and most complex organizations don't focus their resources. Instead, they pursue multiple goals at once, not concentrating enough resources to achieve a breakthrough in any of them.*

Richard Rumlet, *Good Strategy/Bad Strategy & Why It Matters*



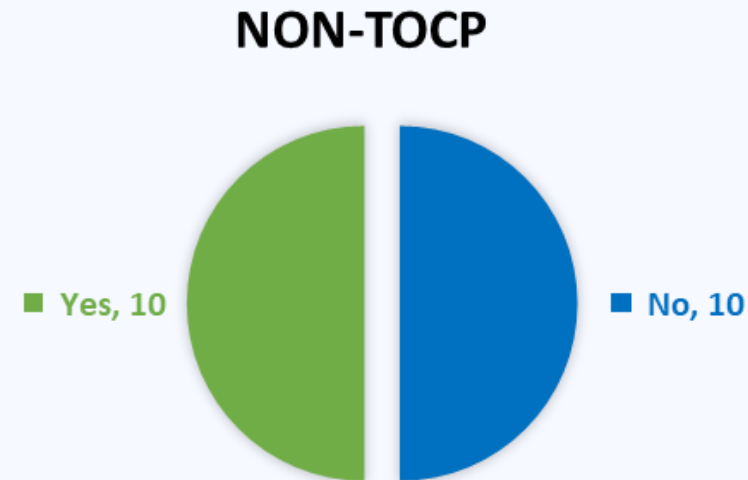
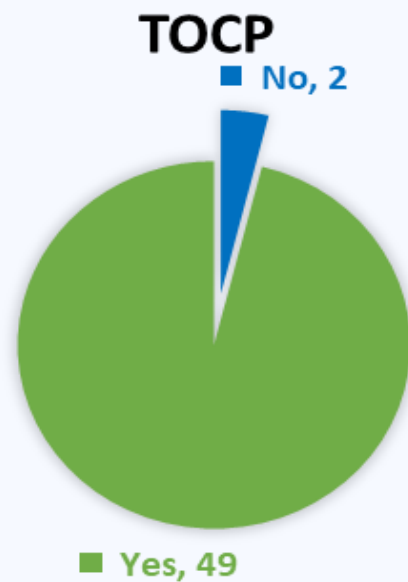
- 5 Strategic Plan Directions
  - 22 Priorities
    - 51 Initiatives
      - 279 Execution Milestones (with due dates)



TOCP Cascading  
Components

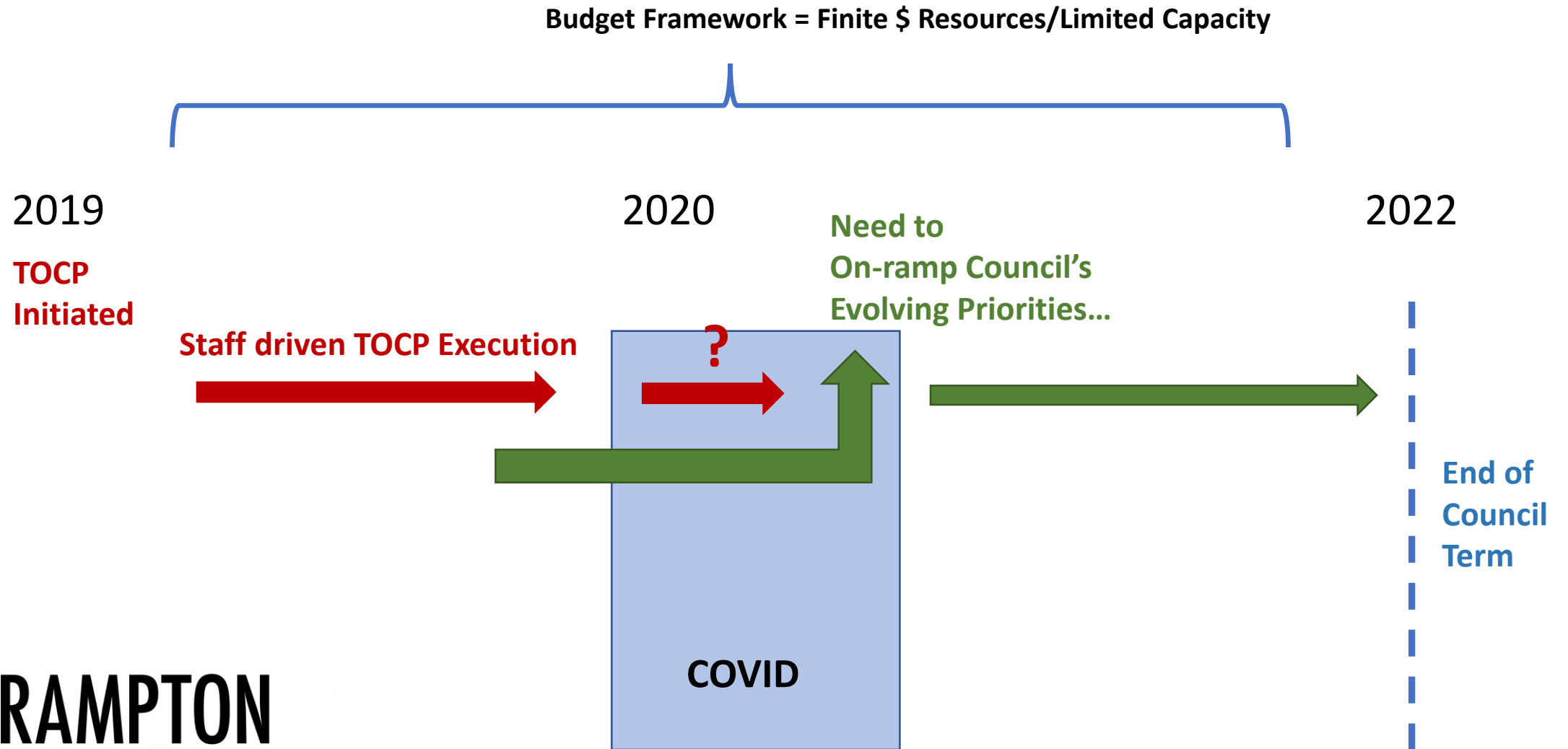


# PART OF REGULAR OPERATIONS, ONGOING OPERATIONS or OPERATIONALIZED

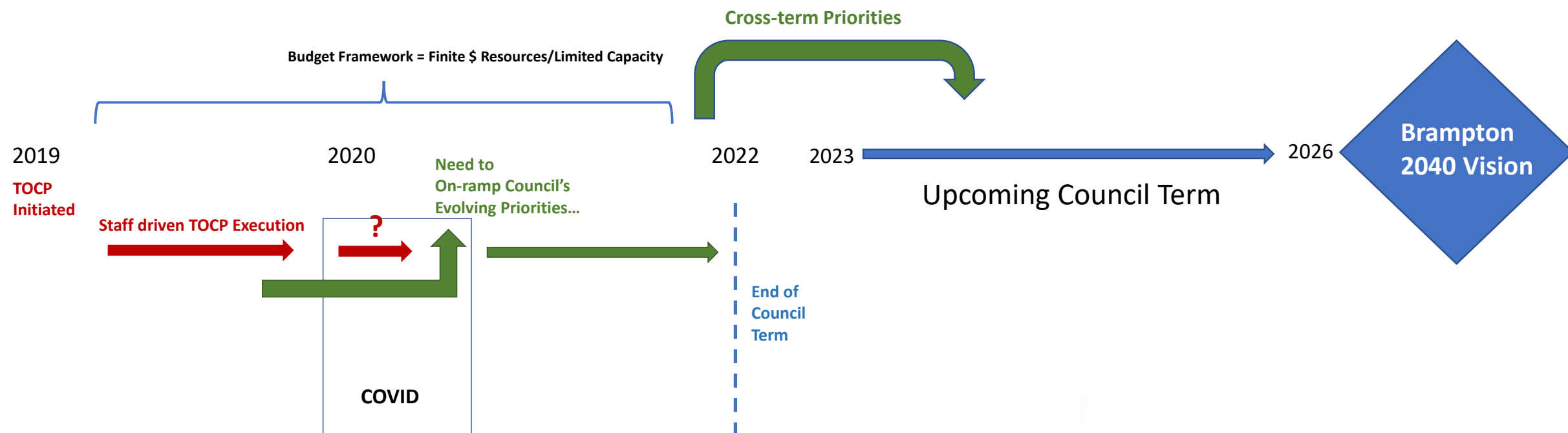


Most initiatives—TOCP and Non-TOCP combined—are part of our day-to-day work

# TOCP – Timeline Overview



# Timeline for Council Strategic Priorities



# Initial Council Dialogue Opportunity

Feedback on Executing Council Priorities to Date – How are things working so far?

Thoughts on modifying the staff driven TOCP?

Thoughts on a Successful Approach to Council Priority Setting...

**5-6 minutes per Council member...let's go round the virtual table**

## 2<sup>nd</sup> Council Dialogue Session: Throwing Spaghetti at the Wall

- Let's just build an unsorted list of potential Council Strategic Priorities
- We don't need to triage them or establish a relative ranking (Yet)
- 5-10 minutes per Council member to "throw spaghetti against the wall" with your best *Strategic Priority* ideas
  - We will sort and prioritize in the next scheduled session...moving forward with the spaghetti that sticks!





# The Ultimate Goal Statement...From X to Y by When

**“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth”**

**President Kennedy 1961**

*When a team moves from having a dozen we-really-hope goals to one or two no-matter-what goals, the effect on morale is dramatic. It's as though a switch exists in every team member's head called "Game on!" If you can throw that switch, you have laid the foundation for extraordinary execution. When President Kennedy said to the moon and back by the end of the decade, he threw that switch.*