THE FRAMEWORK FOR ACHIEVING GREAT RESULTS©

> *"Those who trust to chance, we must abide by the results of chance."*
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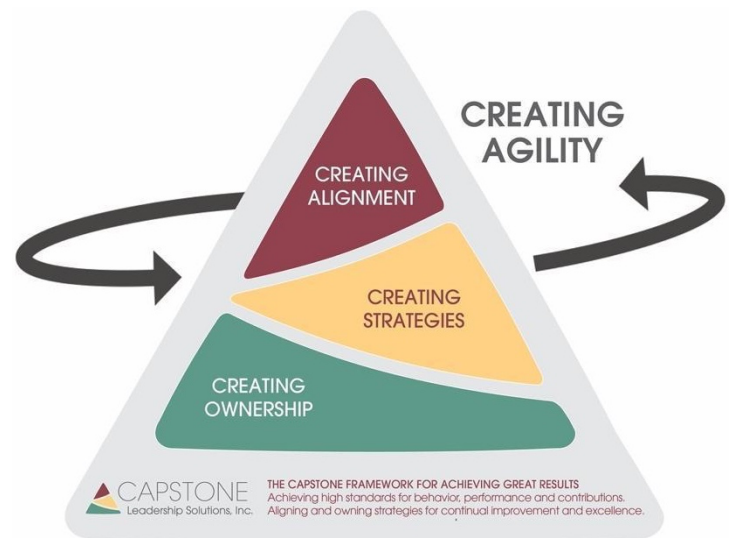> --Calvin Coolidge

What is the Framework

The History of the Framework

The Results of the Framework

The Components of the Framework

1. Creating Balanced Strategies

2. Creating Alignment to Strategies

3. Creating Ownership for Strategies

CREATING AGILITY

CREATING ALIGNMENT

CREATING STRATEGIES

CREATING OWNERSHIP

CAPSTONE Leadership Solutions, Inc.

THE CAPSTONE FRAMEWORK FOR ACHIEVING GREAT RESULTS
Achieving high standards for behavior, performance and contributions.
Aligning and owning strategies for continual improvement and excellence.

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#1 - "This is how we TEAM around here"

The Team Structure: Created in Alignment, Fostering Ownership

YOUR TEAM STRUCTURE:

- Steering Team

- Employee Experience Team

- Patient Experience Team

- Employee Training & Communication Team

  o A place for employees to contribute beyond their day-to-day job duties - "do it with them, not to them"

  o Aligned with the organization's key strategies

STRATEGIC PRIORITIES
↓
ORGANIZATION GOALS

Organization-Wide Initiatives (Common Opportunities)   Department-Specific Initiatives (Unique Opportunities)

Employee Driven Teams	Admin Special Project Teams	Dept-Focused	Multi-Dept Focused

  o Leader-led but employee-driven

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- Action Plans – acting on solutions to create "good to great" and to elevate behavior, performance, and contributions

  - Human behavior is different when something is "good" versus "great"
  - Elevating what is "good" has an impact on more people

- The role of the Steering Team

Your role in supporting the work of the teams & team members

1. Promote attendance/participation

2. "Grab the baton"

3. Validate-Feedback Loop

> *Achieving your organization's top strategies is not just the work of leaders.*
> *- McLeod/Tetzlaff (The Employee Experience)*

#2 - "This is how we LEAD around here"

- The "work" of leaders - "the 3 buckets"
  - Whirlwind
  - Management
  - Leadership

- The "bundle" approach creates synergy

- Leadership strengthening - ongoing leadership development process

  - Training, Road Map, Accountability Meetings (learn - do, check-ins for accountability/mentoring/support)

  - **Internal Peer Champions**

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Internal Peer Champions:

Objective - The development of internal expertise in leadership tactics, via the designation and development of "Internal Peer Champions"

Recommend Internal Peer Champions for leadership tactics:

Strengthening Relationships

Promoting Wellbeing

Improving Communication

Effective Hiring & Onboarding

Leading Change

Elevating Gratefulness

Giving & Receiving Feedback

Achieving Standards

Setting & Achieving Goals

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Role of Each Internal Champion
We propose that the responsibilities of an "Internal Champion" would be to assist the organization and its leaders in the following ways:

1. Develop and provide leadership training at quarterly leadership trainings and/or other formalized leadership development efforts as needed to refresh/re-inspire and strengthen the understanding and use of this leadership tactic.

2. Be available and willing to assist leaders who desire/require added support to gain competency and consistency with the use of this leadership tactic.

3. Assist in formal orientation and/or informal mentorship of new leaders related to the understanding and use of this leadership tactic.

4. Participate in the study/adjust process, as led by the Steering Team at various intervals and as needed, related to the organization's requirements/standards for this tactic.

5. Become familiar with content/resources available internally and externally; as well as the resources available via CapstoneEDU, Capstone Partner-Only Website, and Webinars to accomplish #1-4 above.

Qualities of an Internal Champion

- Have an interest in, and experience with, this leadership tactic or passion/desire to develop that expertise.

- Willingness to develop and provide leadership training and mentoring applicable to 1:1, small groups, and/or large group.

#3 - "This is how we CHANGE around here"

- Executing Strategy is HARD! Those involving behavior changes (new habits) are the hardest (e.g., improving the quality, improving the customer experience, improving the patient experience, etc.).

- 70% of large change efforts fail (John Kotter)

- Common barriers that surface:

    o Inability to transfer changes into operations

    o The power and distraction of the "whirlwind"

    o Variation in individual behavior, performance, and contributions

    o Inability to diffuse the innovation to the critical masses

    o The weight of "baggage"

    o Dysfunction at the top of the hierarchy

    o Organization change fatigue

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Reflection/Notes:

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