

# Global Leadership in Healthcare Process

Months	SESSION 1 5 DAYS					SESSION 2 3 DAYS			SESSION 3 3 DAYS	
	0	1	2	3		4	5	6		
PERSONAL DEVELOPMENT	CEO- Personal Develop- mental Contract	360 feedback Integrate with CEO contract Team feedback Develop TPOV presentations, skill growth	Work-project integration Faculty coach pressure	Faculty – CEO coaching Colleague development	Maximize potential of project Review CEO contract –How doing?	Team ranking feedback Presentation feedback Faculty/partner coaching	Great post-feedback personal growth opportunity Delegate more of daily work	Active personal deep involvement in pilot activities	Project rush Push for whole team action Review CEO contract goals	CEO feedback Personal / team feedback Coach feedback Faculty feedback
TEAM DEVELOPMENT	Delegating daily work portions to staff	Team building exercises. Team feedback Project scope definition refinement	Project launch – Do real work Develop operating mechanisms	Set demanding plan Call out slackers Conflict resolution Making real progress	Determine effective project limits	Improve Team dynamics Project recalibration Plan for progress	Enforce work plan commitments Decide on team TPOV on project Initiate pilot trials	Capture pilot learnings, Adapt in projects	Identify success keys, Produce project reports	Team feedback CEO – executive feedback on project
STRATEGIC PROJECT	CEO initiation Project Intro	Dissect project description CEO fishbowl Q&A Identify goals objectives, actions Maximize healthcare expert consults Present project /incorporate feedback	Project research/ literature review First steps, Identify, gather data on customer-related project issues	Narrow focus of project Constituent input Best practice roster Chronicle research	Re-scope project alternatives	Project feedback Focus ideas Develop political plan around project	Faculty coach feedback, review	Refine project to capture key learning/ transfer points	Faculty coach feedback, review	
CUSTOMER BUSINESS THINKING	Pework reading/ exercises	Noel Tichy – Leadership and Transformation Larry Selden & experts on finance Ram Charan – Michael Brimm on strategy Claes Fornell – customers Focus : HOPE Sponsoring CEOs Vankooy/Beauchamp/ quality, six sigma	Develop work plan Incorporate/ utilize program Fellows in research plan	Broadened customer perspective (ex-benchmarks) Hypothesis testing	Analyze prospective project outcome: strategically, financially, quality, customers	Maximize project business potential GE’s Immelt-Hogon	Learn/prove project \$\$/customer, value Determine how to maximize project value	Final recommend- ations/ conclusions. Making persuasive business case	Define business lessons from project, add to persuasive business case	Learning from all 6 projects
EXECUTIVE INTERACTION / NETWORKING	Readings on frame – breaking executives	CEO fishbowl x 6 Journey line trios Strategy trios Coaching and feedback Informal CEO time	CEO meets team members on regular basis GEMS executives	Benchmark executives Key executive involvement Other teams’ learnings		GE / GEMS GE Presidents, executive interactions, Political mapping	Benchmark executives Begin to win CEO support/ encour- agement on path to outcome	Implement political plan	Develop “home” support on project, Build momentum of project advocates	CEO decision- making session
HEALTHCARE BENCHMARKING		UM Med School Pfizer Research , Other participants, Expert faculty	GEMS benchmark Learn video bench- marking Video Benchmark 1	Video benchmark – Shadow coaching partner		Crotonville shared benchmarks New benchmark ideas	Begin sharing key ideas/issues with influential executives			Learning case development
EXTERNAL BENCHMARKING		GE Tricon, Honeywell, Pepsi, Home Depot, HP, Shell	External literature review Prospect identification	Video Benchmark 2	Incorporate relevant Crotonville benchmark learnings	Video Benchmark 3		Frame recommend- ations in context of impact on benchmarks		
FACULTY COACHING	On – site faculty orientation	Extensive coaching and pushback	Weekly team consults Push to launch research/ benchmark studies Amend CEO contracts as necessary	Accompany benchmarks Help identify key learnings Push/coach slackers	Individual, team dynamics, Project- focusing Plan for success	Heavy Coaching	Heavy coaching	Heavy coaching	Counsel on project emulations, recommend- ations	Participant feedback 9-Cell Exercise with CEO Learning case
TOPICAL EXPERT FACULTY	Project review Literature / benchmark, prospects identified	Assist team, identification of initial research actions	CEO consults team on launch plan	Periodic checks as needed at milestones	Faculty expert coaching	Hard feedback on project status, ideas to accelerate	New benchmark ideas	Feedback as pilot phase evolves	Feedback on technical issues of report	Team feedback