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A Pediatrician on a Mission

As a longtime resident of Anytown, USA, you have been asked to lead a coalition that is tasked with addressing child obesity.

The coalition includes the superintendent of the town's public schools, the CEO of the hospital system that includes your clinic, and the director of the department of parks and recreation.

Each constituent of the coalition has made strides in helping children make good food choices and be more active. The school eliminated soda from its vending machines and changed the menu to healthier foods. The hospital created info packets for families about nutrition and exercise and purchased pedometers for clinics to give to patients. The department of parks and rec started fitness clubs for families with expanded hours for its facilities.

Mr Rockefeller, the town's philanthropist, has donated \$500,000 for supporting the work of the coalition. All parties agree that more intensive, more coordinated programs are needed to help the children and families in Anytown.

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Enable Other to Act-Teams Session

Exercise 1: Team Selection

The coalition will meet tomorrow. In talking with your significant other, you say, "I need to develop a bigger team to help us develop the plan Mr. Rockefeller is requesting 120 days from now. This team needs to be very functional, efficient, and focused on delivering results."

What size team do you need?

What intellectual or functional expertise will you need?

What other diversity factors do you need to consider?

What other qualities will you need to consider for team members and a team leader?

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Enable Others to Act-Teams Session

Exercise 2: Operating Agreement

The coalition and Mr. Rockefeller have accepted your recommendations on team selection and composition and two weeks later has formed the Anytown Obesity Prevention Team.

YOU are now that team at your first meeting.

You spend time thanking all those participating, laying out the charge and providing background information. "Now," the team leader begins, "we have a pretty diverse team of people here, and if we are to work together efficiently and effectively to get to a deliverable 120 days from now, I believe it will be healthy for us to lay down some 'rules of the road,' some operating principles and agreements that we all will live up to so we don't waste our energy on process and can stay focused on the end target."

"What kind of environment and specifically, what kind of 'operating agreements' do you think this team will need to stay on track and be successful?"

Essential Elements for Team Success:

Suggested Operating Agreements:

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Inspiring a Shared Vision

Exercise 3: Framing Vision: Backwards Imaging

Having completed an operating agreement, the team leader comments "Ok, folks, lets start to get into it." "I know you are all anxious to build a map that will tell us exactly how we can get to where we want to go, but each of you has your own vision on what the destination is, what it looks like, how it feels, etc. The greatest map in the world is useless if there is no common agreement on destination. We must begin with the end in mind here and see if there is some common vision of our desired end result."

"We have all heard that US News and World Report ranked us as the worst small town in the US in terms of risk for child obesity. That is our current state and we all agree it is not acceptable. Here is my question for you: Assuming we are very successful, four years from now, what will success be, look, and feel like?"

"Try to list at least 10 descriptions of end results that have been achieved, that we would be celebrating, four years from now."

Suggested descriptions:

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Exercise 4: Communicating Vision-Conceptually and Visually

“If we are going to sell our vision we are going to need to reach people emotionally as well intellectually, and we going to need to do it quickly. Before we put our vision into words, let’s have a little fun describing what that vision may look like visually.”

What images did the backwards imaging exercise conjure up in your mind?

What images did people on your team share in common? Which images as described by others resonates with you?

Using the arts and crafts materials provided, work together to create an image of your common vision of what life may look like when your team is maximally successful in achieving that vision.

Doodle here:

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Exercise 5: Communicating Vision-Elevator Speech

“I just received a call from the Mr Ruckerfeller. He is on his way to another meeting and plans to stop in to see us to get a ‘sixty second’ (his words) summary of where we are in conceptualizing this project.”

“We have 15 minutes to come up with an elevator speech”.

Using the concepts of your visual image, and drawing from your discussions, construct a 60 second elevator speech that describes the vision and outcomes for the project.

List elevator speech key concepts:

Draft elevator speech:

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Challenge the Process

Exercise 6: Is it Feasible? Force Field Analysis

“Fantastic work, team. We are really working well together. I think we have a clear and common understanding of our desired outcomes and vision. Whatever we come up with is going to represent a change to the status quo. As we think about what we are trying to achieve, and as we begin to think about the details of how to implement change on this scale, I thought it would be helpful to do some high level thinking about the forces that will be supporting change, and the forces resisting change. We will use a tool called Force-Field Analysis”

As you think about going forward and making change of this magnitude, draw a line down the center of the space below. In the left hand column list all the positive forces you think may push this change ahead; e.g. unconditional support of the Rockerfeller family. On the right, list the restraining forces that may hold change back. These “forces” may be trends, events, groups, or even individuals; e.g. The State has financial difficulties.

Enabling Forces

Restraining Forces

Unconditional support of Mr. Rockerfeller

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A large proportion of the town residents are employed by the Anytown soda manufacturing plant

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Did you find all of these forces of equal magnitude?

Draw an arrow under each force listed that represents the strength of the force relative to other forces you listed. In balance, was the more cumulative force enabling or restraining?

If there is more force restraining, does it mean abandon ship? Why/Why Not?

Exercise 7: Change Model-Preparing for Implementation

“A good friend of mine and distinguished professor of organizational development at State University sent me his “change model” as a useful tool. This is an excellent checklist we can use to think through the elements necessary to mount a successful change campaign.” I think we have the first two steps nailed: Making the Case and the Vision. Let’s work through the rest of this model to see where we are in implementation readiness.”

Skills: What skill sets will be necessary to successfully achieve our vision?

Incentives: People will not likely move without extrinsic or intrinsic incentives. Who are the major players and how can we incentivize them?

Resources: What resources will be required to back up our plan and do it right?

Action Plan: How will the team go about creating the detail-specific road map that will lead to change? Is this the right team?