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THE TWO-MINUTE DRILL



LESSONS FOR RAPID
ORGANIZATIONAL IMPROVEMENT FROM
AMERICA'S GREATEST GAME

Foreword by **MARVIN LEWIS**,
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Business life
today is like a
2-minute drill ...
everyday!.
It is the *new
normal* whether
we like it or not.

How ready is
your team to
play and win
under these
conditions?

How ready are you and your other key
leaders as the QB's chosen to lead your
teams through this kind of *RAPID*
organizational improvement and growth?

**ORGANIZATIONAL CHANGE
AND IMPROVEMENT AS A
TWO-MINUTE DRILL!**

THE TMD *CHANGE* POP QUIZ

Instructions: Please answer each of the questions below.

- | | | | |
|-----|--|------|-------|
| 1. | All improvement requires change. | True | False |
| 2. | Most people resist change at work. | True | False |
| 3. | Workforce resistance is usually the primary barrier to implementing organizational change. | True | False |
| 4. | Most front-line managers are generally quick to embrace organizational change efforts. | True | False |
| 5. | The most important factor in getting people to change is presenting them with a clear, rational and well-thought out plan of action. | True | False |
| 6. | Most real change and improvement is continuous. | True | False |
| 7. | Effective leadership is the single most important factor for successful change. | True | False |
| 8. | It is generally better for workplace change to take place slowly rather than faster. | True | False |
| 9. | In the workplace change represents a hardship for most people | True | False |
| 10. | Only about ½ of all improvement efforts achieve their desired outcome. | True | False |

Key Research Findings on Successful and Rapid Organizational Change (n=1,000)

Finding #1: Real and rapid change does not happen without effective, trustworthy, hands-on leadership from the person in charge of that unit.

Finding #2: Successful change efforts are triggered by the realization that performance on a specific metric or performance factor is not where it needs to be, things must change and clearly defined goals must be established.

Finding #3: Leaders of successful change efforts know their opponents as well as their team's strengths and weaknesses in developing realistic improvement plans.

Finding #4: Real and rapid change takes place when people have clear focus on achieving a specific, desired outcome, they believe the changes are important and activity must happen with a sense of urgency and time sensitivity or there will be negative consequences.

Finding #5: Effective change is based on plans of action that are realistic, understandable, designed to get a specific result using the talents of the right people and have a high probability of success when properly executed.

Finding #6: Successful change initiatives have a starting point where individuals and teams clearly understand that their performance will determine the success of the effort and that it will be measured and critiqued accordingly.

Finding #7: Leaders must let performers know when they score, must make the changes stick and learn to celebrate the victory/success.

Finding #8: Organizational change efforts should be reviewed and analyzed so that lessons can be documented, shared with others and so that lesson can be drawn for future improvement.

What are the key elements in planning and executing a Two-Minute Drill?

You are the Quarterback

- ✓ Come energized to play at a new level
- ✓ Seize control of the game
- ✓ Communicate above the roar of the crowd
- ✓ Create ownership of the drive
- ✓ Keep the play clock in your head
- ✓ Make adjustments on the field quickly
- ✓ Have the courage to take a hit but avoid being sacked
- ✓ Find a way to win
- ✓ Be a cheerleader
- ✓ Demonstrate poise

Know the Score & Define Winning

- ✓ Know the score
- ✓ Use the scoreboard to define winning
- ✓ Communicate what it means to win

Scouting Report and Match-Ups

- ✓ Know what you are up against
- ✓ Determine match ups

Create an Extreme Focus and a Sense of Urgency

- ✓ Declare the importance of the win
- ✓ Create extreme focus
- ✓ Ratchet up the sense of urgency
- ✓ Rally the team - fast

Develop a Winning TMD Package

- ✓ Identify the right people to have on the field, ready to play with requisite skills
- ✓ Use the right plays
- ✓ Take ownership of the drive
- ✓ Clarify individual assignments

Execute the Right Plays and Score

- ✓ Establish a TMD scoreboard
- ✓ Snap the ball and move the chains
- ✓ Make necessary adjustments fast
- ✓ Manage the clock & keep the team hustling
- ✓ Execute in the red zone and score

Close Out the Game, Then Celebrate

- ✓ Make sure you are really scoring
- ✓ Wait to celebrate
- ✓ Make sure the score holds up
- ✓ Celebrate the drive and the win
- ✓ Hand out the right trophies

Conduct a Post Game Analysis and Press Conference

- ✓ Analyze the game for lessons
- ✓ Share the lessons
- ✓ Avoid politics

YOU ARE THE QUARTERBACK: STRENGTH RATING

When going into a change/improvement effort, do you as the leader ...

Skill	Liability	Not Competitive	Competitive	Real Competitive Advantage	Hall of Famer
<i>Come ready to play</i>	1	2	3	4	5
<i>Seize control of the game</i>	1	2	3	4	5
<i>Communicate above the roar of the crowd</i>	1	2	3	4	5
<i>Create ownership of the drive</i>	1	2	3	4	5
<i>Demonstrate extreme time sensitivity</i>	1	2	3	4	5
<i>Make adjustments quickly</i>	1	2	3	4	5
<i>Have courage to take a hit but avoid the sack</i>	1	2	3	4	5
<i>Find a way to win</i>	1	2	3	4	5
<i>Be a cheerleader</i>	1	2	3	4	5
<i>Demonstrate poise</i>	1	2	3	4	5

Total QB Strength Rating (QBSR)

5

TMD TEAM POWER RATING

In executing change/improvement efforts does our team possess...

Power Rating

<u>Skill</u>	Power Rating				Championship
	Struggling	Rebuilding	Competitive	Contender	Quality
<i>A clear definition of winning</i>	1	2	3	4	5
<i>Effective leadership</i>	1	2	3	4	5
<i>Knowledge of our opponents</i>	1	2	3	4	5
<i>A sense of urgency</i>	1	2	3	4	5
<i>A solid and real game plan</i>	1	2	3	4	5
<i>Talented & motivated people</i>	1	2	3	4	5
<i>A proper execution mindset</i>	1	2	3	4	5
<i>Performance measurement</i>	1	2	3	4	5
<i>Reinforcement of performance</i>	1	2	3	4	5
<i>Organizational learning</i>	1	2	3	4	5

Total Team Power Rating (TPR)

6

OPPORTUNITIES FOR A TMD WIN



Identify three opportunities for a TMD win in your organization

“Leadership is getting someone to do what they don't want to do in order to achieve what they want to achieve.”

Opportunity #1

Why is this a TMD situation?

Opportunity #2

Why is this a TMD situation?

Opportunity #3

Why is this a TMD situation?

QB Pre-Drive Assessment



Two Minute Drill

Not a Challenge Could be a Challenge Not Sure

Know the Score & Define Winning

- Start by knowing the real score
- Define winning for your enterprise, team and individuals
- Communicate what it really means to WIN !

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Scouting Report and Match Ups

- Know your competitors
- Know yourself
- Know your team
- Know your franchise
- Know your playing conditions

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Focus and Sense of Urgency

- Declare the importance of winning
- Create extreme focus
- Ratchet up the sense of urgency
- Rally the team...Fast!

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Develop Winning TMD Package

- Have the right people on the field, ready to play
- Take ownership of every TMD play
- Select plays that move the ball
- Measure the performance of each play
- Ensure assignments on each play are defined and understood
- Virtual practice makes perfect

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Execute the Right Plays & Score

- Establish your TMD scoreboard
- Snap the ball and move the chains
- Make necessary adjustments fast
- Manage the clock and keep the team hustling
- Execute in the Red Zone and score

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Close Out the Game, then Celebrate

- Check out the scoreboard and make sure you are really scoring
- Don't celebrate prematurely
- Make sure the score holds up
- Celebrate both the scoring drive and the win
- Hand out the right trophies

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Post Game Analysis & Pres Conference

- Know what went right and what could have been done better
- Employ a press conference mentality and share your game films
- Avoid political press conferences

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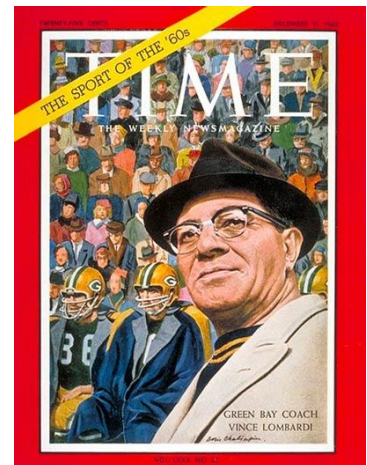
**“The spirit, the will to win and the will to excel...
these are the things that endure.”**

The Lombardi Creed

“I owe most everything to football . . . a game which demands from each man a contribution of spirit! This spirit is the cohesive force that really binds eleven hardened, talented men into winners. The many (physical) hurts seem a small price to pay for having won, and there’s no reason at all that is adequate for having lost!

To the winner there is 100% elation, 100% laughter, 100% fun and 100% determination!

Football is a game, I think, a great deal like life in that a man’s personal commitment be toward success . . . toward victory . . . ultimate victory, which must be pursued with all of one’s might!



Each week there is a new encounter . . . each year a new challenge . . . the color and display linger only in memory. But the spirit . . . the will to win . . . and the will to excel – these are the things that endure! These are the qualities which are so much more important than any of the events which occasion them!

The quality of any man’s life has got to be a full measure of that man’s personal commitment to excellence . . . and to victory, regardless what field he may be in!

I would say that this is my football creed.”

