

# COMMAND PERFORMANCE

Five keys to bringing pandemic-level speed to implementing your strategic initiatives

*Healthcare organizations were built to deliver high quality healthcare, not to execute strategic initiatives quickly. But the COVID crisis has shown what the industry can accomplish. To apply lessons learned, organizations must conduct their critical initiatives like an orchestra.*



## Choose the Right Conductor

A department head leading critical initiatives is like a violinist conducting the orchestra. Each role demands focus, and the required skills can be different. Dedicate a leader who can motivate, organize, and adapt, and protect them from distractions.



## Develop the Sheet Music Before Starting to Play

An orchestra doesn't arrive at rehearsal to write a symphony. Planning is foundational. Define the target and the work to get there, plan the work, and then use the plan as the sheet music to guide the players.



## Establish the Tempo

Effective project leaders tap into motivational forces to create a sense of urgency. Motivators that speak to the team's minds and hearts will propel action. Communicate the "why" clearly and reinforce it often.



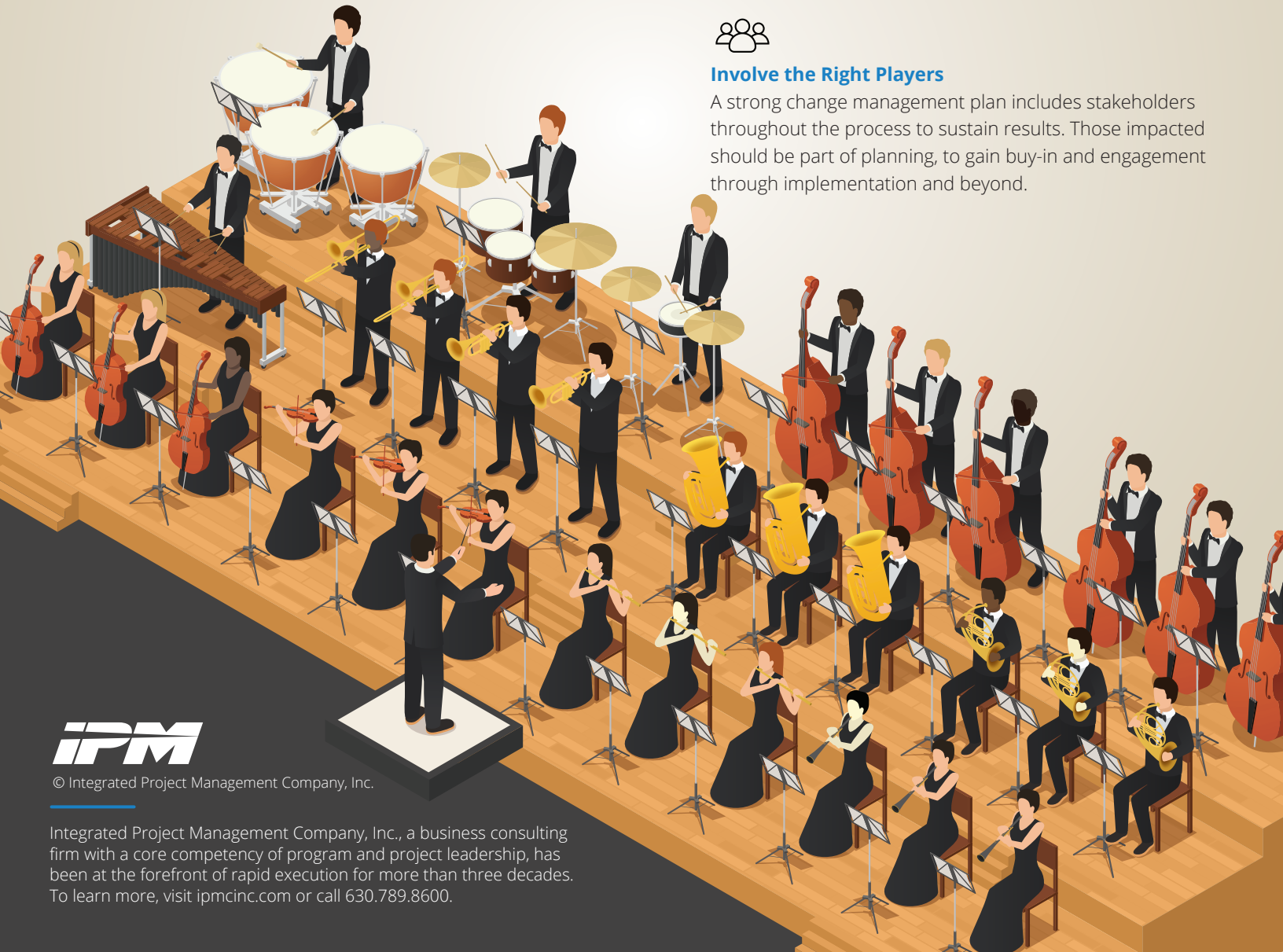
## Conduct the Orchestra

Musicians need the conductor to guide their efforts with discipline. A disciplined leader sets clear expectations, tracks actions, monitors risks, and informs decision-making, all to enable each player to focus on their contributions.



## Involve the Right Players

A strong change management plan includes stakeholders throughout the process to sustain results. Those impacted should be part of planning, to gain buy-in and engagement through implementation and beyond.



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