

## CHAPTER ONE

# THE TWO-MINUTE DRILL MIND-SET

## Eight Winning Principles Business Leaders Can Learn from the Great Game of Football

*Accelerating change requires skill, determination, and considerable imagination. It requires challenging an accepted paradigm of how change is introduced and managed and the searching for ways of doing things differently and better.*

—TODD DICK, AUTHOR OF *MANAGING CHANGE*

*People who work together will win, whether it is against complex football defenses, or the problems of modern society.*

—VINCE LOMBARDI, LEGENDARY COACH OF THE GREEN BAY PACKERS

*The Power of the Two-Minute Drill: David vs. Goliath—the Toledo Rockets vs. the Pittsburgh Panthers, September 20, 2003*

When fans filed into the Glass Bowl Stadium to see the unheralded University of Toledo Rockets of the Mid-American Conference take on the ninth-ranked University of Pittsburgh Panthers in fall 2003, they were coming to see a classic case of David versus Goliath.

Toledo, a mid-major program with an untested starting sophomore quarterback named Bruce Gradkowski, was pitted against Big East powerhouse Pitt, with a high-powered offense and the nation's number one receiver, Larry Fitzgerald. Pitt clearly controlled the first half of the contest: at halftime, Pitt led 24-14.

The Rockets took the opening second-half kickoff and engineered a strong fourteen-play, 82-yard drive to bring the score to 24-21. The teams then traded punts, but Pitt's next possession culminated in a seven-play, 60-yard scoring drive that put them up 31-21 with 2:43 remaining in the third quarter. Pitt's offense was beginning to control the line of scrimmage, and the Toledo defense was having a difficult time putting pressure on the mobile Pitt quarterback, Rod Rutherford.

Toledo received the kickoff but fumbled on the next possession, turning the ball over to Pitt on its own 37-yard line. Pitt was deep in Toledo territory with an opportunity to put the game away, until an interception gave the Rockets the ball back on their own 2-yard line. The Toledo quarterback then led a twelve-play, 98-yard scoring drive that included a gutsy fourth-down-and-6 conversion on the Rockets' own 45-yard line. The score was now Pitt 31, Toledo 28. The Panthers took possession on their own 20-yard line, but failed to keep their drive alive and were forced to punt the ball to Toledo, which took possession at its own 17-yard line.

As time was running out late in the fourth quarter, both teams knew exactly what they had to do to win this game. There was tremendous excitement in the air, and both head coaches knew that what happened in the next several minutes would have a profound effect on their teams, their seasons, and their programs. Both teams had practiced for this very moment. A defensive stop would mean a win for Pitt. But a successful 83-yard drive would mean a win for the underdog.

The players and fans on both sides were all staring at a scoreboard that showed a 4-point deficit for the Rockets. This score ruled out a field goal and forced the Rockets to go for a touchdown to win. The Toledo offense would put its best players on the field for this final drive. The offense would execute a two-minute drill, with a package of plays and players that they were very confident would allow them to move the ball down the field while controlling the clock. They would have to communicate intensely above the roar of the capacity crowd that had now risen to its feet. The Rocket quarterback would

need to exercise great leadership, demonstrate poise, and make wise decisions on every play if his team was to be successful.

Final score: Rockets 35, Panthers 31. Toledo's Gradkowski drove his team to score, covering 83 yards in fifteen plays and completing nine out of ten passes, including a 13-yard completion on a "do-or-die" fourth down and 2. The offensive line gave the QB solid pass protection, although Gradkowski had to use his scrambling abilities on several occasions to "make things happen." The winning scoring play occurred when he hit wide receiver Lance Moore in the right corner of the end zone, and Moore made a "circus catch" for the touchdown. The Rocket defense rose to the occasion to close out the game by breaking up several deep passes to Larry Fitzgerald, as Pitt attempted to get into field-goal position and put the game into overtime.

In Gradkowski's first big start as a college quarterback, the Pittsburgh native completed forty-nine of sixty-two passes for 461 yards and three touchdowns. He had demonstrated his ability to take a hit and had shown great poise, despite the fact that his team was behind for all but the final forty-three seconds of this contest. After the game, head coach Tom Amstutz said, "We prepared for this challenge, everyone did their job, we had great leadership, and we executed our game plan. . . . Coming from behind makes this an awesome win and makes a real statement about our program and the quality of our players and coaches! We played to win!"

## ORGANIZATIONAL CHANGE GONE WRONG: A CULTURE OF NOT SCORING AND NOT PLAYING TO WIN

Five years ago, a Fortune 500 manufacturing organization made a strategic decision to implement Six Sigma as a continuous improvement process to respond to increasing domestic and international competition. Over several years, Six Sigma had been rolled out on a corporation-wide basis and had demonstrated some success in reducing costs, improving processes, and providing the organization with a common set of tools to use in planning and executing change.

In recent years, however, the Six Sigma process had "lost steam" and had become what some described as a "sluggish, bureaucratic money-pit." The organization had spent millions of

dollars in creating the Six Sigma culture, and senior managers had taken great comfort in the fact that Six Sigma was in place. Now, serious questions were being raised about the overall value and contribution of this process.

In response to these concerns, CEO Jim Armstrong commissioned a study to assess the current state of Six Sigma; it revealed the following key findings:

- People who were part of the Six Sigma team were individually committed to the effort, and they strongly believed they were making a difference in the organization's performance, but they viewed lack of teamwork as a barrier to organizational change.
- Managers within the organization believed that the Six Sigma process had become somewhat of a bureaucracy, that the company was frequently involved with far too many initiatives that might not be contributing to its bottom-line performance, and that results were not always evident.
- Managers believed that the measures used to assess Six Sigma performance were not as meaningful as they should be and that there was an overemphasis on giving credit to training programs and the development of more "black and green belts," rather than on actual performance improvement.
- Managers in many parts of the organization admitted to relinquishing their responsibilities for driving improvement efforts, handing them over to Six Sigma team members.
- Employees believed that the organization was undertaking too many initiatives at any one time, which created a loss of focus, and there was a strong opinion that the overall program was cumbersome and that actual improvements were very slow in coming.
- There was a certain level of animosity and tension between those responsible for executing change and the black and green belts who facilitated the development of the change initiative; this suggested that a "caste system" existed that elevated "the belts" in relation to the rest of the organization.
- There was a belief that black belts were receiving far too much credit for successful efforts and not taking enough responsibility when initiatives faltered or failed to produce real change and improvement.

This organization was at a crossroads: the very process it was counting on to drive change and continuous improvement had become, in the minds of far too many people, an *impediment* to change. The CEO wondered if they were playing to win. At this point, top managers were analyzing what they needed to do to revitalize this initiative; needless to say, they were experiencing anguish and frustration over the whole situation.

Jim Armstrong came to the conclusion that Six Sigma could not help move this organization forward unless managers at all levels of the enterprise increased their direct involvement in the change process. Although the Six Sigma process was sound and proven, it could achieve nothing without leadership and momentum. If his organization was going to get a return on investment for Six Sigma, Armstrong needed to get his managers to come off the sidelines, step onto the playing field, and become *leaders* in the change process, rather than simply spectators. It was becoming increasingly apparent to all that the process wasn't working, yet few (if any) leaders were willing to openly discuss the situation.

## APPLYING THE TMD'S RAPID SCORING TO BUSINESS SITUATIONS

Every football fan has a favorite game that ended in a "big finish" that he or she can remember, and we are no different. We opened our discussion of the TMD model with the Pittsburgh-Toledo game for several reasons:

- All three of us were at this same game, and we know many of the people involved; we could compare notes, feelings, and memories of this terrific comeback win. We all witnessed firsthand the power of an effective two-minute drill.
- This game involved an underdog performing at an exceptional level when it had to do so to be successful. From a business perspective, we find this taking place more and more often as domestic organizations frequently find themselves to be the underdogs competing on a global playing field.
- This game exemplifies the ingredients that are critical to producing rapid scoring in a very competitive environment where time is of the utmost importance.

Now let's shift the focus from football to the workplace. Armstrong's organization had created a playbook for change and continuous improvement; it had started out with great promise and fanfare, but was currently struggling with the execution of that game plan and was disappointed with its results. (Recent research on this subject tells us that this company is not alone.<sup>1</sup>) With the passage of time, the factors that drive real and successful change had eroded away. The big Toledo win illustrates what these factors are:

- Recognizing the importance of leadership
- Knowing the score
- Having a sense of urgency
- Using an appropriate package of plays
- Having the right players on the field
- Moving the chains
- Creating momentum
- Using the talents of individual players for the good of the team

These attributes of a successful two-minute drill in football are the very factors that our research indicates are the ingredients of successful and faster organizational change.

Although fans whose teams have just executed a successful two-minute drill experience the elation and “adrenaline rush” that comes with a last-second win, they frequently fail to realize a deeper issue: the use of a two-minute drill or of a “hurry-up offense” means that the team is not winning the game: it is behind on the scoreboard, and the players must do something very different soon or they will lose! The team running the two-minute drill is not in this position by choice but rather because it has fallen behind on the scoreboard and because an opponent has imposed its will on the losing team. But there is good news hidden here. Although no one intends to be behind in a football game or in a business setting, the circumstances and tension created by being behind (or losing) can be used to cause very good things to happen quickly—if you know how to tap into this reservoir of energy. You might be behind, but you're still in the game with an opportunity to turn things around if you systematically execute a plan of attack that is aimed to score quickly.

A starting point for unlocking the power of the TMD mind-set is to analyze a TMD that you have witnessed and draw out your own lessons from that experience. Think now of a successful and memorable two-minute drill that you have personally experienced as a coach, a player, or a football fan. Then think about each of the following questions and write out your answers:

- How did your team get into the position where it would have to run a successful TMD to win?
- As a team, how did the team members perform differently in the final minutes of the contest, as compared to the rest of the game?
- What specific things did the quarterback do during the TMD to help the team win?

Your responses to each of these questions can shed light on the important issue of how to lead successful change. If you are like most of us, you are currently facing a situation at work in which you are behind on the scoreboard on some important performance dimension. You're probably under increasing pressure to do something differently, sooner rather than later, to bring about the changes—and this is where the Two-Minute Drill can help you make real change happen fast.

## TMD BUSINESS SUCCESS STORIES

We have chronicled and been part of numerous workplace two-minute drills in which organizations used TMD principles to implement successful improvements quickly. Here are just a few examples:

- A financial services organization analyzed and implemented changes in its supply chain, creating a 16 percent cost savings in forty-five days.
- A health care organization implemented a new system for managing patient and customer satisfaction information in two months, giving leaders real-time data for decision making.
- A domestic manufacturer began importing 40 percent of its component parts and created and implemented an effective delivery and distribution system to its domestic plant operations in one quarter.

- A Fortune 1000 service organization redesigned and executed a new sales strategy and selling model to better meet changing customer demographics, with an improvement in top-line sales within six months.
- A manufacturing plant shaved 11 percent off of its cost of sales in three months to respond to demands from its customers for price reductions.

All these initiatives achieved rapid and effective change because leaders and followers were willing to approach improvement with a TMD mind-set.

Of course, if you are currently winning “across the board” on all the results that are critical to your success, then count your blessings and stick with your current game plan. You are to be commended that your game plan is working and that you are winning! But when you find yourself needing to change quickly to improve performance, to execute a new business plan, or to change a current process, then you might consider applying the TMD mind-set to make things happen. In doing so, it is important to remember the words of author Todd Dick in this chapter’s opening quotation: “Accelerating change requires skill, determination, and considerable imagination.”

## OVERVIEW OF THE TWO-MINUTE DRILL FOR ORGANIZATIONAL CHANGE

Now we’d like to walk you through our TMD model, which has emerged and evolved from our research and practice on rapid organizational change and improvement. We’re confident that when we have finished, you will look at your approach to change somewhat differently. Let’s start with the what, who, how, when, why, and where of the Two-Minute Drill.

- **What is a TMD?** A TMD is the critical leadership practice of applying the principles of rapid scoring from American football to the process of organizational change. The TMD is designed to give you as a leader a vehicle that you can use to drive real change and improvement when the stakes are high, time is short, and real results are needed.

- **Who is involved in a TMD?** The most important person in running a TMD is the quarterback of your team. Your team is made up of the members of your organization who are ultimately responsible for making change happen.
- **How is a TMD run?** The key to running a successful TMD is applying each of the critical scoring practices to your change and improvement initiatives in a concentrated and flawless fashion.
- **When is a TMD appropriate?** When a change effort is required for your organization to be successful and it needs to happen sooner rather than later.
- **Why is a TMD appropriate?** A TMD is about serious change. If a change is worth making, it must be taken seriously by you and all the people engaged in this effort. The TMD gives you a time-sensitive tool for executing change.
- **Where do you use a TMD?** A TMD can be conducted in any type of initiative or at any level of an organization. The key is to identify the unit of operation to be engaged in this process.

If you don't take the change effort seriously, or you just go through the motions, you damage your credibility as a leader, which can have far-reaching implications. At the end of the Prologue, we asked you to identify an unsuccessful and a successful change initiative in which you participated and to describe the causes of failure and success. Pull out that TMD workout homework and review your response. As we walk you through the TMD process, compare what you wrote down with the research findings that are the basis of the TMD and see what you learn. We believe that all leaders need to engage their imaginations and develop their own interpretations of the key components of a TMD, keeping in mind that the TMD principles should be viewed as "absolutes" that are necessary for successful change and improvement.

The cornerstone of an effective TMD is to never waste time, so let's get started with our review of the TMD model, illustrated in Exhibit 1.1. The rest of this chapter gives an overview of the eight TMD principles in the model. We want to repeat that each principle of the TMD is derived from our research findings on successful organizational change, which we highlight in Winning with TMD boxes throughout the chapter.

## Exhibit 1.1: The Two-Minute Drill Model for Organizational Change and Improvement

### You Are the Quarterback

- ☛ *Be 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 and Define Winning*



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

#### *Develop 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 and 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 Postgame Analysis and Press Conference*



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

## TMD PRINCIPLE I: YOU ARE THE QUARTERBACK

Very few, if any, successful TMDs are executed without effective leadership on the part of the quarterback, who must possess a special skill set. And although most business supervisors, managers, and executives have been encouraged to think and act like coaches in recent years, leading rapid change and improvement requires hands-on, trustworthy, on-the-playing-field leadership that is *much more* demanding than simply being a coach.<sup>2</sup> Here's why:

- Coaches stand on the sidelines or sit in the press box, where they have a clearer and more perfect view of the field of play and the opponent.
- Coaches do not face career-ending injuries on every play, and they do not have to make decisions in nanoseconds with large people trying to hurt them on every down.
- Coaches can insulate themselves from the noise and clamor of the stadium with headsets, and they can dress to minimize the cruelties of the weather and playing conditions.
- Coaches might call the plays, but the quarterback is the one whose execution of the plays will determine the outcome of the game and the fate of the team.

None of this is to say that being a coach is easy, but rather to emphasize that coaches are not the ones who have to overcome the harsh realities on the field of play in order to succeed. (For this very reason, QBs are frequently called “field generals.”)

As the manager in charge of a business unit that must implement real and rapid change—whether that unit is a work group, a department, a division, or an entire enterprise—you must be on the field of play, quarterbacking your team during the change process. You must enact your role as leader, instilling confidence in your players and convincing them that they must take this effort seriously—that the purpose of everyone's efforts is to win and not simply to go through the motions. As the quarterback, you must demonstrate your commitment to the cause and must make everyone on the team realize that success is possible if everyone executes his or her assignments on every play. In the words of Hall of Fame quarterback Terry Bradshaw, “The quarterback's job

is to make everyone believe that the team can win, and that takes commitment and courage.”

In a nutshell, as a leader playing the quarterback role you must

- Make effective decisions
- Communicate intensely
- Encourage hustle
- Be able to take a hit
- Create the momentum necessary to win

So if you are serious about leading a successful organizational change, you must start to think of yourself as a quarterback. And if someone else is going to lead a change for you, that person must be empowered to be the team’s quarterback, with all the requisite skills and authority. We will discuss the quarterback’s critical role in Chapter Two.

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### **WINNING WITH TMD**

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

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### **TMD PRINCIPLE 2: YOU MUST KNOW THE SCORE AND DEFINE WINNING**

Going into a two-minute drill, everyone involved knows

- Exactly what score the team needs to win
- Where the team is on the field
- How much time the team has to work with
- How many time-outs remain

Using scoreboard information effectively correlates strongly with a successful outcome of any TMD and any organizational change. As a leader, ask yourself the following questions:

- Do I have a clear sense of whether or not I am currently winning or losing the performance game in which my superiors or shareholders (or both) have asked me to compete?

- Do I work hard to always know how my work group is performing against the performance variables that are most critical to success?
- Do I use my scoreboard to make rapid adjustments?

Although these questions may seem elementary, they are critical to your ability to implement rapid change and needed improvement. An appropriate scoreboard can be an invaluable source of information, inspiration, and motivation.

Back in the earliest days of football, teams kept score on large slates with a piece of chalk. Players had to look around individually to locate where they were on the field and find the down and distance chains to know what was needed for a first down. In addition, they had to ask the officials repeatedly how much time remained in the game. It was difficult for every player to have complete information on the team's status on every play. This undoubtedly led to confusion and lost opportunities. Then scoreboards evolved that allowed the score to be hung up on placards, which were easier to see, and large game clocks began popping up in stadiums across the country. As football entered the "modern era," scoreboard technology advanced rapidly, and scoreboards became a complete and accurate running source of information on the status of each game, including metrics for down and distance, location on the field, time-outs remaining, and giant instant replay screens (which have been a source of pain for football officials since day one).

In TMD situations, the team members must know exactly what it takes to win the game. They must know the outcome they seek and must be led to develop a game plan to achieve it. The successful execution of two-minute drills—both in football and the workplace—requires clearly defined improvement goals and accurate performance data on key metrics that players can view on a scoreboard that is seen and understood by all. We discuss these topics in detail in Chapter Three.

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### **WINNING WITH TMD**

Successful change efforts are triggered by the realization that performance on a specific metric is not where it needs to be, that things must change, and that the unit must set clearly defined goals.

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### TMD PRINCIPLE 3: YOU MUST KNOW YOUR OPPONENT(S)

Going into any football game, teams expend great resources scouting their opponents so they will know what they are up against and how their team's talents match up. Teams do this so that they can formulate a clear game plan based on actual knowledge of their opponent's strengths, weaknesses, and tendencies. Football teams are very careful to make sure that they have accurately assessed their opponents so that they can create match-ups that give them a competitive advantage. Both in business situations and on the football field, we need to take a different twist on a familiar adage: what you don't know *can* hurt you. Going into a change effort without analyzing your real opponent(s) is naive and shortsighted, and it can lead to career-ending injury for a quarterback (who might get blindsided or sacked).

In today's workplace, however, leaders frequently engage in improvement processes without doing any sort of assessment of the true nature of what they are up against. Although leaders are quick to realize that their competitors are their opponents, they might be less quick to realize that *people within their own organization* might also attempt to stop their improvement drive, for any number of reasons. They might even find that their team or even their own leadership style might hurt their efforts. These issues are discussed in detail in Chapter Four, where we'll give you an opportunity to assess who your real opponents are as you're going into your next organizational improvement initiative.

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#### **WINNING WITH TMD**

Leaders of successful change efforts know who their opponents are, as well as their team's strengths and weaknesses in developing improvement plans.

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### TMD PRINCIPLE 4: YOU MUST CREATE CLEAR FOCUS AND A SENSE OF URGENCY

When a football team finds itself on its own 20-yard line with 1:53 left in the game and it needs 3 points to win, every player focuses his energies on helping the team get into position to kick a field

goal. In such a situation, there is an exceedingly clear focus on the fact that a field goal can win the game, and the time factor creates a sense of urgency for players, coaches, and fans alike.

Similarly, once a business organization knows the score and realizes what performance outcome is necessary for success, it must create a clear focus and a sense of urgency around that performance outcome and the process it will use to get there. That score and the information on the scoreboard help team members maintain their focus on how well they are performing in relation to their goal.

After a TMD victory, people frequently ask football coaches, “Coach, your team just drove down the field and won the game, so why didn’t they just move the ball like that the entire game?” This may be a logical question, but it fails to recognize two of the most important factors that galvanize players to achieve a higher level of performance: focus and urgency. The lack of time energizes the team, increasing the pace, tempo, and intensity of the final minutes of the game exponentially. When business organizations approach the change process, these key ingredients are frequently found lacking. Thus, if you’re a leader interested in executing rapid change, you must find healthy and creative ways to develop and communicate a clear sense of focus and urgency for those involved in the change initiative. We discuss this in further detail in Chapter Five.

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### **WINNING WITH TMD**

Real and rapid change takes place when people have a clear focus on achieving a specific, desired outcome and when they believe that the changes are important and must happen sooner rather than later in order for them to avoid negative consequences.

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### **TMD PRINCIPLE 5: YOU MUST DEVELOP A WINNING TWO-MINUTE DRILL PACKAGE**

Successful football teams know their opponents and their own strengths and weaknesses, and they go into every game with a collection of plays that are designed to help them achieve success when they are behind, with time running out. This collection of

plays and the players who execute them is called a TMD package and is special in a number of important ways:

- Every play in the TMD package is designed to use time sparingly and to get the ball into the hands of the team members who are “difference makers,” “go-to guys,” and “money players.”
- Each and every play has a starting and stopping point, and it’s practiced and rehearsed so that team members know their assignments well and are capable of making adjustments at the line of scrimmage.
- Each play in the TMD package is designed for a specific outcome to advance the ball and put the team in a position to score.

It is not surprising to find that teams at the high school, intercollegiate, and professional levels devote significant practice time on a daily basis to TMD preparation. This is because coaches and quarterbacks don’t want to blow an opportunity to win a close game because of something that they could have controlled with planning and practice. As Penn State’s legendary coach Joe Paterno said, “The will to win is important, but the will to prepare is vital.”

Because of their preparation, most teams enter TMD situations with confidence; they know they have a chance to win, using plays and a plan of attack that they believe in and own. Teams use plays specifically designed to get them the results they need to win the game.

In business, however, organizations frequently take an extreme approach to the change and improvement process. Sometimes they approach change in a lackadaisical and cavalier fashion, despite the fact that the stakes are extremely high. These efforts at change can be poorly planned or halfhearted, or they are simply exercises in compliance without commitment or passion. At the other extreme, organizations frequently develop momentous change plans that are too complicated, complex, and rigorous to have any real effect down in the trenches among the people who have to execute the plan and live with the changes.

For you to develop change plans that have a high probability of success, you must balance complexity with common sense, analysis with action, and processes with people. To go into a TMD without taking great care to make sure that the right people are in the right positions with the right talents is to invite failure. The difference between winning and losing is almost always the quality of play of your players on the field. Business organizations, like football teams, must know and understand the skill sets necessary for each position on the field when serious change is required. Imagine asking a quarterback to play center and a center to play quarterback for just one play! Although the outcome of such a decision might be humorous to watch, the impact on the team's ability to score would most likely be catastrophic. Yet all of us have seen similar personnel decisions made during our careers, with the same sad outcome.

As a leader, you must have a TMD package of plays that represents your game plan for change. Sometimes your play package comes from your boss or from a corporate initiative. Sometimes you develop your own change package or use a problem-solving team to do so. At other times you employ a continuous improvement team from a Six Sigma, Kaizen, or Lean manufacturing process. Regardless of the source of your TMD package of improvement plays, you must link those plays to the outcome you are trying to improve on and follow the guidelines that we discuss in more detail in Chapter Six.

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### **WINNING WITH TMD**

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 highly likely to succeed when properly executed.

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### **TMD PRINCIPLE 6: SNAP THE BALL, EXECUTE THE RIGHT PLAYS, AND SCORE**

In a successful TMD, time is the single most important resource, and each play is of critical value. Wasted plays kill scoring opportunities. In football, knowing the snap count for each play

is a basic yet vital component in a team's efforts to score. When a team is executing a TMD, stadium noise can be a significant barrier to effective communication. It can cause a multitude of problems—for example, players might not hear the play that is called or miss the snap count. When a player jumps offside and starts a play prematurely, his team will be penalized. When a player comes off the ball late, the team's ability to properly execute their assignment diminishes quickly. Receivers are suddenly behind in their pass routes, running backs are late taking the handoff, and offensive linemen are frequently beaten by defensive linemen because they started late.

Successful TMDs are characterized by a clear starting point in which coordinated action commences at the direction of the quarterback. Successful efforts at change are characterized by individuals' and groups' knowing that it is time to execute the individual assignments necessary to support each play in your TMD change package. One of the key components to any successful TMD is the principle of "moving the chains": executing your plays so that your team achieves first downs and so that the scoring drive can "stay alive."

Getting off to a proper start in any change effort increases the likelihood of success by avoiding false starts that have a debilitating effect on the morale and confidence of team members. Once the ball has been snapped, every person on the team must execute the assignment that he or she has been given to support the team's effort at change and improvement. A team may have a great play on paper, but if individuals and groups do not execute their assignments, the likelihood of failure increases significantly. Successfully executing all the plays in a TMD package will help the team score the desired outcome. Chapter Seven discusses the importance of snapping the ball and executing the right plays.

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### **WINNING WITH TMD**

Successful change initiatives have a clear and specific starting point; individuals and groups clearly understand that their performance will determine the success of the effort and that it will be measured and critiqued accordingly.

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## TMD PRINCIPLE 7: CLOSE OUT THE GAME, THEN CELEBRATE

Closing out the change game is critically important, because it means that before celebrating victory, leaders and their teams take the steps necessary to ensure that an improvement effort holds up. We have all seen teams come from behind and get ahead on the scoreboard, only to see their opponents defeat them in the final seconds because they did not do the things necessary to protect their advantage. This highlights the crucial role leaders play in motivating their team members through every phase of an improvement initiative. The desire to win and be successful in the workplace can be a powerful motivator when people feel part of a team doing important and real work that is making a difference for coworkers, customers, owners, and other stakeholders.

One of the most exciting things about experiencing a TMD is the anticipation prior to the snap of the ball or when the pass is in the air or when the kick is on its way. People are anticipating that something big is going to happen, and when it does, they go crazy. When a team scores the go-ahead touchdown or field goal at the culmination of the TMD, everyone watching the game knows that the team has scored. Scoring has a powerful motivating effect on the players and the fans because everybody likes to win.

In the workplace, people frequently do a good job at improving performance, making a significant change, fixing an urgent customer problem, or streamlining a process. Sadly, these high performers often are not reminded or told that they have done a great job—that they have scored. Why is there no celebration?

In truly successful change efforts, people know what score they need and what they need to do to get that score. They also know that they will be congratulated for scoring and helping their organization win.

But scoring celebrations should be held in check until the game is closed out and the effects of the change efforts have been maintained and have become part of the team's operating fabric and daily modus operandi. At that point, the organization should celebrate the team's successes in a meaningful way, at both the group and individual levels. These important issues will be discussed in more detail in Chapter Eight.

**WINNING WITH TMD**

Leaders must let performers know when they score, make the changes stick, and celebrate the success.

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**TMD PRINCIPLE 8: CONDUCT YOUR POSTGAME ANALYSIS AND PRESS CONFERENCE**

One of the marks of a winning team is that it is constantly looking for new and better ways of doing things, and learning not only from its mistakes but also from its successes. A successful team will always review game films and statistics, not simply to relive the glory of the moment (although this is one reason for reviewing game films), but also to better understand what went right, what could have gone wrong, and what could have been done better.

Change is a never-ending process in business organizations, too: the more a team can learn about why a change effort was successful, the better off it will be when it's time to make the next major change. In addition to simply knowing and understanding the causes of success, it is important to *share* that information with others in your organization. Just as coaches hold press conferences to share their insight on their winning ways, business leaders can do something similar to create benchmarks and encourage others in the organization to make change happen. This process can also provide your team with an additional opportunity for reflection and celebration. These practices will be discussed in detail in Chapter Nine.

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**WINNING WITH TMD**

Organizations should review and analyze their change efforts so that they can document lessons and share them with others.

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**CONCLUSION AND A CALL TO ACTION**

Our purpose in sharing this chapter's overview of our TMD model was to give you an opportunity to engage your imagination in creating a TMD mind-set as it pertains to the process of change. As the quarterback of any change effort, you need to remember that each of these key principles represents a set of imperatives that, if

properly executed, are *momentum builders* that increase your likelihood of success in the change game. Conversely, if these principles are not part of your change mind-set and actions, they represent *momentum busters* that can cause your efforts to be bogged down, stifled, and fraught with frustration and ultimately failure.

As you prepare to use this book in your daily business life, please take several minutes to complete the TMD self-assessment in Exhibit 1.2 and score yourself on the extent to which you effectively practice each of the key components of the TMD model in your current approach to leading change. We will repeat this self-assessment at the conclusion of the book so that you can see what you have learned about your approach as a leader to organizational change and improvement.

Finally, we end this chapter on a humorous note, with the words of the immortal W. C. Fields: “All this change drives me crazy. I want to try something new and soon.” Although we hope that the TMD mind-set is not something completely new to you, it just might keep you from going crazy when leading change.

### Exhibit 1.2: The Two-Minute Drill Self-Assessment

Answer each of the following questions as they pertain to your approach to making change happen in your organization:

When approaching change do I...	Never	Rarely	Sometimes	Usually	Always
1. Take control of the change process and lead by example?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Do all the things necessary to lead change so as to drive better results and performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Know when change is required by using an accurate scoreboard?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- |                                                                                                                                                     |                          |                          |                          |                          |                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. Clearly define what success means when entering a change initiative?                                                                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Know and understand the opponents we face when entering a change initiative?                                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Know the strengths and weaknesses of my team so as to create favorable match-ups in a change effort?                                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Create and communicate a clear sense of focus on what we are trying to change and how we are going to do it?                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Create a sense of importance and urgency around the change initiative?                                                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Have a clearly developed set of “plays” that advance the improvement effort and lead to improved performance and success when properly executed? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Have the right players on the field equipped and ready to play at an optimal level on each and every play?                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Make sure we move the ball down the field, and take corrective action to make adjustments when performance is not where it needs to be?         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Ensure that our players are doing the right things the right way at the right time so as to execute change?                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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|--------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 13. Do the things necessary to ensure that the change or improvement sticks?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Let my team members know when we have won the game, and celebrate success? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Review and analyze change efforts when they are completed?                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Share the lessons learned from an improvement initiative with others?      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

