THE TWO-MINUTE DRILL: A Game Plan for Rapid Performance Improvement

The Schmidt School of Professional Sales

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THINK!

Our Superordinate Learning Objective
WARNING!

“If you continue to do, what you have always done, you’ll always get, what you always got.”

The Wizard of Oz
“The ongoing challenges of life mandates that we apply all our wisdom to daily situations lest we fall prey to our own folly.”

Socrates
“LIFE IS TOUGH, BUT IT’S TOUGHER IF YOU’RE STUPID!”

.....John Wayne
AS A SALE LEADER, WHAT IS YOUR MOST IMPORTANT RESOURCE?

TIME!
THINK ABOUT CHANGE AS A TWO-MINUTE DRILL!
THE LINK BETWEEN FOOTBALL AND CHANGE
“Today, football is all about speed... and execution!”

Bob Davies
TV football commentator
Former Notre Dame Head Football Coach
Do you know who played in and won the very first football game?

Rutgers beat Princeton 6-4 on Nov. 6, 1869!

The Rutgers student newspaper, Targum, offered the following account of the game:

**KEY LESSON:** “To sum up, Princeton had the most muscle but didn’t kick very well and wanted [lacked] organization...Our men, on the other hand, though comparatively weak, ran well and kicked well throughout. But their great point was the organization, for which great praise is due to the captain. The right men were always in the right place.”
Do you know who won the second football game the very same year?

Princeton beat Rutgers 4-1 in the rematch!*
The Princeton student newspaper offered the following account of the game:

KEY LESSON: “Our boys learned from the sour loss in the first outing and worked like a team of horses against our rivals. Our captain held the reigns tight and lead our team to victory. O, so sweet victory!”
FOOTBALL FAN SCALE

✓ LOVE THE GAME
✓ LIKE THE GAME
✓ THE GAME IS OK
✓ COULD CARE LESS
THE TMD
CHANGE POP
QUIZ TIME!

(p.2)
1. All improvement requires change.  **TRUE**

2. Most people resist change at work.  **FALSE**

3. Workforce resistance is usually the primary barrier to implementing change.  **FALSE**

4. Most front-line managers are generally quick to embrace change efforts.  **FALSE**
5. The most important factor for getting people to change is presenting them with a clear, rational, well thought out plan of action.  

**FALSE**

6. Most real change and improvement is continuous.  

**FALSE**

7. Effective leadership is the single most important factor for successful change.  

**TRUE**
8. It is generally better for workplace change to take place slower than faster. **FALSE**

9. Workplace change represents a hardship for most leaders. **TRUE**

10. The majority of workers are not willing to play a key role in driving organizational change. **FALSE**
BONUS QUESTION:
Over 90% of all workplace change/improvement initiatives are simply problem solving activities.

TRUE
CHARACTERISTICS OF A FOOTBALL TMD!

THINK ABOUT THE BEST FOOTBALL TWO – MINUTE DRILL THAT YOU HAVE EVER SEEN!

WHAT MADE IT WORK?
WHAT MAKES TMDs WORK?

- Clear Focus!
- Great Quarterbacking!
- The Desire to Not Lose!
- Sense of Urgency!
- Managing the Clock!
- Exploiting Your Opponents Weaknesses!
- Getting the Right Players on the Field!
- Great Individual Effort!
- Teamwork!
- Keeping the Chains Moving!
- Making Sure the Score Holds!
TMD’s Score
7 out of 10!
Organizational Attitudes Concerning Change

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<thead>
<tr>
<th>Organizational Lethargy</th>
<th>Organizational Urgency</th>
<th>Organizational Panic</th>
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<tr>
<td>• Nothing is Important</td>
<td>• Key Things are Important</td>
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<tr>
<td>• Lack of Real Focus</td>
<td>• Focus on Desired Outcome</td>
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<td>• Inaction</td>
<td>• Appropriate Action</td>
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<td>• Resources Wasted</td>
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#1: CHANGE IS ALL ABOUT EFFECTIVE PROBLEM-SOLVING!
#2: PEOPLE CHANGE WHEN THEY ARE FORCED TO CHANGE OR WHEN THEY WANT TO CHANGE!
#3: CHANGE IS EITHER WORTH DOING RIGHT OR POINTLESS!
#4: THE FACTORS THAT DRIVE EFFECTIVE CHANGE ALSO DRIVE SPEED!
#5: ANY CHANGE WORTH MAKING IS WORTH MAKING FAST!
#6: THINK ABOUT CHANGE AS A TWO-MINUTE DRILL!
• **Winning TMD Research Finding #1:** Real and rapid change does not happen without effective, trustworthy, hands-on leadership.

• **Winning TMD Research Finding #2:** Successful change efforts are triggered by the realization that performance is not where it needs to be, things must change and clearly defined goals/outcomes must be established.

• **Winning TMD Research Finding #3:** Leaders of successful change know what they are up against and know their opponents as well as their team’s strengths and weaknesses in developing plans.
• **Winning TMD Research Finding #4:** Real and rapid change takes place when people have **clear focus** on achieving a specific desired outcome, they believe the change is **important** and there is a **sense of urgency**.

• **Winning TMD Research Finding #5:** Effective change is always based on realistic and clear **plans of action** designed to get a specific result, using the talents of the **right people**.
• **Winning TMD Research Finding #6:** Successful change initiatives have a starting point where performance will determine the success of the effort and it must be measured and critiqued accordingly.

• **Winning TMD Research Finding #7:** Leaders must let performers know when they score, must make the changes stick and learn to celebrate.

• **Winning TMD Research Finding #8:** Organizational change efforts should be reviewed and analyzed so that lessons can be drawn for future improvement.
THE QUARTERBACK IS THE KEY TO A TEAM’S SUCCESS IN A TMD!

THE SAME IS TRUE IN THE WORKPLACE!
You Are the Quarterback: Strength Rating

- OF YOUR LIFE!
- OF YOUR CAREER!
- OF YOUR OPERATION!
- OF IMPROVEMENT/CHANGE!

(p. 4)
When going into a change/improvement effort, do you as leader......

- Come energized and ready to execute the game plan
- Seize control of the game
- Communicate above the roar of the crowd
- Create ownership of the drive
- Demonstrate extreme time sensitivity
- Make adjustments quickly
- Have courage to take a hit but avoid being sacked
- Use creativity and innovation in finding a way to win
- Act as a cheerleader & coach
- Demonstrate confidence & poise
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
TRANSFORMATION
APPLICATION
INTEGRATION
INSPIRATION
INFORMATION
Insanity Defined:

“Continuing to do the same thing and expecting a different outcome.”

Dr. Albert Einstein
THANKS FOR BEING A GREAT GROUP!

SEE YOU AT THE GAME!

No spectators allowed!

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