

Center for Continuous Improvement



Two Minute DrillTM

*Lessons on real and rapid organizational improvement
from America's greatest game*

The Two-Minute Drill is the critical leadership practice of creating real and rapid organizational improvement using the fundamentals of "rapid scoring" from American football. The Two-Minute Drill is designed to give leaders a vehicle that they can use to drive real improvement when the stakes are high, time is short and real results are needed!

*If you wish to tailor this program for implementation at your company,
please contact Carrie Herr, CFCI Director,
by calling 419-530-2037 or via email at carrie.herr@utoledo.edu.*

The Two-Minute Drill is a collaboration of ...

Clint Longenecker



Greg Papp



Tim Stansfield



Providing a combination of over 90 years of experience in helping organizations create successful change

The Background

For the past decade, we have conducted an ongoing applied research study on successful and unsuccessful organizational efforts at change. We have chronicled the factors that are the driving forces for successful organizational transformations as well as those that have led to change failures and meltdowns. In essence, this has really been an effort to understand the change process in organizations that had to do things differently to get better performance and remain in the competitive game. We used a wide variety of data collection methodologies including interviews, focus groups and surveys. Our sample of over 1,000 managers across all of our studies included 31% senior, 36% middle and 33% front-line managers.

The Model

The Two-Minute Drill (TMD) model captures the essence of the critical elements surrounding the final few minutes of a fast-paced football game in which one team needs to move the ball and score to WIN. Each of these activities also applies directly to an organizational change initiative. Although improving is an important element, the TMD is not simply about improving, it's about *winning*.

The ultimate success rate for both a football and an organizational TMD is highly dependent on the skills and attitude of the quarterback. A QB who exhibits strength across the ten criteria identified in the model will lead the team to victory. Conversely, a QB or leader who is weak in several of these areas will typically be unable rally the team and execute the plays to score.

The model also identifies the essential elements that must be addressed in any change initiative. The first element, *Know the Score and Define Winning*, may seem obvious, but in many organizational settings that lack appropriate metrics, a team is often "moving down the field" without defining victory, knowing how much time remains or how much progress they need to make on each play. Additionally, it is critical to have a *Scouting Report* that identifies what you are up against allowing you to take advantage of your strengths as you make changes.

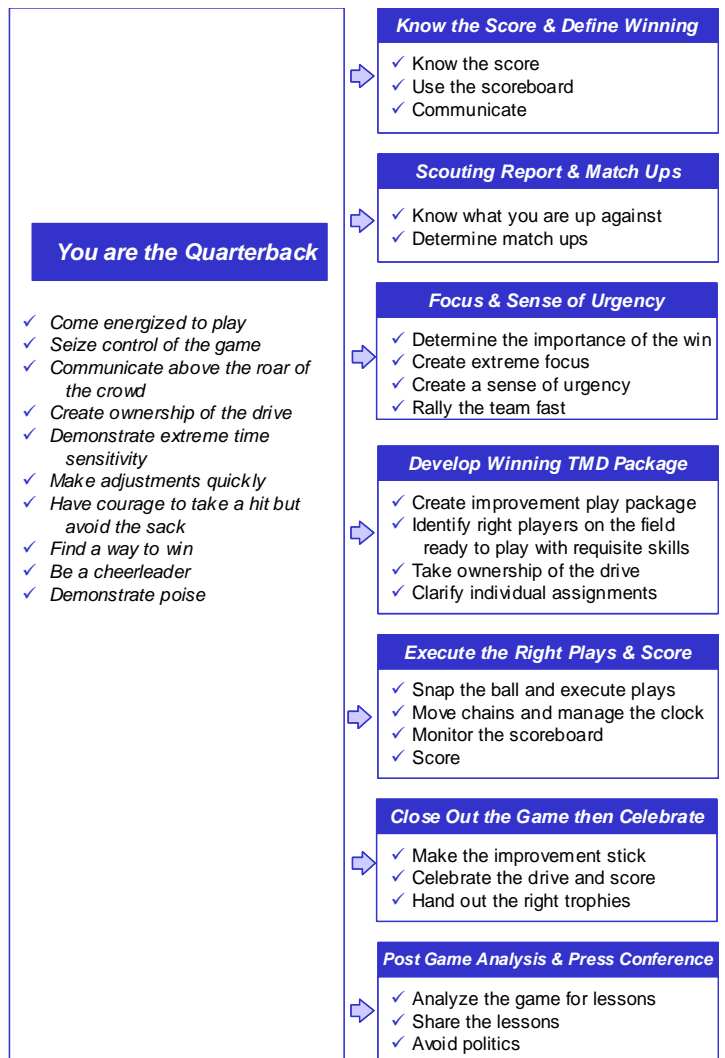
As the model illustrates, a winning team creates a sense of urgency and focus, creates a winning set of plays, executes them well and scores. Scoring on the field and in any organization comes not through luck but through the set of disciplines inherent in the TMD.

Finally, a successful football franchise or other business 1)celebrates its victories and 2) conducts a post game analysis to understand what did and did not go well, not to assign blame but to improve the process to be ready the next time they find it necessary to run a TMD.

KEY RESEARCH FINDINGS

Change efforts fail when they lack

- ✓ Clear focus
- ✓ Effective leadership
- ✓ Knowledge of opponents
- ✓ A sense of urgency
- ✓ A solid game plan
- ✓ Talented & motivated people
- ✓ Proper execution
- ✓ Performance measurement
- ✓ Reinforcement of performance
- ✓ Organizational learning



The Book

"Executing one's business plan is critically important to success, but the key factor is frequently the timing and speed of the action. Without quick and effective execution the best laid plans can become outdated and ineffective and we are struggling with this right now ourselves."

*Senior Vice President Business Development
Fortune 1,000 Healthcare Organization*

Based on the Two-Minute Drill model, the book combines legendary football finishes (e.g. "The Drive", the Bluegrass Miracle, etc) with a series of real business cases to help the reader learn and apply skills for creating and managing successful change initiatives. Business illustrations include manufacturing, health care, distribution, service plus other examples of TMD applications. Each chapter focuses on key elements of the process, providing several momentum builders that are essential to making real change happen. The overall focus reflects the need for change leaders to be quarterbacks, intimately involved in the game using the skills illustrated in the model to manage the winning effort.

As the book illustrates, the fundamentals of the Two-Minute Drill apply to all types of come-from-behind situations including product launch delays, quality problems, distribution issues, profitability shortfalls, etc. As proven over and over again on the football field, a team that understands their opponents, knows their goals, creates a sense of urgency and focus, plus executes a series of plays designed to win will come out on top.

In essence, the Two-Minute Drill should be viewed as an *accelerator* that is applicable to any change technique (e.g. Lean) being used by an organization. When appropriate, many of the tools used in those methodologies would become part of the "play package" in the TMD.

CLINTON O. LONGENECKER, GREG PAPP
AND TIMOTHY C. STANSFIELD

THE TWO-MINUTE DRILL

LESSONS FOR RAPID
ORGANIZATIONAL IMPROVEMENT FROM

AMERICA'S GREATEST GAME

"It's not the will to win but the will to prepare that makes the difference in a big game."

- Coach Paul "Bear" Bryant

TABLE OF CONTENTS ... the key elements of success

Prologue *The State of the Game*

1	<i>The Two-Minute Drill Mindset</i>	6	<i>Develop Your Winning Two-Minute Drill Package</i>
2	<i>You are the Quarterback</i>	7	<i>Execute Plays, Move the Chains, Score</i>
3	<i>Knowing the Score & Defining Winning</i>	8	<i>Close Out the Game & Celebrate</i>
4	<i>Scouting Report – Game Day Match Ups</i>	9	<i>Post Game Analysis & Press Conference</i>
5	<i>Create Extreme Focus & a Sense of Urgency</i>	Epilogue	<i>Winning is Better than Losing</i>

The Authors

Clinton O. Longenecker

Clinton Longenecker is an award-winning business educator and is the Stranahan Professor of Leadership and Organizational Excellence in the College of Business and Innovation at The University of Toledo. He holds a B.B.A. in marketing, an M.B.A. in management, both from the University of Toledo, and a Ph.D. in management from The Pennsylvania State University. His book, **Getting Results: Five Absolutes for High Performance**, describes the best practices of over 2000 high-performance managers and how they achieve outstanding performance.

Greg Papp

Greg Papp is the President of Cube Culture Corporation, dedicated to assisting organizations, creating high performance and improvement in the administrative/office environments. Greg has over 30 years of professional and executive experience in finance and engineering at several Fortune 500 companies including General Motors, Ford, and Allied-Signal. He received an MBA from the University of Arizona and a BS in Industrial Engineering from General Motors Institute (Kettering University).

Timothy C. Stansfield

Timothy C. Stansfield is the President of IET, Inc. and has over twenty years of manufacturing and management consulting experience in over 1,400 different manufacturing plants. IET, Inc. is a leading manufacturing and engineering consulting company with nearly one hundred full-time engineers and consultants. Tim holds a BS in Industrial Engineering, an MBA in Management, and a Ph.D. in Manufacturing Management, all from the University of Toledo.

The Questions

As you consider how you and your organization approach change and how you might utilize the TMD to enhance your efforts, it may be helpful to answer the following questions. Would your answer be “Never”, “Seldom”, “Usually” or “Always”?

When approaching change, how often do I

1. Take control of the change process and lead by example?
2. Do all of the things necessary to lead change so as to drive better results and performance?
3. Know when change is required by using an accurate scoreboard?
4. Clearly define what success means when entering a change initiative?
5. Know and understand the real opponents we face when entering a change initiative?
6. Know the strengths and weaknesses of my team so as to create favorable matchups in a change effort?
7. Create and communicate a clear sense of focus on what we are trying to change and how we are doing it?
8. Create a sense of importance and urgency around the change initiative?
9. Have a clearly developed set of “plays” that advance the improvement effort and lead to improved performance and success when properly executed?
10. Have the right players on the field equipped and ready to play at an optimal level on each and every play?
11. Make sure that we move the ball down the field and take corrective action to make adjustments when performance is not where it needs to be?
12. Ensure that our players are doing the right things, the right way, at the right time so as to execute change?
13. Do the things necessary to ensure that improvement/change sticks?
14. Let my team members know when the game has been won and celebrate success?
15. Review and analyze change efforts when they are completed?
16. Share the lessons learned from an improvement initiative with others?

The Opportunity

The Coach’s and Quarterback Clinics are two excellent ways to jump start the Two-Minute Drill within your organization. Each can be customized to fit your specific needs and will be conducted on your selected site.

2:00	TMD Coach’s Clinic	4 hours
-------------	---------------------------	---------

The Coach’s Clinic outlines the TMD process for senior management and allows them to assess the change environment within the organization. During this activity, management identifies quarterbacks who will be leaders of TMD activities. Also, based on their assessments, management identifies corrective actions that must be addressed to make the TMD process effective.

- ✓ *Brainstorm why a football Two Minute Drill (TMD) is successful*
- ✓ *Identify a local successful action and describe success factors*
- ✓ *Overview the TMD process comparing football to business*
- ✓ *Assess:*
 - Team Strengths & Weaknesses (re: TMD steps)*
 - Time based performance barriers*
 - Readiness for change*
- ✓ *Overview quarterback skills*
- ✓ *Identify local quarterback candidates*
- ✓ *Develop action plan based on assessments*

2:00	TMD Quarterback Clinic	8 hours
-------------	-------------------------------	---------

The Quarterback Clinic is designed to train selected leaders in the art and tools of the TMD. These leaders will play the key role in driving successful rapid change and must reflect many of the attributes of an NFL quarterback. They will learn how to develop themselves and develop the members of the team that they lead.

- ✓ *Overview the TMD process*
- ✓ *Review quarterback skills and conduct self skills assessment*
- ✓ *Learn and practice TMD techniques and tools*
- ✓ *Assess:*
 - Team Strengths & Weaknesses (re: TMD steps)*
 - Time based performance barriers*
 - Readiness for change*
- ✓ *Conduct a TMD process by the quarterbacks on selected issue*