

Anatomy of a Skill Panel

Part One:

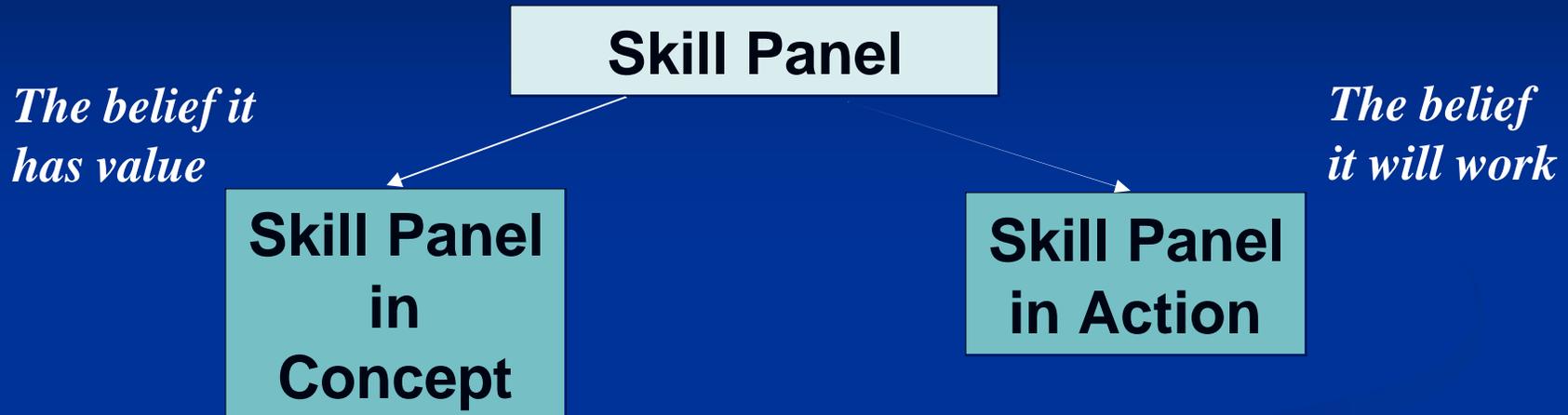
Recruiting and retaining skill panel
members

Developing an effective process with
measurable outcomes

Strategic Alliance

An agreement among parties that involves a commitment over an extended period of time, and includes the sharing of information and the sharing of the risks and rewards of the relationship.

Dimensions of a Skill Panel



Initial Commitment	Mutual Benefit	Mutual Dependencies	Organizational Linkages
Shared goals	Ability to increase/pool resources	Resources	Process integration
Personal relationships	Greater ROI	Knowledge	Joint planning
Attitudes & Assumptions	Risk Sharing	Capabilities	Information integration

Who's Involved?

- Customers
- Strategic Partners
- Benefactors
- Beneficiaries

The Mantra

CUSTOMER = INDUSTRY

INDUSTRY = CUSTOMER

Engaging Industry: Myths

MYTH	REALITY
Employers are difficult to engage due to organizational differences	Employers are difficult to engage because they don't see value
Different methods must be used to bring industry to the table	Industry participates for the same reason as other partners— <i>SELF INTEREST</i>
It is hard to engage employers because their needs differ	Employers' needs tend to be more similar: their appropriate solutions tend to be different
Employers don't like being at the same table as their competitors	Today's industries thrive on "coop-itation"

We live in an “Attention Economy.” Every project is about bartering for someone’s time and attention

Engaging Business

1. Show me overall VALUE
2. Show me you won't waste my TIME
3. Show me how my time will
MAKE A DIFFERENCE

Retaining Business Interest

Top 3 Reasons for Lack of Industry Participation

1. Activities or core mission has little perceived VALUE
2. Lack of appropriate engagement or use of member's TIME
3. The PROCESS or structure of the Panel is perceived as ineffective

Engaging or Retaining Industry Interest

VALUE
PROCESS
TIME

Identifying the Value Proposition

The Key to Successful Industry
Involvement

VALUE

- Value Proposition: When the mission and actions of the panel have clear and direct value to industry
- There are clear performance measures and visible tracking of progress
- Activities are clearly linked to overall value proposition

Adding Value

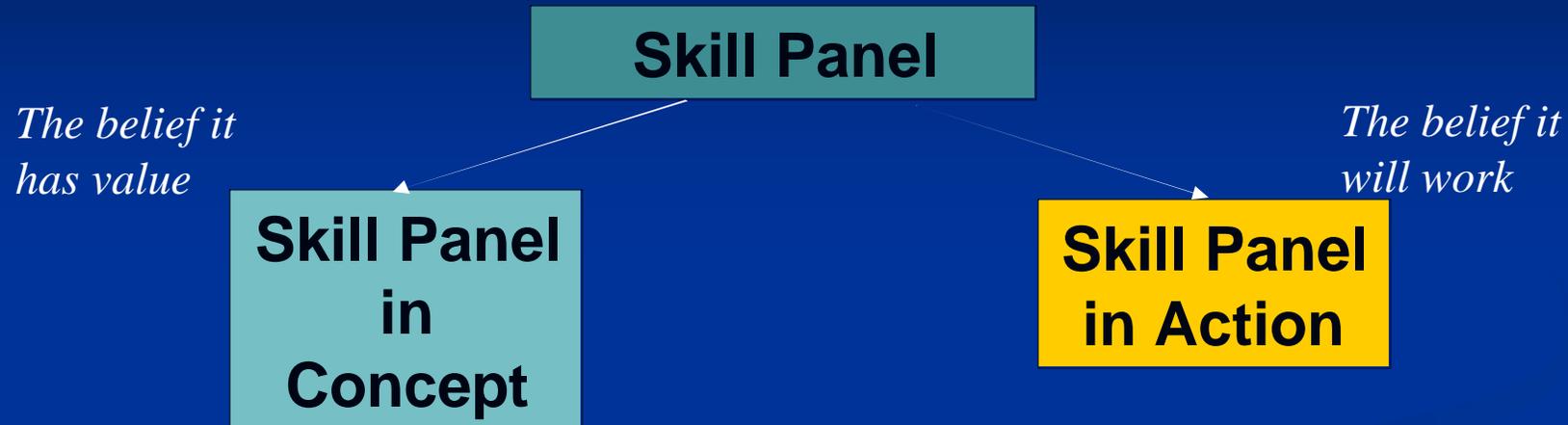
	What They Value (Value Proposition)	How the SP Adds Value	What Triggers Involvement	What Triggers Disinterest
Customers				
Strategic Partners				
Benefactors				

Part II

Developing Successful and
Innovative Work Plans and
Projects

**Change is a threat
when it is done to us.
Change is an opportunity
when it is done by us.
Without involvement,
there will be little
commitment.**

Dimensions of a Skill Panel



Initial Commitment

Shared goals
Personal relationships
Attitudes & Assumptions

Mutual Benefit

Ability to increase/pool resources
Greater ROI
Risk Sharing

Mutual Dependencies

Resources
Knowledge
Capabilities

Organizational Linkages

Process integration
Joint planning
Information integration

Sure-Fire Ways to Lose Industry Interest

- Work without a clear strategic plan or set of deliverables/outcomes
- Resolve someone else's problem
- Focus on process not outcomes
- Focus projects on what we can learn not what we can solve
- Pretend issues and activities are "one size fits all"

Skill Panel Structure

The Structure must contain

- Common Vision and Goals
- Strategic Framework
 - Key Results & Outcomes
 - Strategies
- Operational Framework
 - Activities & Process Owners
 - Performance Measures
 - Sustainability and funding framework

Outcomes

Input v Outcomes

- Input measures activity
- Outcome measures results
- Example: *Strategy to increase the number of nursing graduates to fill regional gap*
 - Input = the number of students enrolled in nursing programs
 - Outcome = the number of students who completed the nursing program and found employment

Defining Clear Outcomes

The key to successful projects

PROCESS

- Well run meetings
- Communications between meetings
- Ease of bringing an idea/issue into the process

Sure-Fire Methods for Creating A Pathetic Agenda

1. Time the agenda to the minute; assume the meeting will start on time.
2. Assume that everybody will know what you're trying to accomplish at the meeting—if they don't, they'll ask.
3. Plan to spend the first half of the meeting prioritizing what to do in the second half.
4. Keep the meeting interesting by making sure the people who give reports using PowerPoints.

Sure-Fire Methods for Creating A Pathetic Agenda

5. When the most important discussion is likely to be emotionally charged, save it for last. Maybe the group will be more ready to deal with it by then.
6. Since everyone prefers their meetings to stay on track, assume that no one will raise a topic that's not on the agenda.
7. When the agenda is too packed, assume the meeting will run overtime. But don't tell anyone in advance—people do their best thinking under pressure.
8. To maintain your flexibility, don't put the agenda in writing. Things never go the way you expect them to.

Two Critical Components of Good Agenda Planning

Clarify the desired outcome for each topic



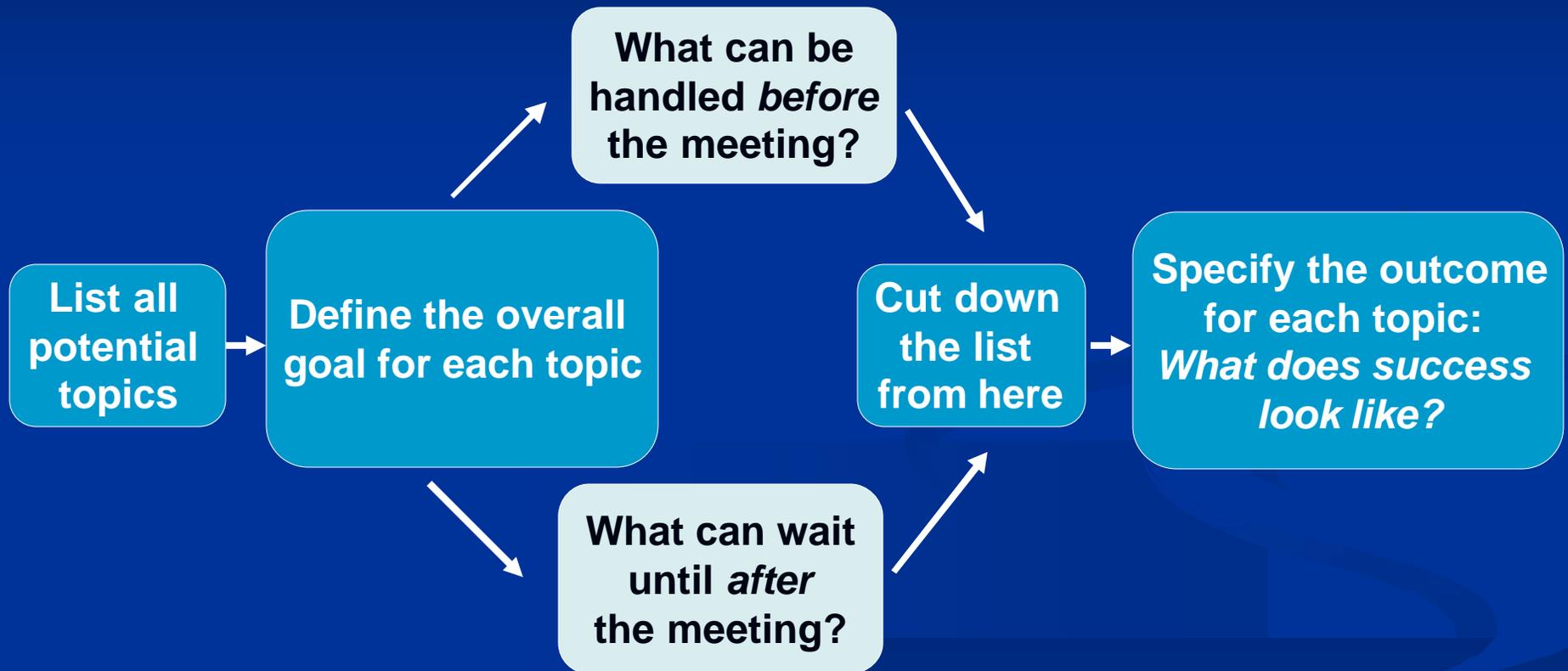
TOPIC		OUTCOME
	→	
	→	
	→	
	→	

Design a process to reach each outcome



OUTCOME		PROCESS
	→	
	→	
	→	
	→	

Preventing an Overcrowded Agenda



Operational Checklist for a Successful Skill Panel

- ✓ **Information sharing:** Do all members agree to share information?
- ✓ **Central coordination:** Is it clear what the coordinator will and won't do?
- ✓ **Regular meetings:** do you have regularly scheduled meetings with clear objectives?
- ✓ **Defined value-added projects:** Is it clear how projects add value to the overall goals?
- ✓ **Performance measures and evaluations:** Do you have performance measures and a way to evaluate projects and the overall contribution of the panel?
- ✓ **Top management commitment:** Do you have the ongoing commitment of top management?

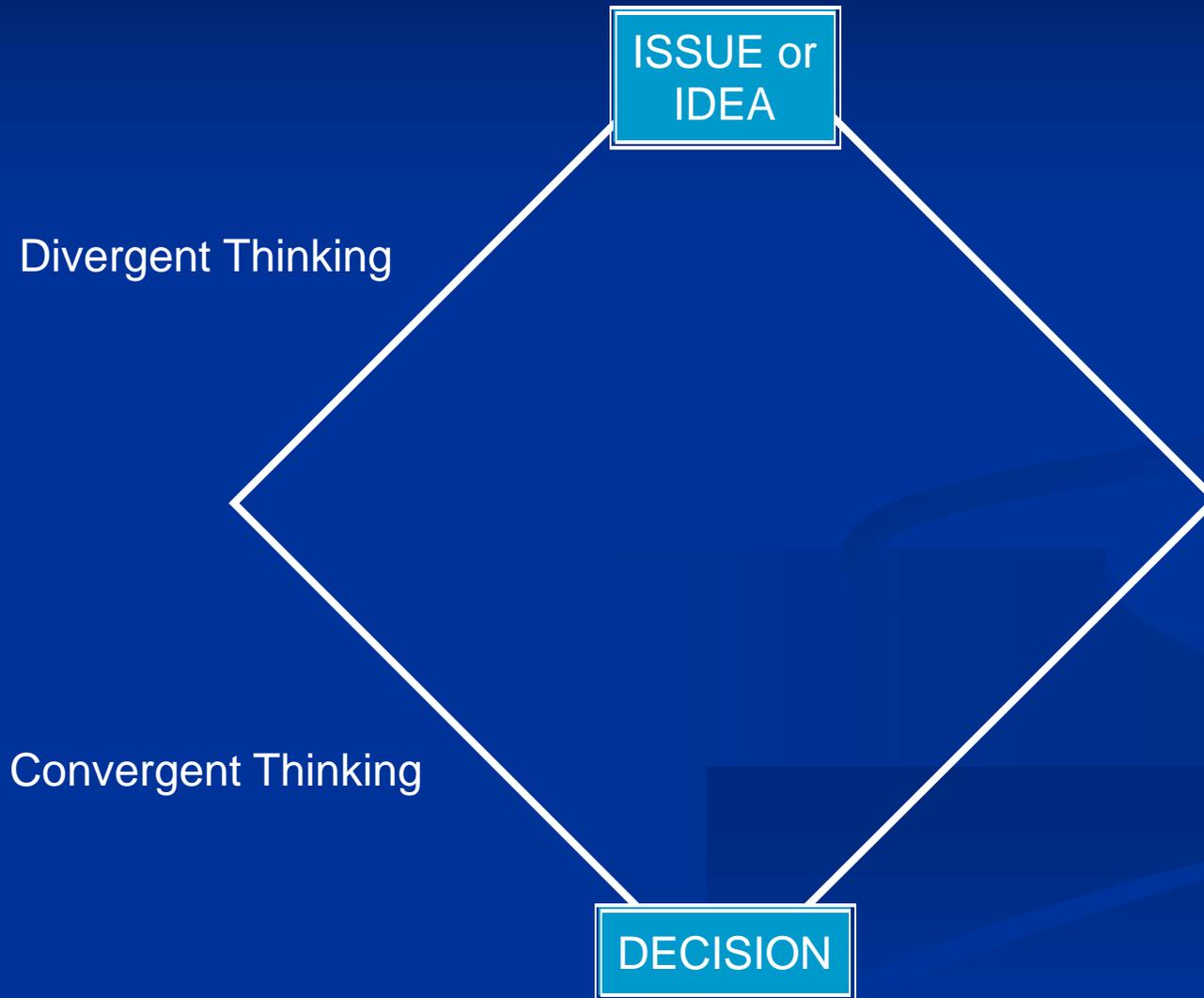
New & Innovative Solutions to Chronic Issues

“Getting past self-interest”

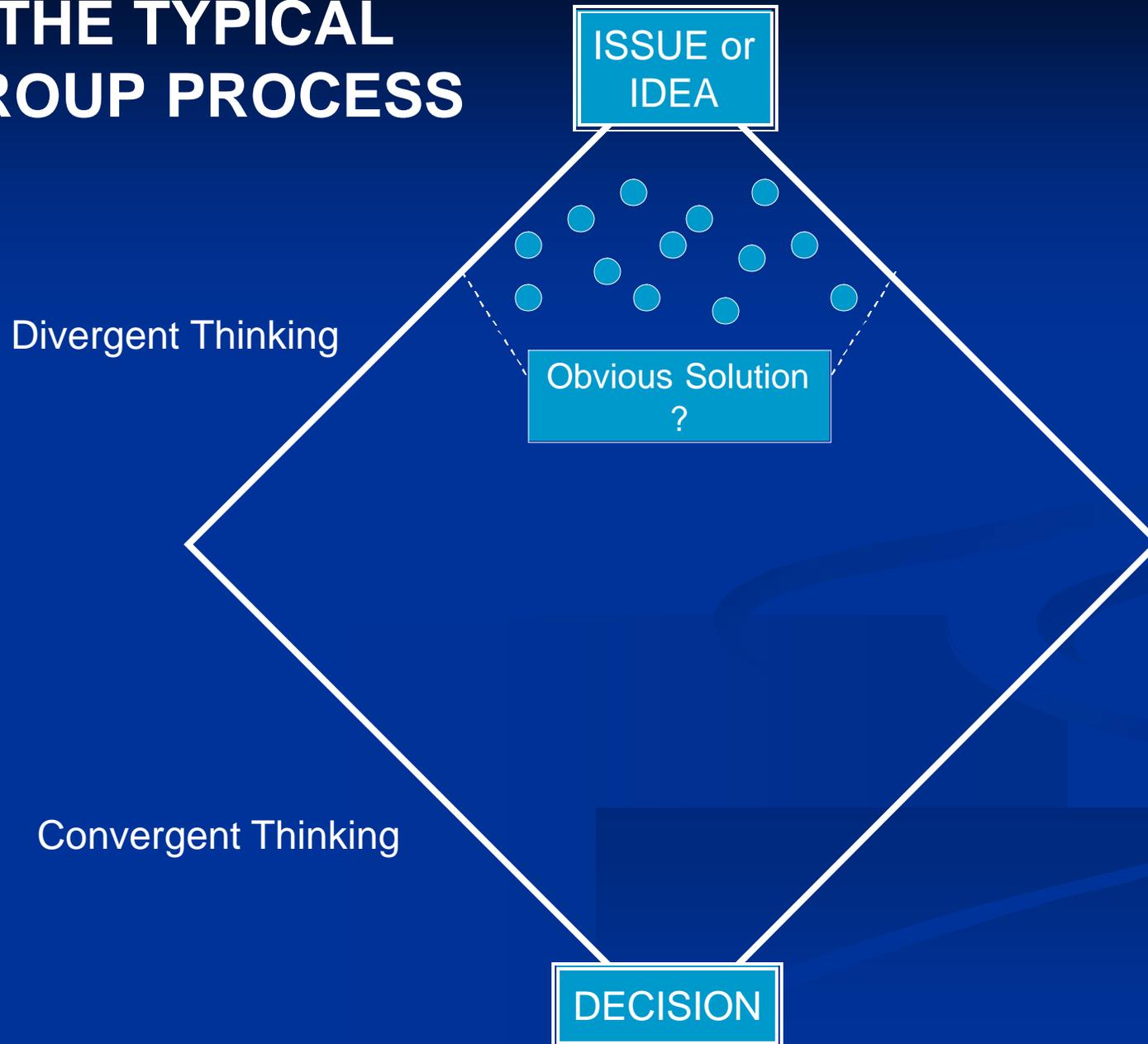
Five Common Tactics for Mishandling A Lengthy List

1. Say, “Let’s categorize these quickly, then move on.”
And then, two hours later...
2. Vaguely recall a similar list that was generated at a meeting last year, then postpone further consideration of the current list until the old one can be found. “After all, we don’t want to do the same work over again.”
3. Have someone go away and sort the list—then at the next meeting forget to put that person on the agenda.
4. Try to shorten the list by combining items, then argue over the meaning of each new item.
5. Roll up the flipcharts and put them under your desk.

“Group Think” Process



THE TYPICAL GROUP PROCESS



THE FULLY DEVELOPED PROCESS

ISSUE IDEA

Divergent Thinking

Obvious Solution ?

Less Familiar Ideas

More Diverse Perspectives

Common Themes Appear

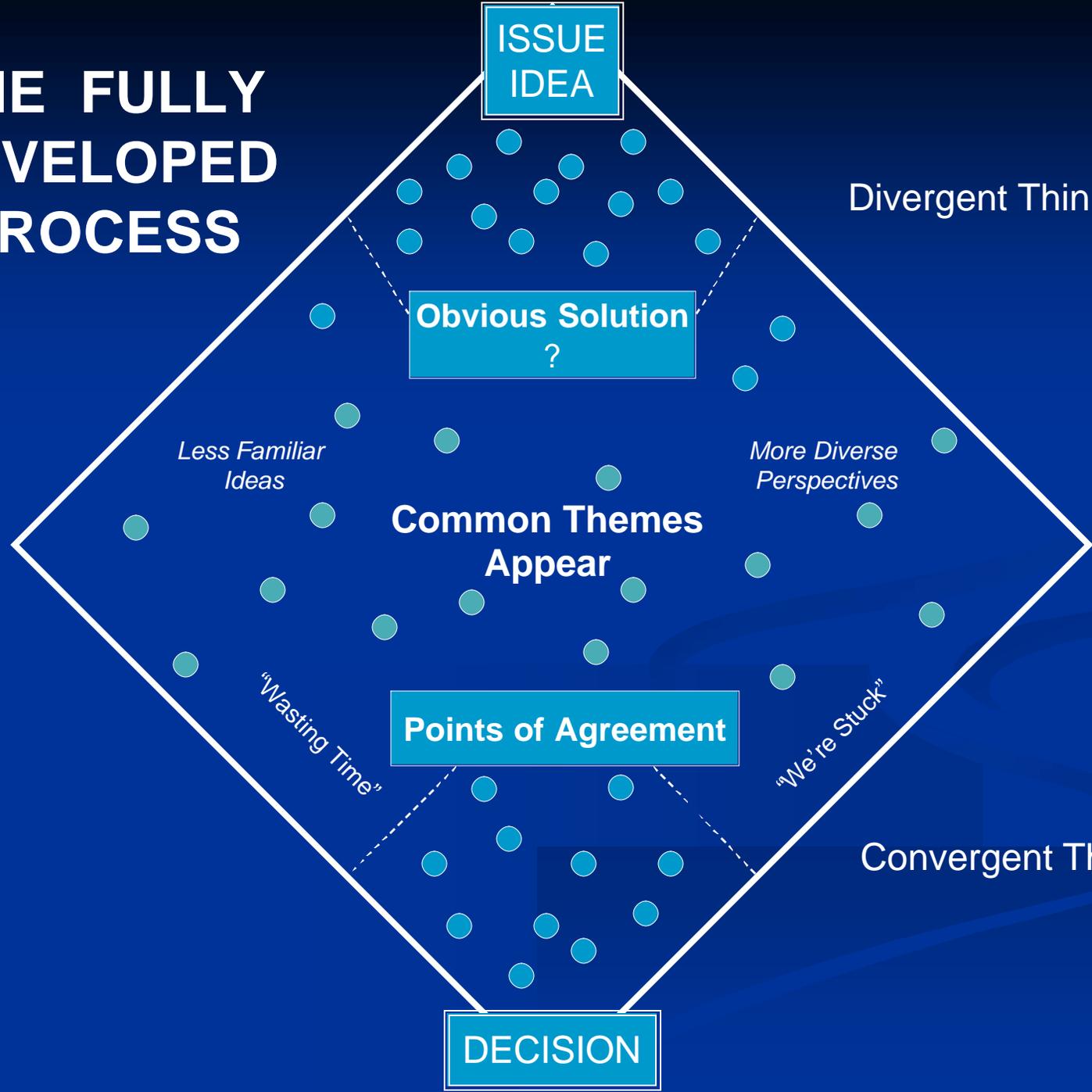
Points of Agreement

"Wasting Time"

"We're Stuck"

Convergent Thinking

DECISION



ISSUE
IDEA

Divergent Thinking

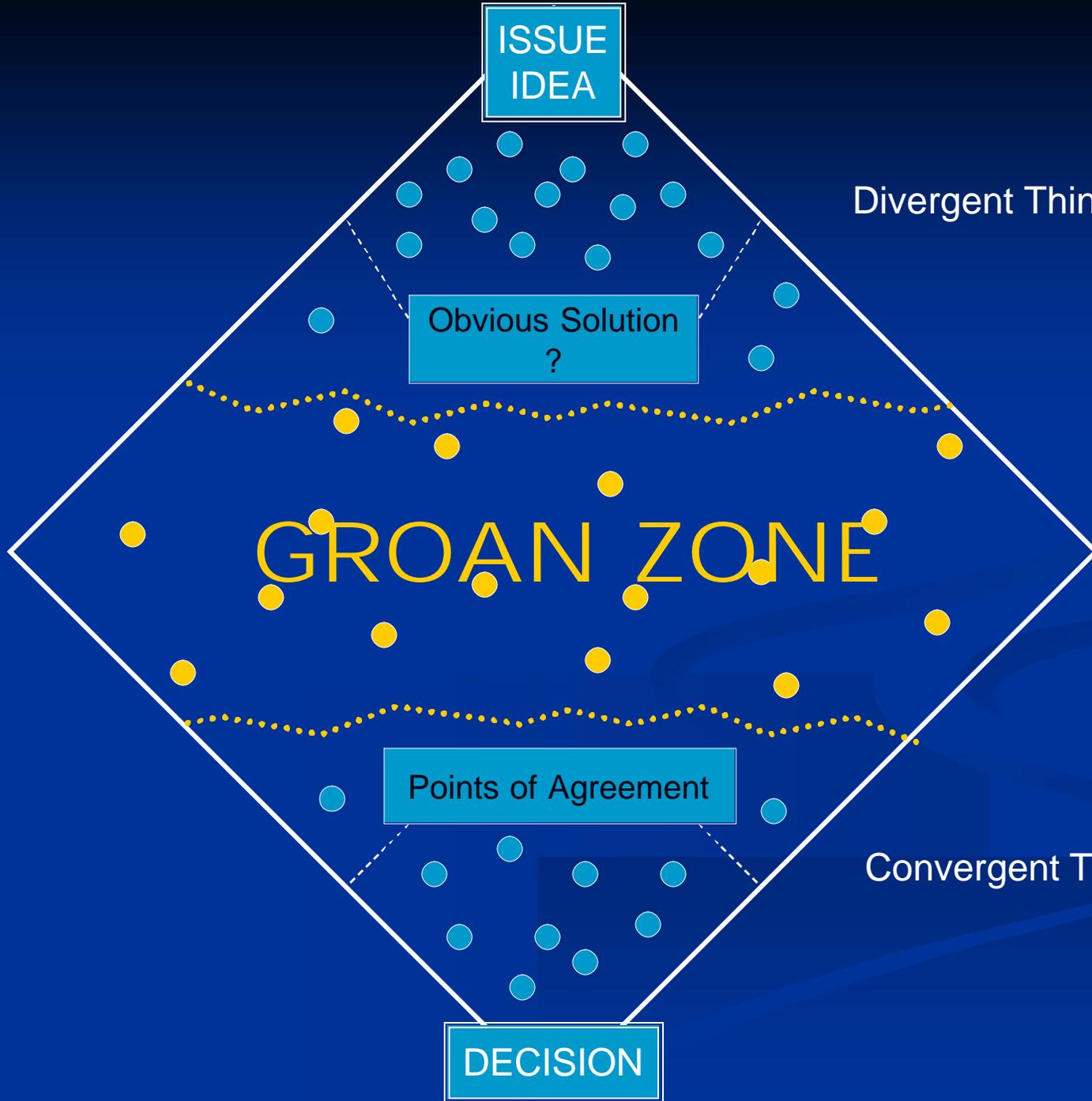
Obvious Solution
?

GROAN ZONE

Points of Agreement

Convergent Thinking

DECISION



Stages of the Groan Zone

- ***Groping***: Identifying new or innovative ideas or solutions.
- ***Griping***: Evaluating ideas and being frustrated that one idea doesn't magically pop out as the "answer."
- ***Grasping***: Combining the best of various ideas or solutions and beginning to see common ground.
- ***Grouping***: Pulling issues and ideas together and making a whole out of the parts.

Getting Through The Groan Zone

- Have a clear process: people know how decisions will be made (consensus, voting, etc.)
- Get agreement on the problem before going on the solution
- Solicit a wide array of input and legitimize all perceptions
- Select solutions based on clear decision criteria
- Avoid premature motions
- Develop clear outcomes once a solution is identified
- Establish ownership and responsibility for actions
- Keep referencing the foundation of basic understanding

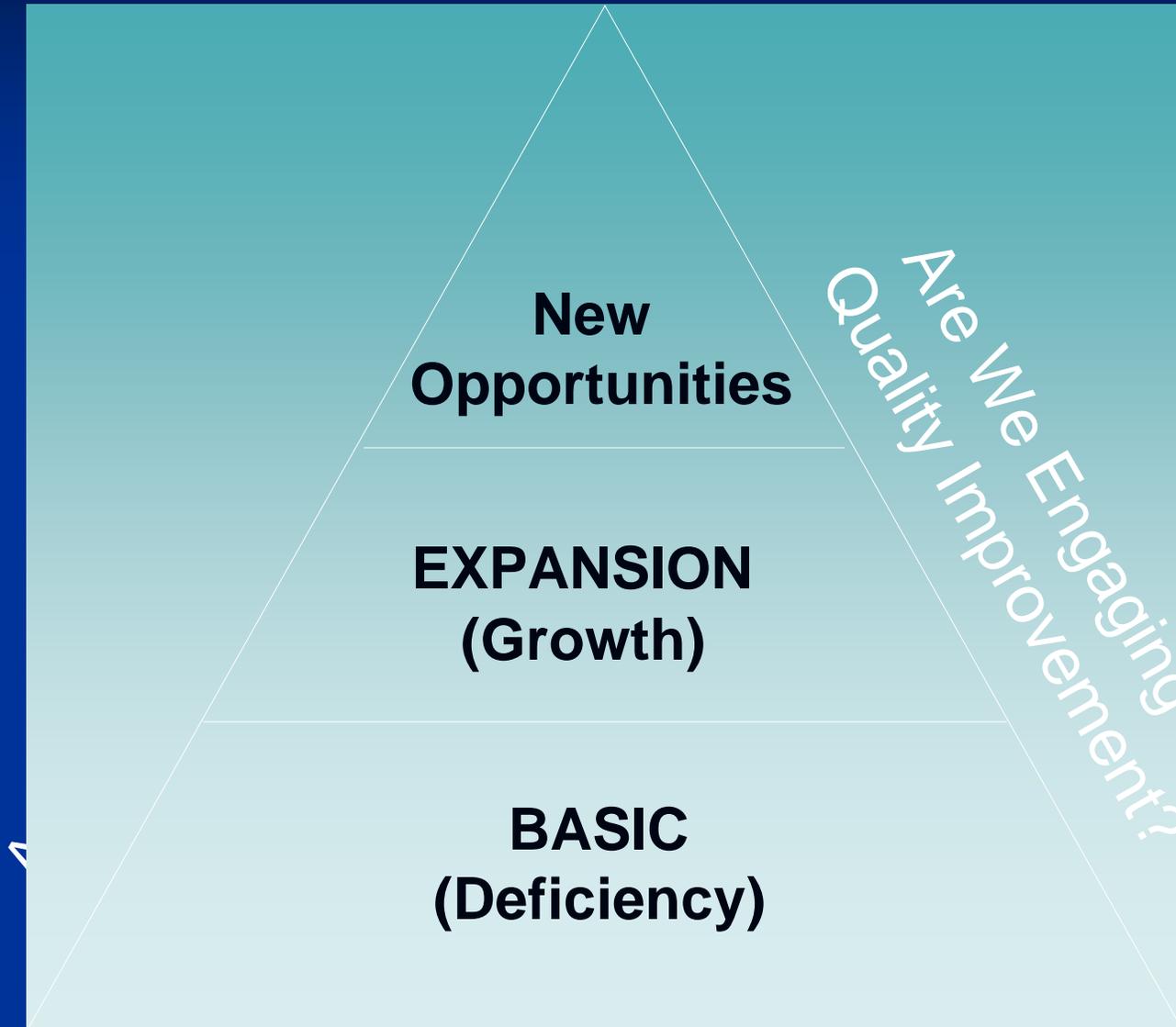
TIME

- The role matches skills, professional level and interest of panel member
- The “ask” for time has a clear start and finish
- There is recognition of other industry efforts that ask for their time as well

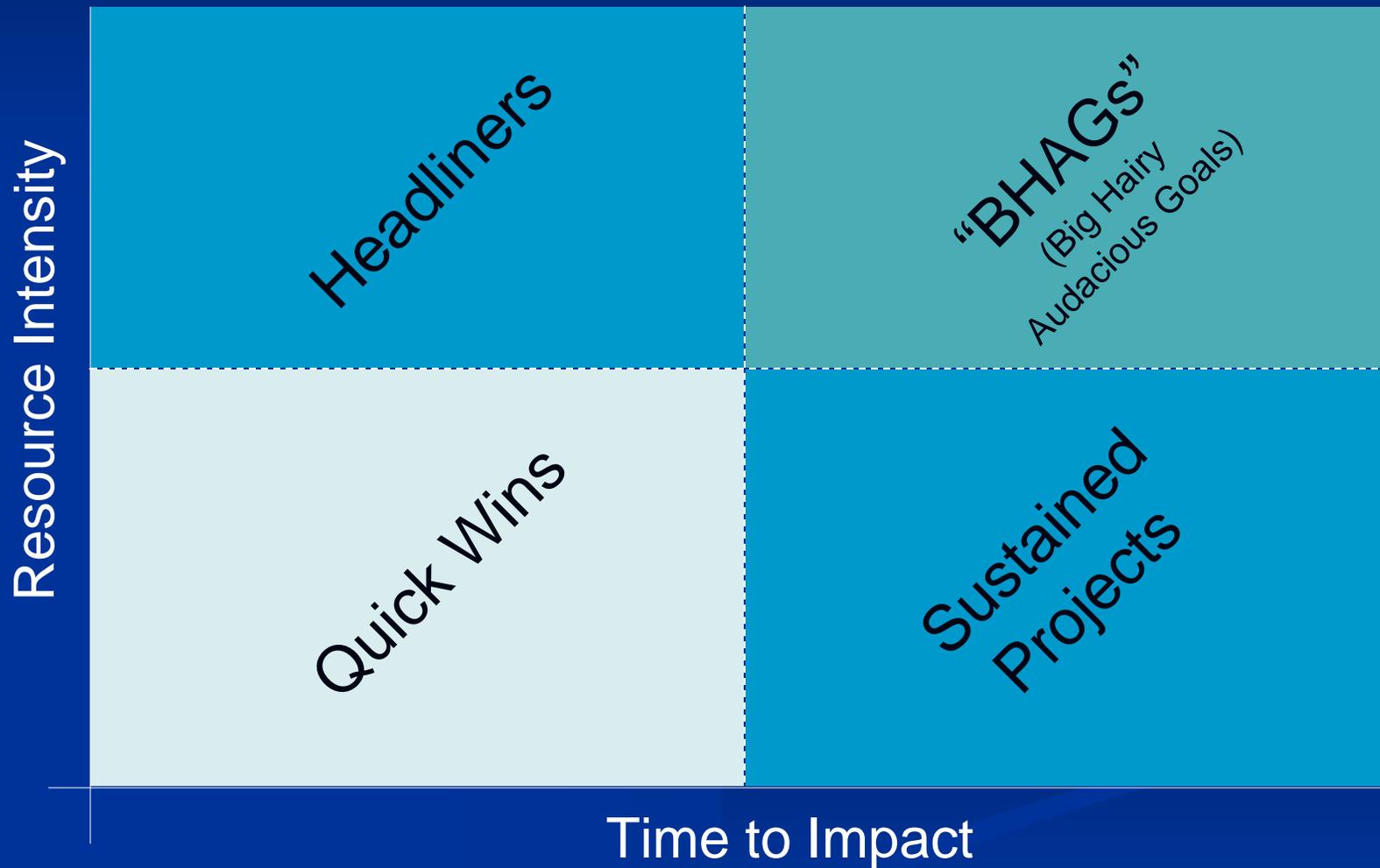
Connecting Projects to Goals and Objectives

- What do you see as the key issue primary cause of the problem (soliciting root cause)
- What would you like to see as a final outcome? (understanding goals)
- What is important to preserve or what values are at stake (recognizing values)
- What do you recommend as a solution? (soliciting solutions)
- What will be critical in making it work? (Understanding barriers)
- How would you like to be involved (building ownership)
- On what issues are you willing to compromise and what issues do you feel firm about (recognizing limitations)

Differentiating Projects



Fitting Projects Into Timelines & Budgets



Project Checklist

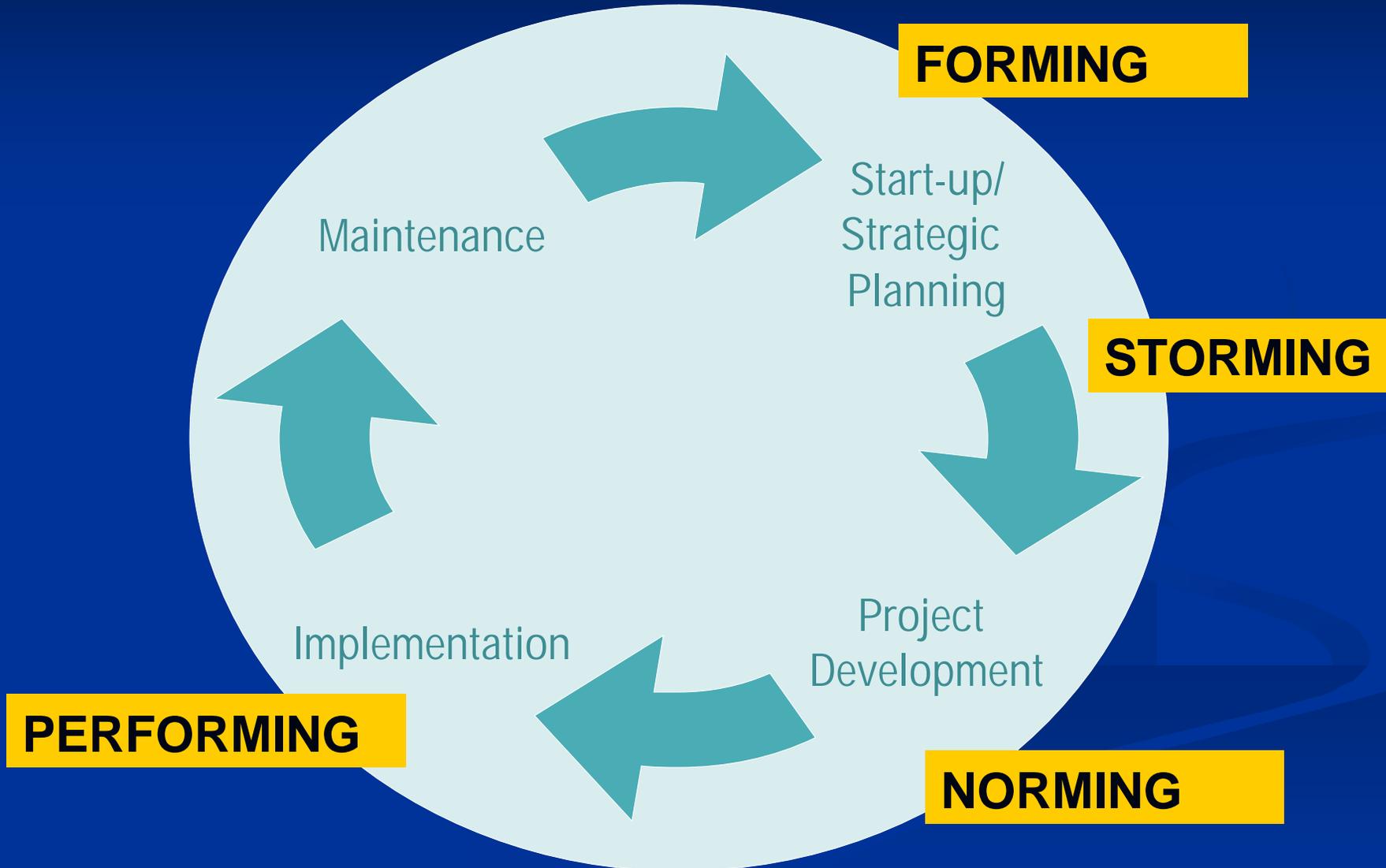
- ✓ **Why** is it relevant? (relationship to vision and goals)
- ✓ **What** is the strategic action and purpose? (relationship to shared values and an identified need)
- ✓ **What** does success look like? (outcome)
- ✓ **What** key activities will be accomplished? (priorities)
- ✓ **What** resources are required for this activity? (feasibility)
- ✓ **When** will it happen? (timeline)
- ✓ **Who** will do the work? (ownership)
 - Champion
 - Role of the skill panel members
- ✓ **How** will you measure results? (progress)

Part III

The Lifecycle of A Skills Panel

**Change all you want;
just know that execution
travels at the speed of making
sense**

Skills Panel Lifecycle



Forming Issues

- Process is undefined
- Involvement based on personal styles; extroverts dominate group.
- Purpose and mission may be formed but not internalized
- Group or team loyalty not formed; questioning and withholding occurs
- Emotional mix of excitement, anticipation, suspicion and anxiety

Getting Past Forming

- Develop a clear mission or vision
- Have operating guidelines and decision processes
- Identify outcomes and performance measures
- Recognize the skills of various team members
- Know people's value proposition, level of commitment and expectations

STORMING

- A standard process begins to emerge
- Members start to make determinations about one another: who they do and don't trust in the group.
- Assertive members still dominate, others want to work alone, some unresolved confusion on roles
- Sense of purpose is growing but needs reassurance and a sense of forward movement
- Alternates between a "let's go" attitude and a frustration with lack of progress

Getting Past Storming

- Developing a clear set of strategies that are connected to individual and group values: connecting action to the value proposition
- Having clear roles for team members that build on their skills and interests
- Have a process that allows for active discussion and values different ideas; Be able to deal with conflict
- Find a project or issue with a quick win that can build trust in the process and members

NORMING

- Team procedures are more natural
- Members develop a common experience base and trust level
- Members are comfortable with team roles
- Focus on high performance and goal attainment
- Members want to get the job done
- A sense of relief that things will work

Getting Past Norming

- Identifying clear outcomes and team roles for projects or activities
- Tracking progress and celebrating success
- Having a constructive feedback process to evaluate activities

PERFORMING

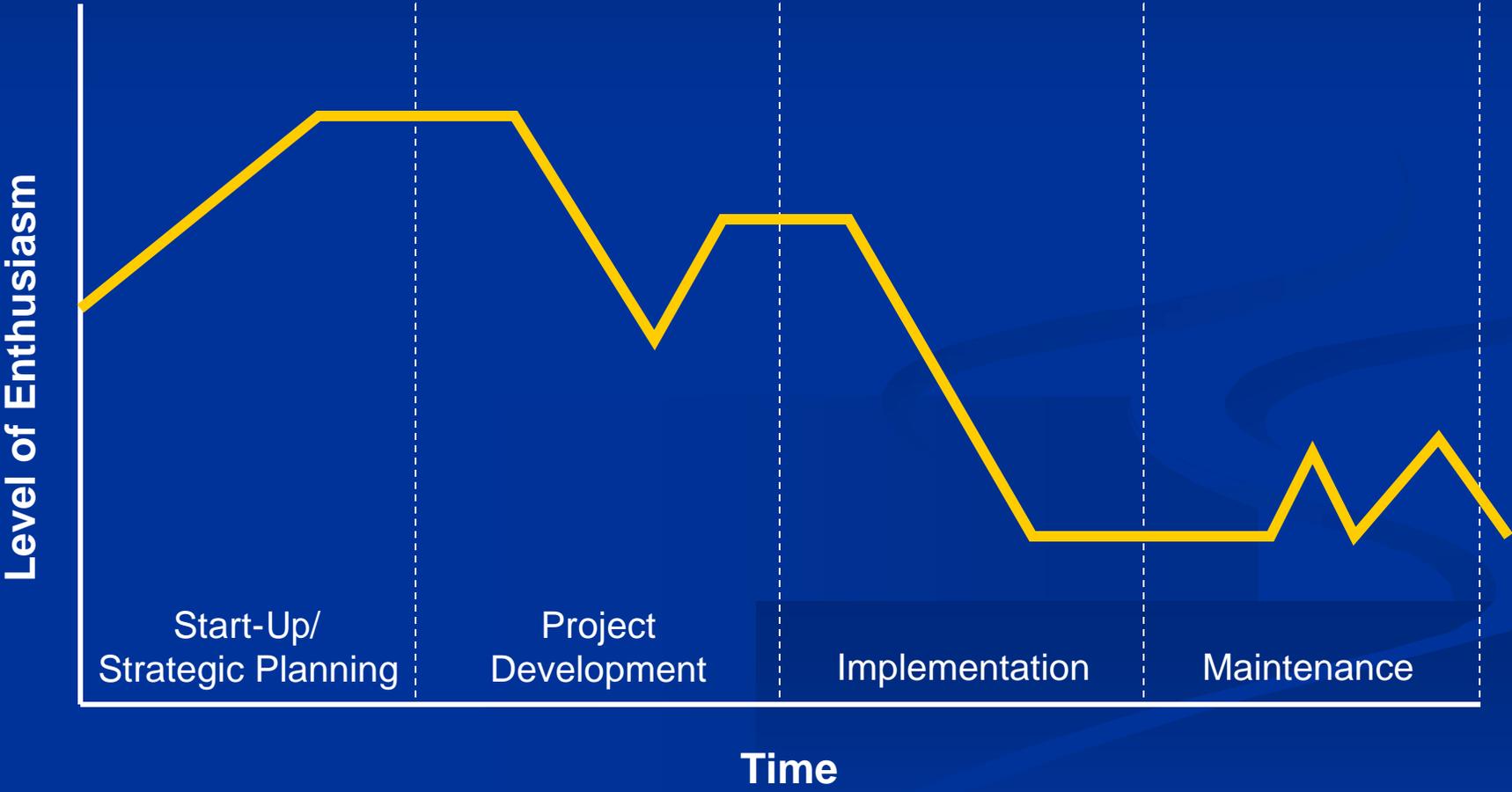
- Team uses standard operating procedures
- There is a focus on continuous improvement as well as outcomes
- New members are effectively brought on board
- The team maintains a clear vision, yet adapts to changes
- Members understand each others strengths and weaknesses

Getting To The Next Stage

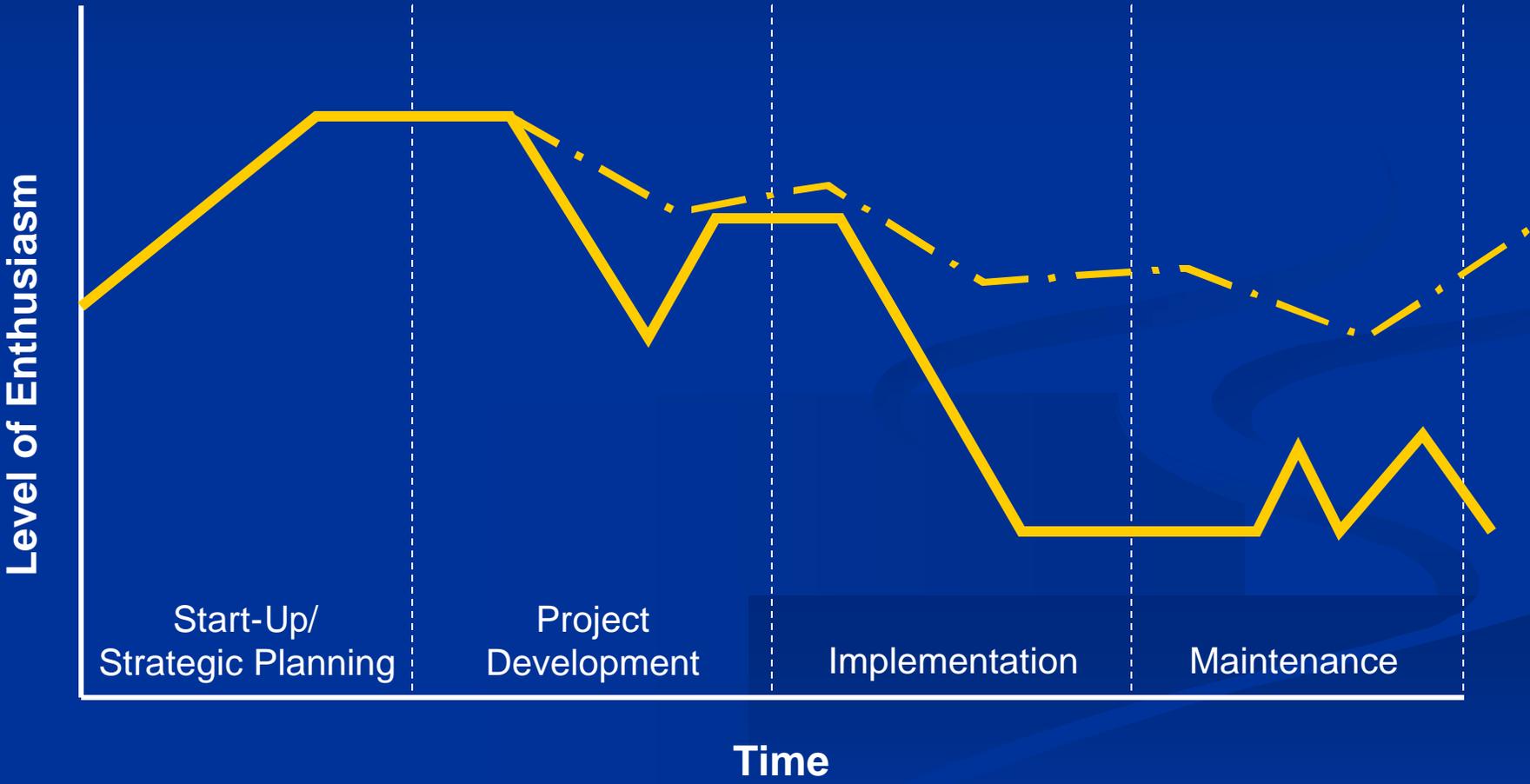
The Enthusiasm Curve

Does it rise or wane?

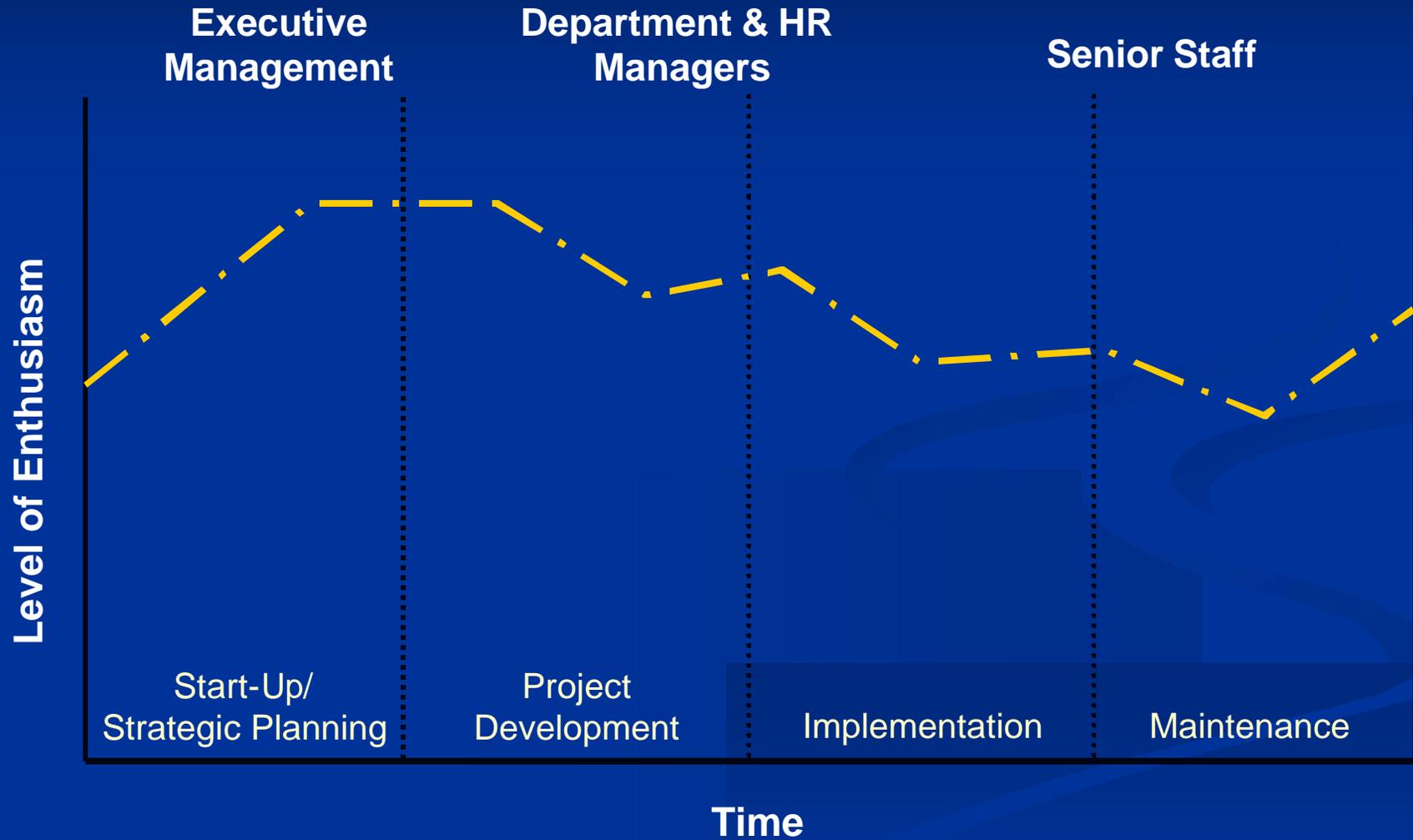
Lifecycle of Industry Enthusiasm



Desired Enthusiasm Lifecycle



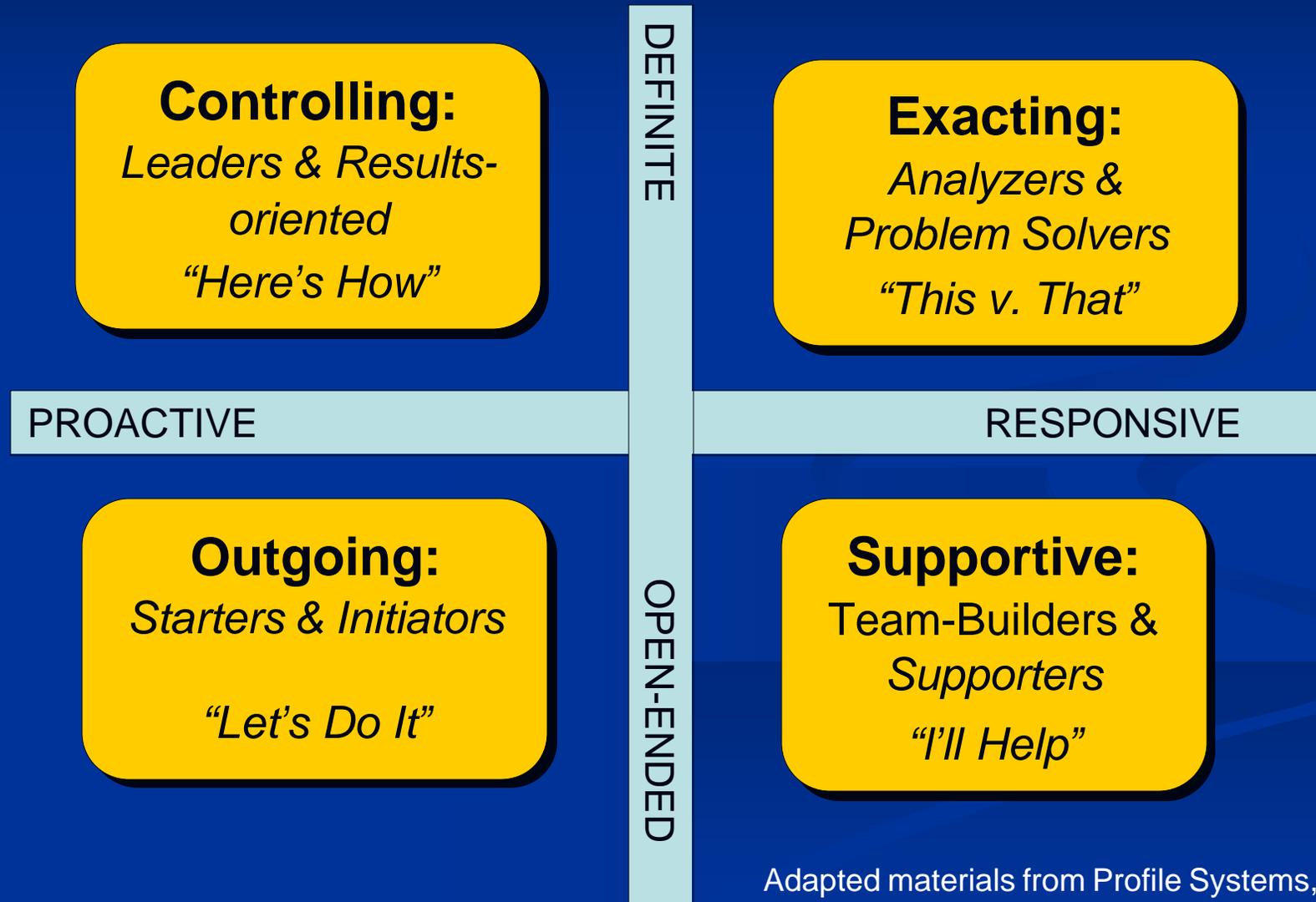
Enthusiasm Lifecycle: Participants



Part IV

Building Relationships Between
Members and Managing Conflict

Personality Types



Adapted materials from Profile Systems, Inc 1993

Communication Styles

Objective

- Speaks factually and to the point
- “Tells” others
- Impression of objective judgment
- Impersonal basis of choice
- May step on toes
- Often unaware of personal impact
- Prefers outcomes to results

Personal (Subjective)

- Speaks personally or subtly
- “Sells” other
- Appears intuitive
- Uses personal basis of choice
- Contagious disposition
- Can tend to ramble
- Conscious of personal impact
- Prefers process to results

Problem-Solving Styles

Innovative *(aligned with Controlling and Outgoing Leadership Styles)*

- Inventive, Non-linear thinking
- Big Picture: not detailed oriented
- Follows hunches
- Seeks change & new ways
- May accept solutions without scrutiny

Systematic *(aligned with Exacting and Supportive Leadership Styles)*

- Organized, Linear thinkers
- Detailed oriented
- Demands accuracy
- Straight-forward logic; one activity at a time
- May get “analysis paralysis”
- Cautious of new ideas

Managing Conflict

- Conflict between individuals or organizations is natural and can be healthy
- Conflict represents opportunities for participation and creative change
- Conflict often carries emotional aspects that can be difficult to surface and resolve
- Suppressed conflict can be more harmful than the temporary discomfort in confronting the issues
- Typically the largest barrier to conflict resolution are imaged predictions of the outcomes

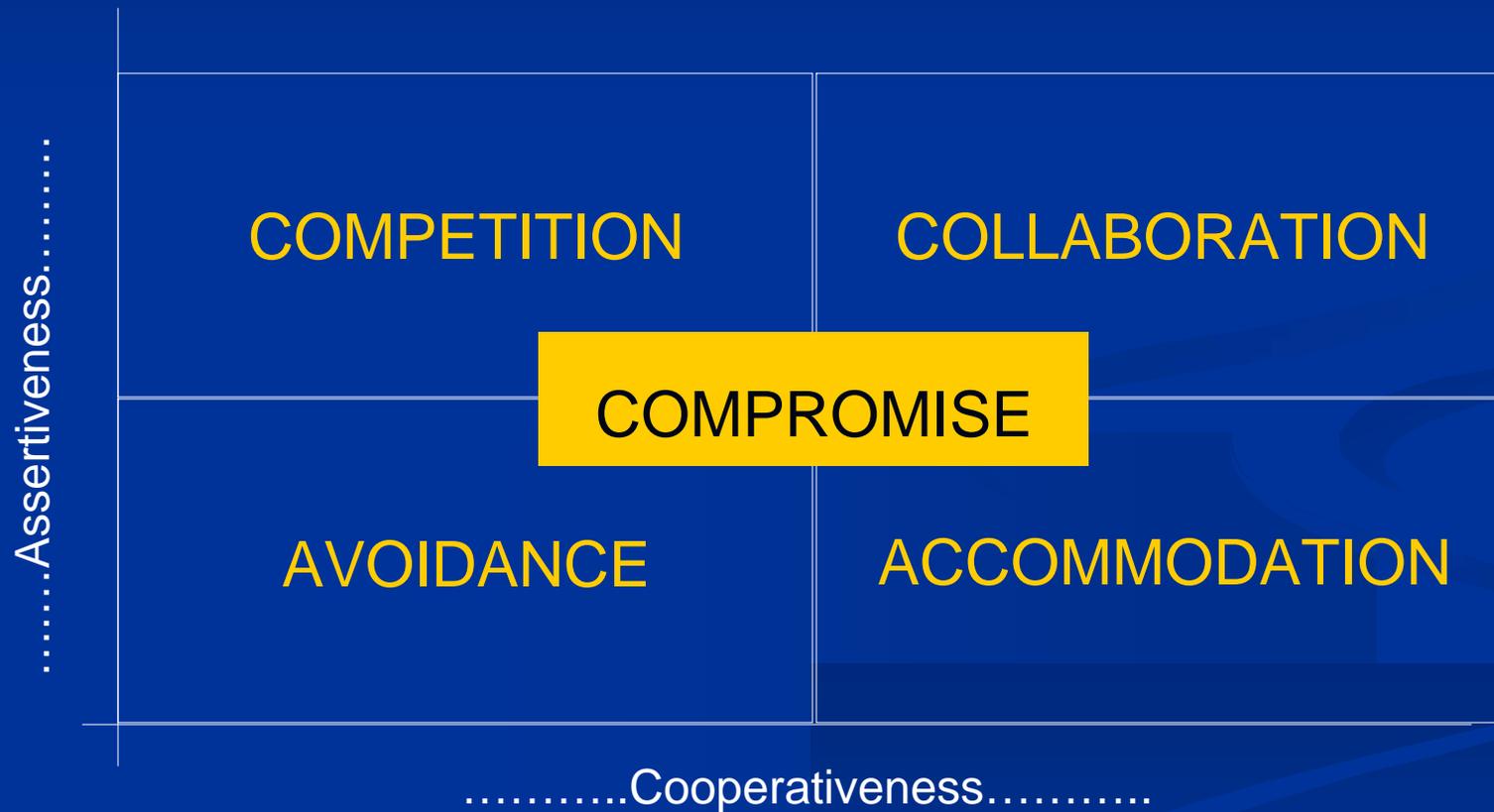
Why Conflicts Occur

- Lack of Information or Lack of Clarity
- Different **Assumptions of Values**
- Lack of Shared Vision
- Lack of Trust
- Hidden Agendas
- Different Leadership, Communication or Problem-Solving Styles
- Change

Managing Conflict

- Make members aware that conflict is a natural step of any group process
- Recognize the personality and values of those involved
- Solicit and understand the key elements of the problem: Distinguish between the root cause and noise
- Understand what each person wants as an outcome
- Broaden the alternatives and encourage diverse ideas
- Use the appropriate management style to resolve

Ways to Manage Conflict



Types of Conflict Management

Type	Action	Advantage	Disadvantage
Competition	Quick Decisions	Used when immediate action is required	Stops exploration of new ideas Goals may be achieved at others expenses
Accommodation	Avoids Disruption	Preserves harmony Useful when issues are not important	Sacrifices your point of view Limits creative resolution
Avoidance	Postpones Action	Useful when risks outweigh benefits When others can solve problem more effectively	Restricts input Postpones needed decisions
Collaboration	Mutual Resolution	Exploration of new approaches Gains commitment	Can be time consuming Requires open participation