Principle One: Purpose Trumps Task

Purpose is the essential foundation on which all other service decisions are developed. Purpose drives everything.

Principle Two: Overmanagement

Overmanagement is NOT micromanaging. Overmanagement is paying extraordinary attention to the details.

Four areas that can be architected to build an exceptional organization (Choose one area and “map” it using a central idea and drawing lines from it to supporting ideas):

- Innovation – intentional effort to continuously improve and develop new ideas
- Leadership – align departments around a compelling vision and common purpose
- Brand – develop strategies that consistently identify and highlight the College
- Culture – engage with others in ways that encourage consistent desired behavior

1) Drill down each identified topic:
   - Are there models?
   - Processes
     - Impacts on other operations
     - Resources (are there current resources you can reallocate?)
     - How do we make it sustainable?
     - How do we create time to develop the idea?

2) Assign ideas to small teams for further exploration/drilling down
   - Develop a chart for each idea
     - Develop each sub-idea

3) Share and prioritize ideas, research, and recommendations
   - Discuss development process
   - List actionable ideas
   - Choose a manageable few to implement
   - Be consistent with communication and accountability
Guiding Questions for Innovation:

- What operational areas have become routine?
- What do we wish we could develop?
- What are the obstacles?
- What are ways we can rethink:
  - Workflow
  - Responsibilities
  - Communication
  - Partnerships

Guiding Questions for Leadership:

- What is our collective purpose?
- How is that demonstrated?
- What is our shared vision for the operation?
  - What principles and practices are most important?
  - What steps can we take to develop it?
- What are ways in which we can consistently communicate the vision?

Guiding Questions for Brand:

- What is the first impression of our physical area?
- What is the impression of a first encounter with an employee in our department?
- What do we wish our marketing materials looked like?
  - What are ways we can market our program and the college brand?
- How can we present ourselves to the community with consistent branding?

Guiding Questions for Culture:

- What is our definition of collegial working relationships?
- What are ways we can encourage the environment we want?
- What are healthy ways to manage differing opinions?
- What are individual commitments we can agree to incorporate?