

# What's Inside

## **INTRODUCTION - Blowing Fresh Life into What You're Doing - pages 1–3**

Most managers instinctively know "what to do." Amazingly few know "how to do." This is a how-to-do book. It's about how to free up people so they can push and create new, winning concepts. It's about the Compression Planning Systems. This process helps leaders recruit and lead teams – turning ideas into practical action faster than they ever thought possible.

### **PART ONE**

#### **Putting the Process to Work**

##### **1. Leading Groups That Get Things Done Quickly - pages 4–6**

Most decisive forces of competition are internal, not external. The imperative for managers, therefore, is to maximize the skills, time, and resources of their existing organizations. Compression Planning employs the best elements of planning and group dynamics, and enables teams to address virtually any issue with uncommon speed.

##### **2. Pureform Thinking - the Cornerstone Concept - pages 7–13**

Pureform thinking, the cornerstone concept of Compression Planning, separates the generation of ideas from the analysis and evaluation of those ideas. Most teams utilizing pureform thinking cut their planning time in half.

##### **3. When to Use Compression Planning - pages 14–20**

Use the Compression Planning Process any time people need to work as a team, move fast, and take action that is out of the ordinary. A list of 100 sample projects for Compression Planning will help you get started.

##### **4. The Planning Specialist - pages 21–25**

Compression Planning specialists have two principal functions on team projects: design the project and facilitate group sessions. Six key roles and 10 characteristics of planning specialists are examined. (Design is covered in Chapter 10).

##### **5. The Centered Life of a Facilitator - pages 26–27**

To be an effective facilitator requires skills, which can be learned and mastered; sensitivity, which must be nurtured; and intuition, which can be trusted.

##### **6. How to Recruit High-Performance Teams - pages 28–33**

If you are looking for a potent plan to solve a problem or seize an opportunity, select a potent team. Six proven steps will guide you in selecting the most effective team. A simple formula will help you determine group size.

##### **7. Essentials for a Team Workplace - pages 34–238**

The best locations provide an environment in which team members can be "fully present." Without distractions, individuals can focus 100 percent on an issue until the team has constructed concepts and committed to an action

plan. A comprehensive guide tells how to select and equip planning rooms and how to work with conference center personnel.

## **PART TWO**

### **How to Design and Lead a Planning Session**

#### **8. Storyboarding: All-at-Oneness Thinking - pages 39–41**

Compression Planning employs a comprehensive version of the storyboarding process developed by Walt Disney Studios for planning films and theme parks. With storyboarding high-performance leaders encourage participation, protect ideas, and compress time out of team projects.

#### **9. Master Compression Planning Model - pages 42–44**

This schematic of the McNellis Master Planning Model for Compression Planning is the leader's guide for designing and pacing sessions. The model serves as the planning pattern and is used as a progress reference during the session.

#### **10. Seven Steps to Effective Designs - pages 45–59**

Each of the seven steps in the "session design form" is explained and examined. A great facilitator with a poor design will get so-so results. An average facilitator with a great design can get extraordinary results.

#### **11. How to Focus on the Real Issue - pages 60–62**

Three steps in the design stage – Overall Project Purpose, Session Purpose, and Non-Purpose – push the team to focus energy on what they propose to accomplish. Tight purposing energized a Michigan radio station to increase sales by 400 percent during one target month, and a hospital management team to cut personnel costs by 30 percent.

#### **12. Format Designs for Most Projects - pages 63–71**

Fifteen sample groups of headers are provided to address everyday issues tackled by project teams, with designs to aid novice and veteran facilitators.

#### **13. How to Dig for Rich Ideas - pages 72–76**

Spinning is the technique that helps planning groups reach beyond the first statement of an idea. The facilitator leads the team to build on, enhance, and give energy to ideas that can be forged into action.

#### **14. Try the Squid, You May Like It - pages 77–80**

The superstars in business don't do what others do in the way others do it. They strive for the unique factor, which implies energy, excitement, efficiency, and effectiveness. Grey Poupon discovered the unique factor in marketing mustard. Marriott Hotels developed unique systems for serving a hot breakfast in your room when you want it.

**15. How to Warm Up Groups and Keep Them Hot - pages 81–85**

The Compression Planning System, because it is designed to keep the team focused and moving, is itself an energizer. Here is a collection of techniques, tips, and aids to pick up the pace and reenergize a group.

**16. Forging Clear Concepts from Rich Ideas - pages 86–88**

In the focus phase of Compression Planning, the task is to sort through all ideas and fix on the keepers, those that will move the project forward. "Dotting" and other sorting techniques are explained and evaluated.

**17. Put the Focus on What Must Be Done - pages 89–91**

A simple organization storyboard is designed to help the team commit to action on its plan and to keep its commitment alive. The focus is on those few "must" tasks for the plan to succeed, nailing down individual commitments, and setting realistic deadlines as well as expected results.

**18. Spreading the Word - pages 92–94**

Informing others in the organization is integral to compression team plans. The communications plan is constructed in a grid format on a storyboard, where it can be seen as a whole. Content, target audiences, schedule, and responsibility are all spelled out.

**PART THREE  
When You Are the Leader**

**19. Lessons We Have Learned - pages 95–98**

Experience and advice from a seasoned Compression Planning specialist: Start slowly. Go easy. Be realistic in your expectations.

**20. Bear Traps and Final Thoughts - pages 99–101**

The authors' greatest reward will be that, after reading this book, you will be better equipped to lead teams that want to make a difference. Too many important things need to get done not to give it a try. If you lead effectively, you will make a difference. You will grow and others will grow with you.