LAICO OCTOBER SUMMIT 2019

Summary of Responses to Pre-Mortem Exercise

(S. Ramnarayan, Indian School of Business)

1. LEADERSHIP COMMUNICATION
2. Understanding & appreciating that there would be different perceptions on a given issue
3. Building involvement and trust across levels (WIIFM)
4. Gaining support from key stakeholders (Governing Board, Staff, Doctors, Outside agencies)
5. Creating a shared understanding of the need for change and building energy and enthusiasm for new goals and targets
6. Being a role model & through personal behaviours conveying the importance of change
7. Interactions to understand people concerns and respond effectively
8. Bringing in energy, positivity, persistence and commitment

B. MANAGERIAL PLANNING

1. Assessing and influencing the primary motivation/ drive of the mentee hospital
2. Deconstructing strategies to specific time-bound targets, clear roles and responsibilities at different levels, resource requirements, specific metrics, score cards and on-going measurement
3. Creating effective structure aligned to new priorities, role allocations & authority levels
4. Effective coordination for achieving targets – staff, equipment, funding, partnerships, outreach, promotions, insurance, stores, receivables, etc.
5. Regular monitoring and review
6. Prompt corrective actions
7. Dealing effectively with the fallouts of additional workload/ longer working hours
8. Reward and recognition
9. Bringing in talent and additional resources
10. Clear role allocations among mentors and mentees

C. GEARING UP FOR GROWTH

1. Not getting stuck in day-to-day routines – New time allocations to attend to new priorities
2. Balancing pressures of continuity and change
3. Training and skill building; Creating organizational capabilities, motivation
4. Supporting and encouraging new methods and approaches
5. Attending to activities supporting growth (funds, outreach, marketing, support services)