

Ch4 | *Sense of Urgency*

Things to Think About and Discuss

It is important to take time and give the following questions some serious thought. Be very honest with yourself and think your answers through in detail. You might also find it valuable to gather several people from your organization to discuss these questions as a group, exploring how each of you might answer the same questions differently. These opposing points of view and alternative ideas are critical to developing quality answers.

- 1.** What are five specific things you can do immediately to reduce the bureaucracy in your organization?
- 2.** What are five specific things you can do immediately to reduce the hierarchy in your organization?
- 3.** What steps can you take to roll out Four-Level decision making across your organization?
- 4.** What are three things your organization can do right away to reward people who are proactive, ask for responsibility, have a sense of urgency and a bias for action?
- 5.** Who are the individuals that inhibit fast action taking within your organization? The people who use hierarchy, politics and red tape to slow down the process? What can you do immediately to deal decisively with these people and encourage them to adopt sense of urgency and fast action taking?
- 6.** Who can you bring into your informal network, as a mentor, colleague or advisor that can help you make superb decisions even faster?