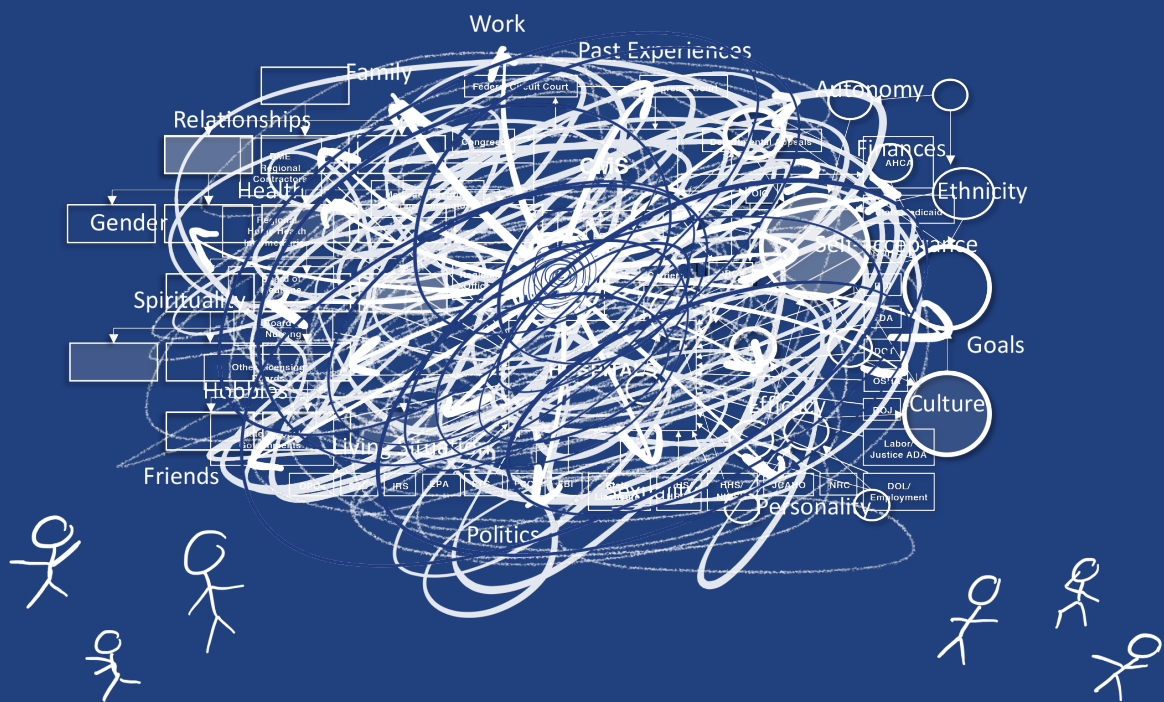


THE ROW FORWARD WORK BOOK FOR TEAMS

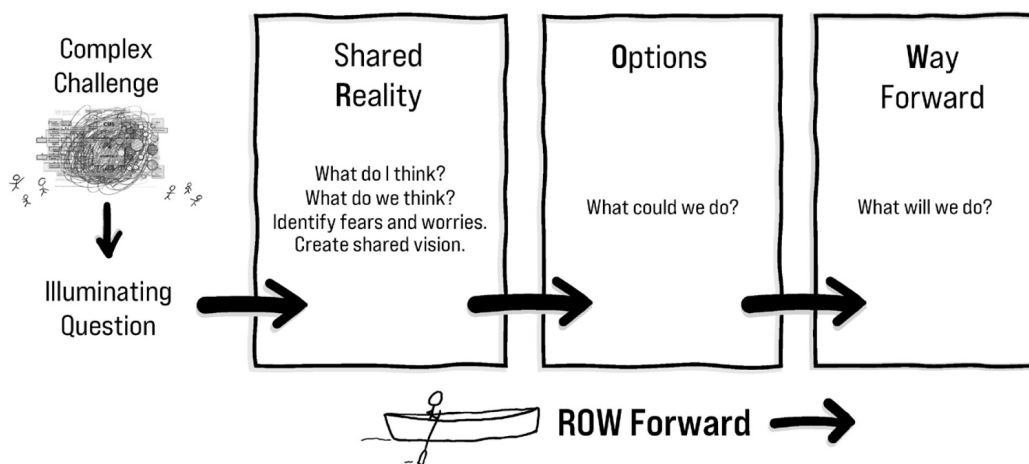


RICHARD WINTERS MD

THE ROW FORWARD WORK BOOK FOR TEAMS WILL GUIDE YOU AND YOUR COLLEAGUES TO OVERCOME COMPLEX CHALLENGES.

Create shared reality, identify multiple options for how you might proceed, and identify effective ways forward.

ROW Forward Framework



COMPLEX CHALLENGES

What are your most challenging leadership issues?	5
What are your team's most challenging leadership issues?	6
Craft an illuminating question.	7

SHARED REALITY

What are your perspectives?	9
What are our perspectives?	11
Which perspectives are missing?	14
Describe the fears and worries.	15
Create a vision statement.	16
Mitigate fears and worries.	17
Amplify key values.	18

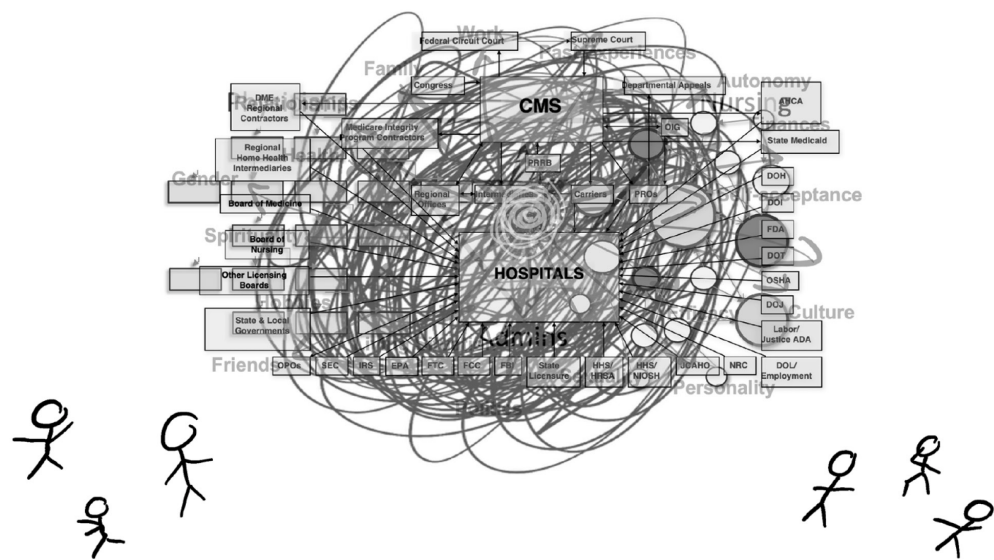
OPTIONS

Generate multiple options. (Individual)	20
Generate multiple options. (Group)	21

WAY FORWARD

Which options will you pursue?	22
Define OKR #1.	23
Define OKR #2.	25
Define OKR #3.	27
Define OKR #4.	29
Discover and Repeat the ROW Forward.	31

COMPLEX CHALLENGES

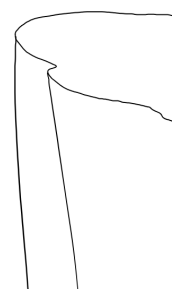


COMPLEX CHALLENGES

WHAT ARE YOUR MOST CHALLENGING LEADERSHIP ISSUES?



Describe the most challenging leadership issues you face right now.

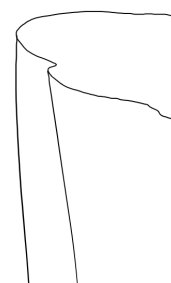
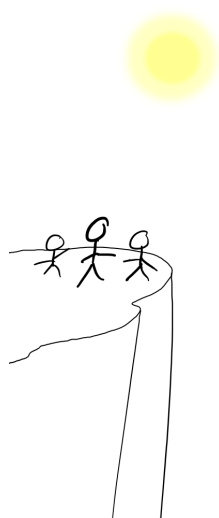
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COMPLEX CHALLENGES

WHAT ARE YOUR TEAM'S MOST CHALLENGING LEADERSHIP ISSUES?



Describe the most challenging leadership issues your team faces right now.

[illegible]

COMPLEX CHALLENGES

CRAFT AN ILLUMINATING QUESTION.

Craft an illuminating question to guide you as you move forward.

Your illuminating question:

- Asks “How...?”
- Looks forward.
- Moves toward a desired state, rather than away from an undesired state.
- Frames a positive perspective.

Examples:

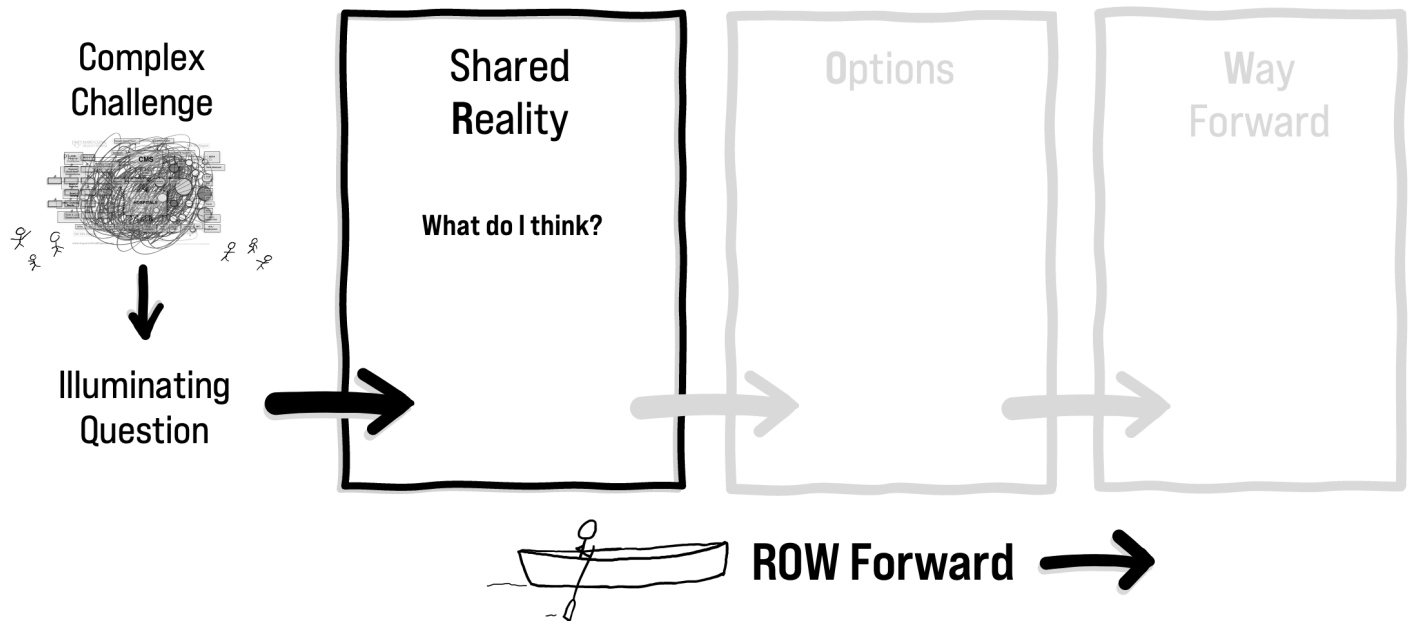
- “How do we most effectively expand our services to meet the needs of our patients?”
- “How can marketing and engineering most effectively work together?”
- “How might we most effectively partner with local businesses?”

What is your illuminating question?

How...



ROW Forward Framework



SHARED REALITY

WHAT ARE YOUR PERSPECTIVES?

What are your perspectives of the complex challenge?

What do you sense others might think or feel about the challenge?

What is your sense of:

- The strengths, weaknesses, opportunities, and threats related to your team's effectiveness when attempting to overcome the complex challenge.
- Where there might be disagreement among individuals and teams.
- The resources that may or may not be needed, or that you may or may not have.

Write each perspective as a bullet point.

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SHARED REALITY

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SHARED REALITY

WHAT ARE OUR PERSPECTIVES?

Share perspectives about the complex challenge. Combine individual perspectives as a list of bullet points into one document. You may do this as small groups or together as a team. Notice **themes** as they arise. And be sure to **keep disagreements** and **differences of perspective**.

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SHARED REALITY

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Theme:

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SHARED REALITY

Theme:

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SHARED REALITY

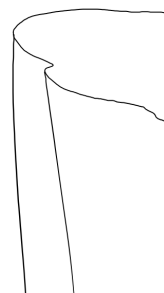
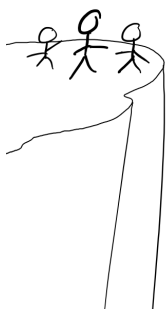
WHICH PERSPECTIVES ARE YOU MISSING?

Which **political, economic, social, technological, legal, or environmental** perspectives do you want to add?

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Which individuals or **roles** have you **missed**? And what might be their perspectives?

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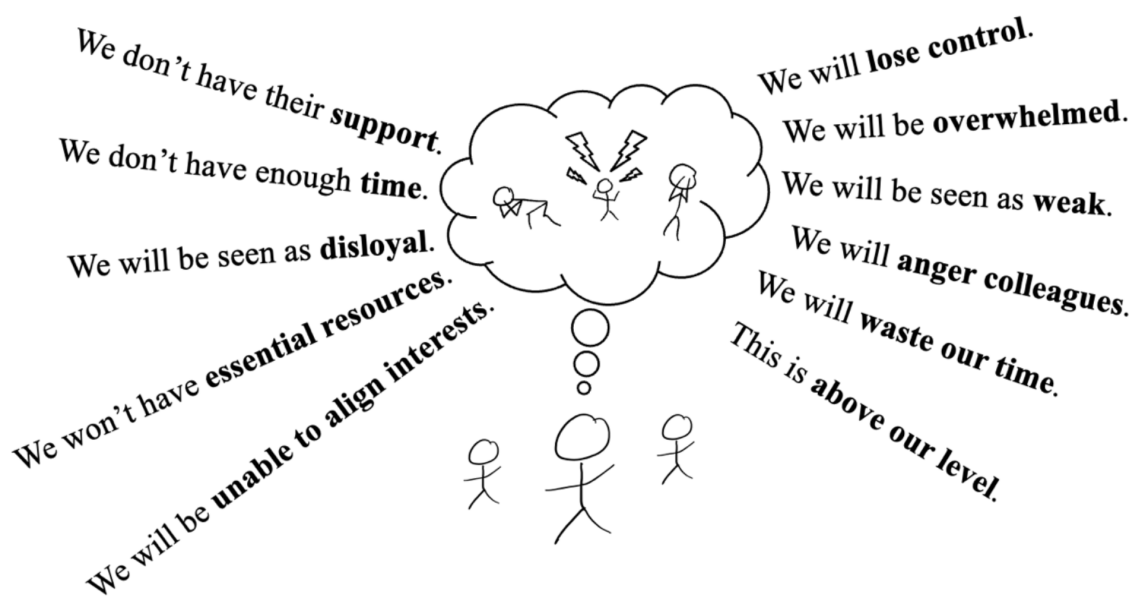


SHARED REALITY

DESCRIBE THE FEARS AND WORRIES.

What are the **fears and worries** for you and your colleagues as you consider your vision?

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SHARED REALITY

CREATE A VISION STATEMENT.

Does it still make sense to move forward?

If so, turn your **illuminating question** into a **vision statement**.

Transition your question of *how*, to a statement of *we will*.

Example:

The illuminating question:

How could we work more effectively as a team?

Becomes the vision statement:

We will work more effectively as a team.

Your team's **illuminating question** was:

How...

Your team's **vision statement** is:

We will...

SHARED REALITY

MITIGATE FEARS AND WORRIES.

Decrease the possibility that key fears and worries become reality. To accomplish this, add a **declaration of intent** at the end of your vision statement to mitigate key fears and worries.

Example:

The vision statement:

We will work more effectively as a team.

Two key fears and worries related to the vision:

A loss of autonomy.

A decrease in efficiency.

At the end of *the vision statement* confirm an intention to mitigate fears and worries — to decrease the possibility that the solution will result in a loss autonomy or decrease in efficiency.

We will work most effectively as a team...

in a manner that...

promotes autonomy and efficiency.

What are **two key fears and worries** you and your colleagues have related to your vision?

Write your vision statement (from the previous page):

We will...

in a manner that...

(Declare your intent to decrease the possibility that key fears and worries become reality)

SHARED REALITY

AMPLIFY KEY VALUES.

Identify organizational values as behaviors to be embedded within your vision.

What are your organization's key values?

Which of these key values is most appropriate to amplify as part of your vision?

Now, add to your vision a statement that amplifies key organizational values.

Example:

Vision statement.

We will work more effectively as a team in a manner that promotes autonomy and efficiency.

Key values to amplify:

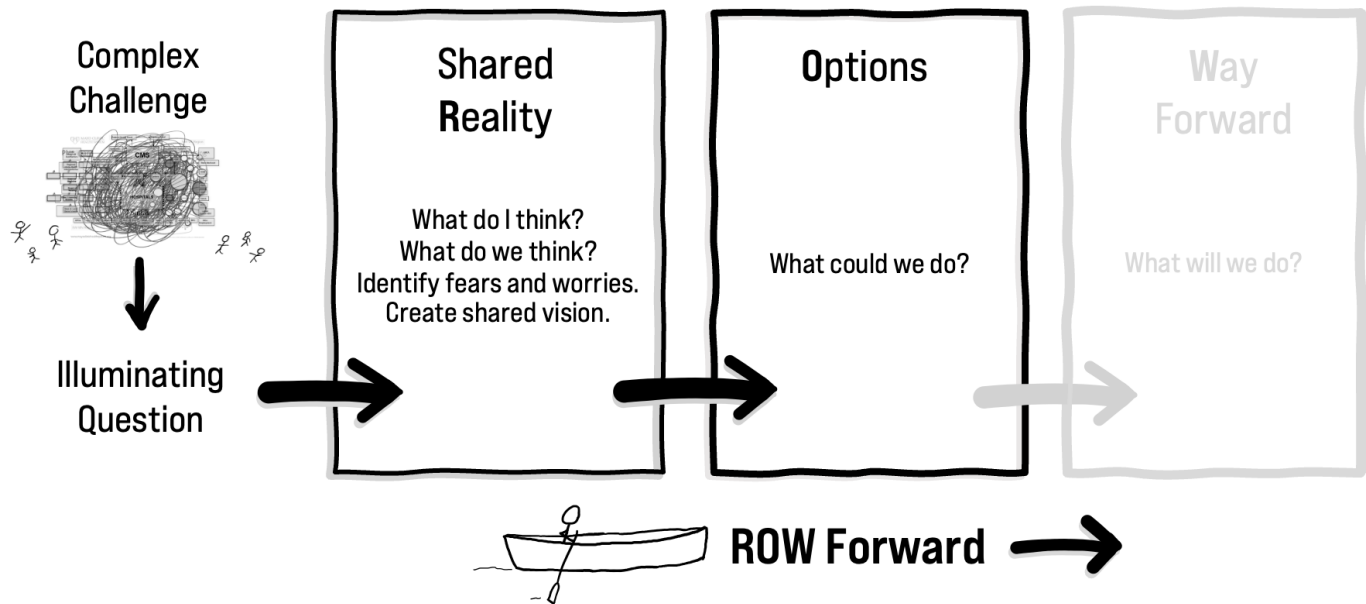
Innovation and stewardship.

Statement to amplify values:

We will do so as innovators and stewards of resources.

What is your statement to amplify key values as part of your vision?

ROW Forward Framework



OPTIONS

GENERATE MULTIPLE OPTIONS. (INDIVIDUAL)



Privately and quickly create a list of potential options. Even seemingly ridiculous ideas may prompt the creation of more effective options. After you write an option, ask yourself, “What if you couldn’t do that?” And then identify another option.

-

- Do nothing.

That's a *great idea*, but...

What if *you couldn't* do that?



OPTIONS

GENERATE MULTIPLE OPTIONS. (GROUP)



As a group, share the options that each individual created. Pool them together as one long list of potential options. Perhaps, as you share options with each other, more potential options arise.

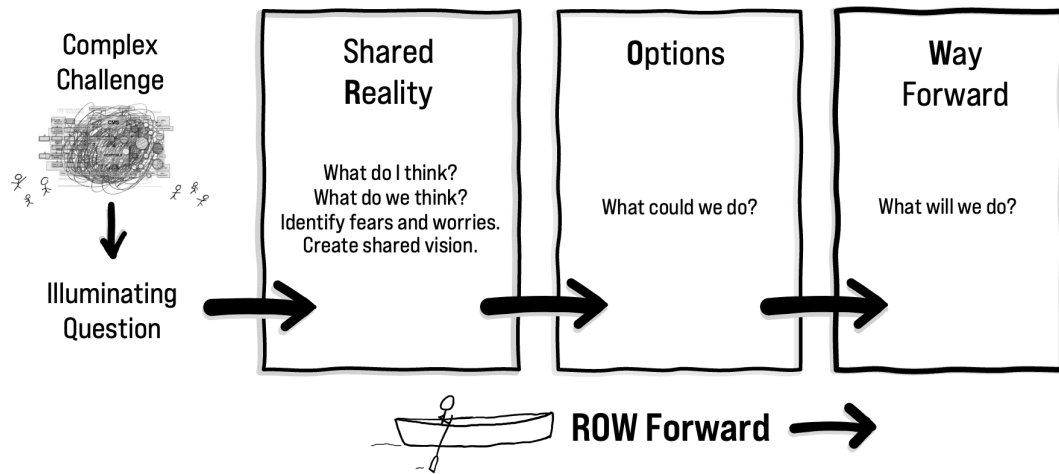
- Do nothing.

That's a *great idea*, but...

What if *we couldn't* do that?



ROW Forward Framework



WHICH OPTIONS WILL YOU PURSUE?

Which of the long list of potential **options** will become **objectives** as a way forward?

1.

2.

3.

4.

5.

WAY FORWARD

DEFINE OKR #1.

What is your **objective**?

Does this objective **implement a specific task** or **seek additional information**?

Who is the **Directly Responsible Individual**?

When will this be **completed**?

What **key results** will demonstrate you have achieved this objective?

Key Result #1:

Is this **key result** a **metric** or a **milestone**?

Who is the **Directly Responsible Individual**?

When will this be **completed**?

WAY FORWARD

Key Result #2:

Is this **key result** a **metric** or a **milestone**?
Who is the **Directly Responsible Individual**?
When will this be **completed**?

Key Result #3:

Is this **key result** a **metric** or a **milestone**?
Who is the **Directly Responsible Individual**?
When will this be **completed**?

WAY FORWARD

DEFINE OKR #2.

What is your **objective**?

Does this objective **implement a specific task** or **seek additional information**?

Who is the **Directly Responsible Individual**?

When will this be **completed**?

What **key results** will demonstrate you have achieved this objective?

Key Result #1:

Is this **key result** a **metric** or a **milestone**?

Who is the **Directly Responsible Individual**?

When will this be **completed**?

WAY FORWARD

Key Result #2:

Is this **key result** a **metric** or a **milestone**?
Who is the **Directly Responsible Individual**?
When will this be **completed**?

Key Result #3:

Is this **key result** a **metric** or a **milestone**?
Who is the **Directly Responsible Individual**?
When will this be **completed**?

WAY FORWARD

DEFINE OKR #3.

What is your **objective**?

Does this objective **implement a specific task** or **seek additional information**?

Who is the **Directly Responsible Individual**?

When will this be **completed**?

What **key results** will demonstrate you have achieved this objective?

Key Result #1:

Is this **key result** a **metric** or a **milestone**?

Who is the **Directly Responsible Individual**?

When will this be **completed**?

WAY FORWARD

Key Result #2:

Is this **key result** a **metric** or a **milestone**?
Who is the **Directly Responsible Individual**?
When will this be **completed**?

Key Result #3:

Is this **key result** a **metric** or a **milestone**?
Who is the **Directly Responsible Individual**?
When will this be **completed**?

WAY FORWARD

DEFINE OKR #4.

What is your **objective**?

Does this objective **implement a specific task** or **seek additional information**?

Who is the **Directly Responsible Individual**?

When will this be **completed**?

What **key results** will demonstrate you have achieved this objective?

Key Result #1:

Is this **key result** a **metric** or a **milestone**?

Who is the **Directly Responsible Individual**?

When will this be **completed**?

WAY FORWARD

Key Result #2:

Is this **key result** a **metric** or a **milestone**?
Who is the **Directly Responsible Individual**?
When will this be **completed**?

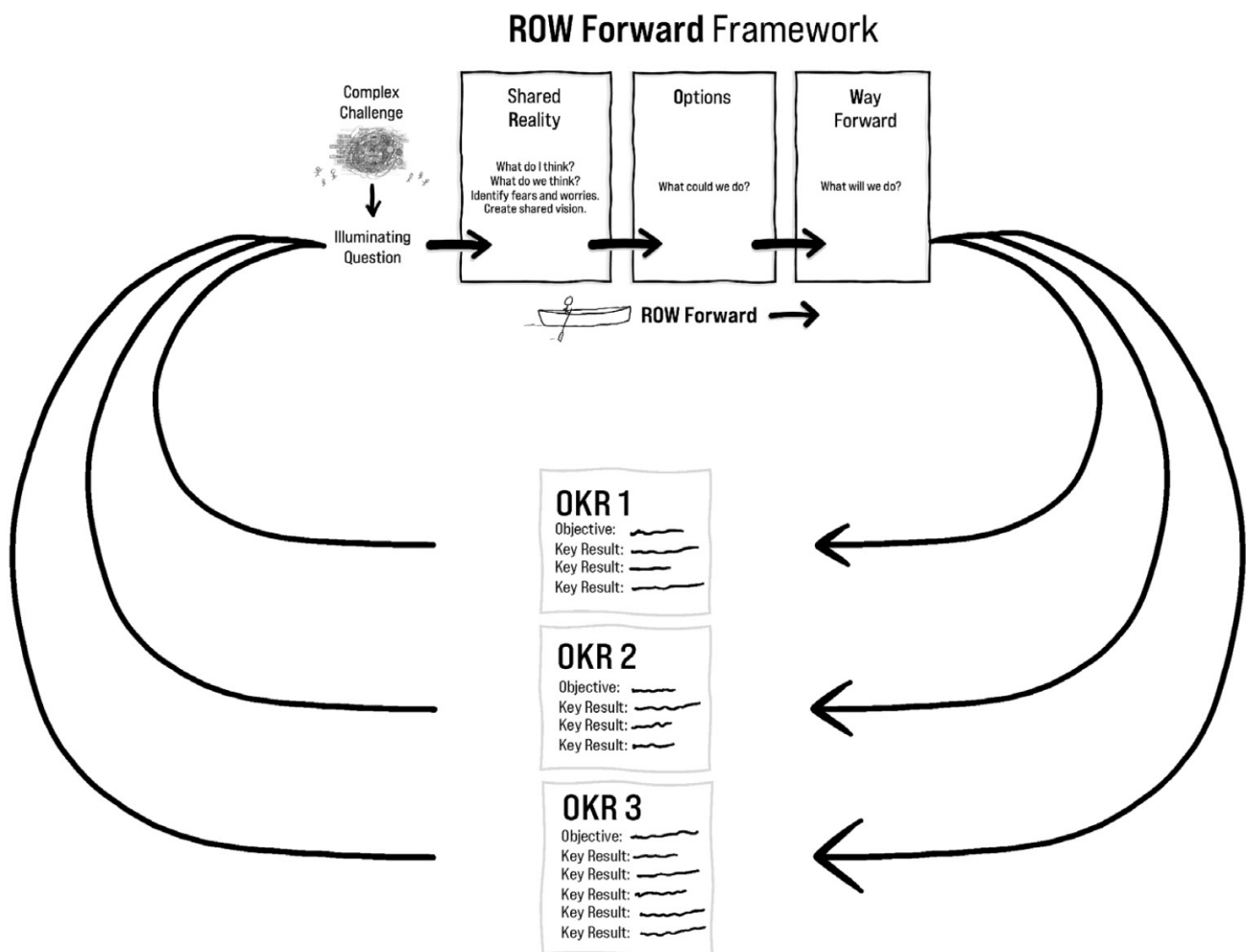
Key Result #3:

Is this **key result** a **metric** or a **milestone**?
Who is the **Directly Responsible Individual**?
When will this be **completed**?

WAY FORWARD

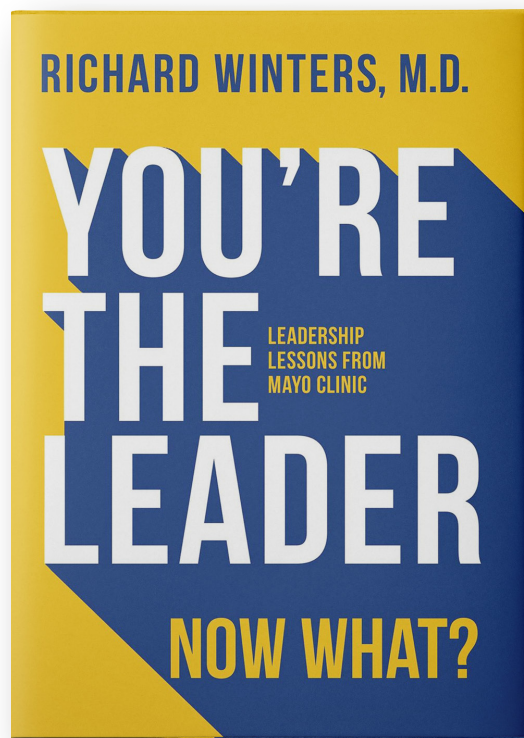
DISCOVER AND REPEAT THE ROW FORWARD.

As you move forward with your objectives and key results (OKRs), you discover new perspectives. Some things work out, some things do not. Take these learnings and put them back into the ROW Forward framework to identify new options and more effective ways forward.



THIS WORK BOOK IS A COMPANION TO THE BOOK:

You're the Leader. Now What?
Leadership Lessons from Mayo Clinic
by Richard Winters



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