Writing Assignment #3:

Option A: The Peruvian National Tuberculosis Control Program

EMPA U8200 2022

Date Due: Wednesday, December 28 11:59 PM

Scenario (Fictional): The Picker Center for Executive Education at Columbia SIPA is considering establishing an award program for Effective Management in the Public Service. In addition to saluting great achievement, the award's purpose is to provide a guide to action for managers across numerous domains – including public health.

The Awards Committee has commissioned a number of case studies, including the attached, "The Peruvian National Tuberculosis Control Program." They ask you to use this case as source material, and provide them with a report, "The Effective Manager's Playbook for Reforming a Public Health Program: Imperatives for Action."

Assignment. Using the lessons observed and learned in the Peru case, but including any and all other cases we have studied, "The Effective Manager's Playbook" should include these seven steps or phases as a "how to" guide to action that any manager should follow in reforming a public health program like Peru's - one facing limited human and financial resources and the heavy burden of disease. Think of it as a playbook for transforming an essentially bankrupt program to a model program in five years.

1. Assess Your "Going-in" Situation
2. Framing the Challenge/Setting Goals and Plans: What Would Be Valuable to Achieve, and Prioritizing Specific Business Problems to be Addressed
3. Filling Gaps, Provisioning the Launch and the Journey: What's Required For Success? People, Platforms, Politics, etc.
4. Testing Assumptions, Piloting and Proving Solutions
5. Mobilizing for Change: Taking Action, Getting in the Game
6. Measuring, Marketing Success: Holding Your Support, Delivering on the Value Promised
7. Scaling Up/Seeing over the Horizon: Possible Futures

At 1750-2500 words, this "playbook" cannot be all things to all people. This version of the playbook is to give the Awards Committee an idea of what a full playbook might look like.

In creating the playbook, it is assumed the source material is the Peru case. You do not have to preface statements with, "As was shown in the Peru case" or "As Suarez showed…" It is assumed.

Assume your playbook is addressed to managers. Therefore, where appropriate, do use or imply the imperative form and the second or third person singular – "You should…" or "The effective manager does..." or equivalent.

Throughout the playbook, where on-point and appropriate, pick and choose from among the following eleven essential elements of any manager's move forward:

1. People – Attract/Develop/Retain Needed Talent
2. Problem Setting/Framing
3. Piloting, Proving, Prototyping Solutions
4. Performance Management – Measures/Metrics
5. Platforms – Information Systems
6. Organization: Structure and Process
7. Budget – Provisioning, Resourcing
8. Political Management – Legitimacy, Power, Building Support
9. Pushback and Pay – Incenting Performance; Dealing With Pushback, Headwinds, Resistance, Bias
10. Marketing and Communications
11. Process Improvement –Issues, Options, Action to Address Essential Processes

You do not have to cover all eleven elements in each phase – just the ones you think are most important – the "keys to the game" for the effective manager when, for example, "Assessing Your Going-in Situation/Context," or "Proving, Testing and Piloting Solutions," or "Seeing Over the Horizon".

Memo Preparation Requirements: *Use this Checklist*

- Is the memo in 12-point Times New Roman font?
- Do you use single spacing throughout, except for double-spacing between sections?
- Have you used bullets and bolded headings and subheadings for each paragraph as illustrated below in the **Example of Section Formatting?**
- Do you address the memo to its recipient as "you" and in the 2nd person, rather than "he" or "she" and in the 3rd person?
- Have you edited your memos carefully, eliminating any grammatical and spelling errors?
- Have you used a minimum of six of the key concepts/tools/techniques that we have covered, and invoked the examples of leaders in 3-5 cases?
- Have you listed the readings and cases you will cite *at the top* of the memo?
- Is your memo of 1750-2500 words in length?

Memo Delivery Requirements

- Submit the memo as a MS Word document (not PDF) via Courseworks with a time stamp no later than 11:59PM on the date due – Wednesday, December 28, 2022
- Because of the proximity to end-of-semester grading requirements, submitting on time is essential. **We will strictly observe late penalties of ½ grade reduction for each 24 hours late; and no memo will be accepted more than 48 hours late.**

Memo Grading Rubric (perfect score is 500/500)

- Compliance with Requirements: 100/100
- Organization/Composition, Word Choice, Grammar: 100/100

- Persuasiveness and Reasoning: 100/100
- Raising and Addressing Key Issues: 100/100
- Recommendations for the Path Forward:100/100

As this is the third writing assignment, this memo will carry a weight of 50 percent of your grade for written work.

Example of Section Formatting:

1) **Lorem ipsum dolor sit amet, fuisset lobortis ex ius. Duis tollit detracto cum ex, fierent.**
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Example of Section Content Framing and Voice (from a past memo on a different topic):

1. **<Header 1>:** While it's clear the CEO has made recruiting women a priority from the top, it's also clear from the feedback, the cultural change needed was not prioritized, and the culture remained hostile to women even as their numbers grew.

   - **<SubHeader1>:** Cultural change is the toughest challenge for any organization. Don't expect immediate change, and don't expect that change to go smoothly. Expect that there may be even greater backlash, before change occurs, as new norms are announced and begin to shift the equilibrium for current employees.

   - **<SubHeader2>:** The CEO will need to take the lead in sending a strong and unwavering message to the staff about the importance of women in leadership. It should make clear that this initiative is not just a priority, but a requirement under his leadership (Alcoa Case Study). Often this will be subtle and informal, such as how he leads a meeting and what messages he relays there. There are other ways it should be formal, through existing employee communication channels – email, intranet, company bulletin.

   - **<Subheader3>** You'll need to ensure all messaging – informal and formal - is in sync with your new goals and messaging. Because cultural change is so difficult, event a single communication that signals the "status quo" can set you back significantly by telling employees that this is not a real effort. Your communications team should understand that every communication in the agency should be looked at through the lens of communicating your new initiative.

=-=-=In your playbook, invoke six or more of these key concepts/tools/techniques we have covered naming the READ ONE source you are using:

- Reference Projection/Idealized Design
- Strategic Triangle (Yours, and for All on Your Bureaucratic Compass): Vision of Value, Capacities, Authorization/Support/Legitimacy
- Process Improvement: Moving from Firefighting, Workarounds and Cynicism to a Culture of Improvement
- Leadership Types/Styles
- The Three Cultures of Executives, Operators, and Engineers
- Management Control Levers
- Decision Traps and Trip Wires
- Risk Management – Pre-Launch and Underway
- Teams: Tasking, Authorization, and Motivation
- Persuasion and Communication: Key Influencers
- Probes/Surveys/Diagnostics
- Using Budget to Promote Plans

- Rebalancing Work Structures viz., Control and Commitment
- Overcoming Status Quo Bias and other Headwinds, Structural Impediments
- Using Incentives/"Making it Pay" in Currencies that Matter
- Activating Values, Unleashing Change, Mobilizing the Change Vanguard
- Primary, Secondary Cultural Embedding and Reinforcing Mechanisms to Drive Change
- Moving from Debatable to Non-Debatable Goals (from a "Priority" to a "Pre-Condition")
- Reform of IT Platforms

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Example of Section Content Framing and Voice (from a past memo on a different topic):

2. **<Header 1>:** While it's clear the CEO has made recruiting women a priority from the top, it's also clear from the feedback, the cultural change needed was not prioritized, and the culture remained hostile to women even as their numbers grew.

- **<SubHeader1>:** Cultural change is the toughest challenge for any organization. Don't expect immediate change, and don't expect that change to go smoothly. Expect that there may be even greater backlash, before change occurs, as new norms are announced and begin to shift the equilibrium for current employees.

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his leadership (Alcoa Case Study). Often this will be subtle and informal, such as how he leads a meeting and what messages he relays there. There are other ways it should be formal, through existing employee communication channels – email, intranet, company bulletin.

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