How to Get Things Right in a Complex World

Featuring Atul Gawande,
Author of The Checklist Manifesto: How to Get Things Right
Dear Participant:

Welcome to the Linkage broadcast, *How to Get Things Right in a Complex World*. This broadcast from Linkage’s *Thought Leader Series* features Dr. Atul Gawande, author of *Better* and *Complications*, general and endocrine surgeon at the Brigham and Women’s Hospital in Boston. His writings combine his experiences as a surgeon with the challenges each of us face in our daily lives. Dr. Gawande shows how a simple tool can have a major impact and simplify complex problems or procedures.

The world has become increasingly complex in the past years. Ordinary people are often expected to do extraordinary things. With this increased complexity, there is also an increase in the number of errors. In his new book *The Checklist Manifesto: How to Get Things Right*, Dr. Atul Gawande discusses two different types of errors. The errors of ignorance are those we make because we don’t know enough while the errors of ineptitude are those we make because we don’t make proper use of what we do know. Dr. Gawande provides a series of examples of how it is the latter type that occurs most often these days. The world has become too complex and mistakes have become inevitable.

Dr. Gawande helped develop a global program to reduce avoidable deaths and harm from surgery. Soon after Dr. Gawande and his team began researching ways to simplify the surgical procedures, his research brought him to the aviation industry. Pilots are put under immense pressure and are expected to consistently perform a series of complicated tasks. Each member of the crew uses a checklist to make sure mistakes are avoided and each task is completed. It may seem like a simple solution, but checklists can make many complex situations and procedures seem straightforward and routine. Together with The Boeing Company, Dr. Gawande developed a two-minute checklist that surgeons could follow in the operating room. Use of these checklists reduced the number of complications experienced by patients by two-thirds. Checklists offer a means to greatly reduce the number of errors of ineptitude.

Avoidable failures exist in virtually every realm of organized activity—health care, government, the financial industry, schools and many other areas. The reason is simple: the volume and complexity of knowledge today has exceeded our ability as individuals to properly deliver on it—consistently, correctly, safely. We train longer, specialize more, use ever-advancing technologies, and still we fail. We’ve failed to fully understand of why we fail—and how something as simple as a checklist could make it possible to fly planes of extraordinary sophistication or to cut death rates in surgery by half. Find out how this methodology can help you perform better every day starting now.

During this program you will learn:

- The difference between failures of ignorance and failures of ineptitude
- What checklists can and cannot do to help us cope with complexity
- How to understand the fierce resistance to checklists
- How to make checklists that work
As a practicing surgeon and an accomplished writer, teacher and speaker, Dr. Atul Gawande offers audiences a unique perspective on the human struggle to improve performance. In his book, Better: A Surgeon’s Notes on Performance, Dr. Gawande uses the high stake challenges he faces as a surgeon to explore the universal struggle to perform well—what it takes to excel in any area of human endeavor. In his New York Times bestseller, The Checklist Manifesto: How to Get Things Right, Dr. Gawande explores the importance of using the checklist and how it has revolutionized medical practice and saved lives.

Atul Gawande received his B.A.S. from Stanford University, M.A. (in politics, philosophy, and economics) from Oxford University, M.D. from Harvard Medical School, and M.P.H. from the Harvard School of Public Health. He served as a senior health policy advisor in the Clinton presidential campaign and White House from 1992 to 1993. Since 1998, he has been a staff writer for the New Yorker. In 2003, he completed his surgical residency at Brigham and Women’s Hospital, Boston, and joined the faculty as a general and endocrine surgeon. He is also Associate Professor of Surgery at Harvard Medical School and Associate Professor in the Department of Health Policy and Management at the Harvard School of Public Health. He has published research studies in areas ranging from surgical technique, to US military care for the wounded, to error and performance in medicine. He is the director of the World Health Organization’s Global Challenge for Safer Surgical Care.

Chosen for the 2010 TIME 100, Gawande is number five in the thinkers’ category. He was also chosen for the Foreign Policy’s Top 100 Global Thinkers 2010. He received the MacArthur Fellowship, popularly known as the “genius prize,” for his writing and efforts to improve surgical practice. His book Complications: A Surgeon’s Notes on an Imperfect Science was a finalist for the National Book Award in 2002 and is published in more than a hundred countries. He was editor of The Best American Science Writing in 2006. His book, Better: A Surgeon’s Notes on Performance was one of Amazon’s ten best books of 2007. His newest book, The Checklist Manifesto, is a New York Times bestseller. He also won the 2010 National Magazine Award for Public Interest writing for his New Yorker article, “The Cost Conundrum.”

Materials

These participant materials have been designed to complement your participation in this broadcast with Dr. Atul Gawande. Use the materials before the broadcast to set the stage for the broadcast. Learn more about the use of checklists and how they can make your life and organization less complex.

Use the materials during Dr. Gawande’s presentation to take notes on important concepts. Dr. Gawande will use the 60 minutes to provide some prepared material on checklists.

Most importantly, use the materials after the broadcast to help reflect on ways to embrace the principles and implement the tools and techniques Dr. Gawande outlines in his presentation on How to Get Things Right in a Complex World.
About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the company provides clients around the globe with integrated solutions that include strategic consulting services, customized onsite training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended a Linkage program since the company’s founding in 1988.

Headquartered in Burlington, Massachusetts, Linkage has offices in Atlanta, New York, and San Francisco, with operations in Athens, Bangalore, Brussels, Hamilton, Hong Kong, Istanbul, Johannesburg, Kuala Lumpur, Kuwait City, Mexico City, Rome, Seoul, Shanghai, Singapore, Sydney, and Vilnius. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

Other Linkage Programs

Linkage’s broadcasts represent the best in leadership and management thinking, providing you with:

- Idea-generating programs by world-renowned and inspirational leaders.
- A convenient, on-site option for educating your leaders and managers.
- An innovative vehicle to deliver and drive the learning.

Check Linkage’s website (http://www.linkageinc.com) for additional programming, details, and updates. Linkage’s featured speakers are available On-Demand via Web cast or DVD:

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- Dan Heath on How to Change when Change is Hard
- Malcolm Gladwell on Why People are Successful
- Sheena Iyengar on The Art of Choosing
- Hank Haney on A Roadmap to Excellence
- Lynda Gratton on Creating Performance Driven Innovation within your Organization
Les McKeown on *Get Your Organization on the Growth Track*
Rosabeth Moss Kanter on *Leading a SuperCorp*
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Richard Boyatzis on *Leading in a New World*
Sandra Taylor on *The Business Case of Corporate Social Responsibility*
John Maxwell on *The Five Levels of Leadership*
Stephen M.R. Covey on *Leading at the Speed of Trust*
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Peter Sheahan on *Future Proof: How to be Up in a Down Market*
Marilyn Carlson Nelson on *How We Lead Matters*
Tom Peters on *Creating the 21st Century Organization*
Michael Treacy on *Sustaining Double-Digit Growth in Any Economy*
Doris Kearns Goodwin on *Team of Rivals*
John Kotter on *Leading Change*
Marshall Goldsmith on *Coaching for Leadership*
Patrick Lencioni on *Building and Leading a High Performance Team*
Keith Ferrazzi on *Relationships for Group Success*
Warren Bennis on *The Most Common (and Often Fatal) Failures of Top Leadership*
C.K. Prahalad on *Making Strategy Work: The Future of Value Creation*
Ann Richards on *Successful Leadership*
Michael Useem on *Reaching the Go Point*
Clayton Christensen on *Building a Successful Innovation-Driven Organization*
Benazir Bhutto on *Diversity*
David Breashears on *Vision, Courage, and Passion: Leadership at 26,000 Feet*
Tom Davenport on *Maximizing Knowledge Worker Productivity: The Next Generation of Management*
Tony Schwartz on *Building Individual and Organizational Capacity in the Age of Overload*
Phil Harkins on *Powerful Conversations*
Mareen and Kimball Fisher on *Leading High Performance Virtual Teams*
Nick Washienko on *Effective Leadership Communication*
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Quint Studer on *Transforming a Corporate Culture to Drive Sustainable Results*
• Marilyn King on *Envisioning the Gold: An Olympian’s Challenge to Business Leaders*
• Betsy Myers on *Authentic Leadership: How You Can Take the Lead*
• Marilyn Tam on *How to Use What You’ve Got to Get What You Want*
• Michael Lee Stallard and Jason Pankau on *Fired Up Leadership to Boost Productivity and Innovation*
• Gail Evans on *The Power of Working Women Working Together*

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• September 14: Bill Conaty on *Why Smart Leaders Put People Before Numbers*
• October 3: David Rock on *Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long*
• November 17: Jason Jennings on *Reinvention*
• December 8: Paul Sullivan on *Why Some People Excel Under Pressure and Some Don’t*
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ON YOUR MARK

PRE-BROADCAST PREPARATION
Introduction and Basic Premise

“It has been years since I read a book so powerful and so thought-provoking...Gawande is a gorgeous writer and storyteller, and the aims of this book are ambitious.”

—Malcolm Gladwell, author of Outliers

Through fascinating examples Dr. Atul Gawande shows us many situations and industries where checklists are being used and make complicated processes seem relatively effortless.

The book starts with a captivating example Dr. Gawande got from his work as a surgeon. He started thinking about ways to reduce risks in the OR. Operations and emergencies in hospitals are complex because of numerous reasons. First, the team usually doesn’t know what the exact problem is. Second, they deal with one of the most complicated things in life, the human body.

Despite the complexity, there are often sequences of steps that can be followed in order to reduce the risks of infection or even deaths of patients. Dr. Gawande gives examples from the world of medicine where checklists are being followed to ensure no steps in the sequence are missed. The results were mesmerizing; some hospitals decreased their infection rate by 66 percent. Once the checklist had proven its effectiveness, more and more health institutes began to implement it.

The origin of the checklists came from other industries. In the airline industry, checklists have made flying much more comprehensive for pilots. They use checklists for nearly every process whether before, during or after the flight. In the building industry, checklists dictate instructions to workers on what to do and when. There are also checklists for what to do when a difficult, potentially dangerous, and unanticipated anomaly suddenly appears on the fourteenth floor of a thirty two story skyscraper under construction. Checklists are used for each individual process, such as the installation of mechanical systems, masonry, doors, windows, and carpeting. All the separate contributions have to be included. Yet they also fit together as a whole. All the processes have to be executed precisely and in coordination.

Under conditions of true complexity – where the knowledge required exceeds that of an individual and unpredictability reigns – efforts to dictate every step from the center will fail. People need room to act and adapt. Dr. Gawande illustrates this with the example of how Walmart acted during the hurricane Katrina disaster. Walmart told its employees what they expected and made sure there was communication, but they also allowed employees to make responsible decisions and act upon the situations that were presented.

People in the building industry also understand this complex relation between freedom and expectation – expectation to coordinate and also to measure progress toward common goals. They have learned to codify that understanding into simple checklists. After Katrina, Dr Gawande came up with a theory that under conditions of complexity, not only are checklists helpful, they are required for success. There must always be room for judgment, but judgment is aided – and even enhanced – by procedure.
After establishing this theory, Dr. Gawande recognized checklists in all sorts of areas. From football to rock concerts, checklists can be applied in nearly every situation. He discovered that in nearly every industry and every profession checklists are applicable. He began to think of ways to apply them in his own life. That’s when a woman in the WHO in Geneva called Dr. Gawande to ask him to help develop a global program to reduce avoidable deaths and harm from surgery. He attended a conference where experts from all around the world discussed the various challenges. Many solutions were offered, but none of them seemed feasible on a global scale. That was until Dr. Gawande suggested the checklist.

The initial checklist proved to be a disaster, it was too long and many things were unclear. Dr. Gawande worked together with The Boeing Company to develop the checklist and explained the difference between good and bad checklists. Bad checklists are vague and impractical, too long and hard to use; good checklists are precise, easy to use, only provide the important steps, and practical. However, there is a limit to the checklists, they cannot force anyone to follow them.

There are a number of key decisions that have to be made when creating a checklist.

- You must define a clear pause point
- You must decide whether you want a DO-CONFIRM or DO-READ checklist
- The checklist cannot be too long, usually between 5 to 9 items. It also depends on the context
- Focus on the ‘killer items’ – the steps that are most dangerous to skip and sometimes overlooked nonetheless
- The wording should be simple and exact and use familiar language of the profession
- Ideally, it should fit on one page and be free of clutter and unnecessary color
- Probably most importantly, the checklist has to be tested in the real world and the checklist needs to be adjusted until it works consistently

With these points in mind, Dr. Gawande got back to the drawing board and started making adjustments to the checklist for surgery. The most difficult part was cutting the non-killer items. After a lot of discussion the final checklist was assembled and tested in eight different hospitals around the world. The results were astonishing; in seven out of the eight hospitals the number of complications had a double-digit percentage drop. They also interviewed more than 250 staff members – surgeons, anesthesiologists, nurses and others – and asked if they would want the checklist to be used if they were having an operation. A full 93 percent said yes.

Following the medical example, Dr. Gawande shows the checklist can also be very helpful for investment companies. He looked at three major investors: Mohnish Pabrai of Pabrai Investment Funds, Guy Spier of Aquamarine Capital Management and an anonymous investor heading the world’s biggest investment company worth billions of dollars. Mohnish Pabrai explained that he had done some research into how successful investors such as Warren Buffett of Berkshire Hathaway made investments. The anonymous investor also explained that he uses a checklist for all his investments, in 49 out of 50 cases you cannot find any problems, but the one time you do it can save you a tremendous amount of money. Dr. Gawande explains that the use of checklists
doesn’t increase the ROI, but it allows investment companies to evaluate more investments and reduce risks.

It shows checklists can be implemented in many areas however; it often gets a lot of resistance. Even with the success rate of the three investors, people around them are hesitant to believe that the checklist can work. People often don’t want to believe that checklists work. Dr. Gawande gives a great example from the airline industry. In January 2009, a US Airways flight had to make an emergency landing on the Hudson River. The captain of the flight was praised for his heroism and the successful landing was partly explained through his Air Force experience. However, he kept repeating that it was as much about teamwork and adherence to procedure as it was about any individual skills that he might have possessed. No matter how many times he repeated this fact, journalists and others continued to focus on him. It was as if we simply could not process the full reality of what had been required to save the people on that plane.

The fear people have about the idea of adherence to protocol is rigidity. They imagine mindless automatons, heads down in a checklist, incapable of looking out their windshield and coping with the real world in front of them. But what you find, when a checklist is well made, is exactly the opposite. The checklist gets the dumb stuff out of the way, the routines you brain shouldn’t have to occupy itself with, and let’s it rise above to focus on the hard stuff.
Pre-Broadcast Activity
For this pre-broadcast activity, we ask you to think about what your ideas on checklists are.

1. Do you currently use checklists? If so, how? If not, why not?

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2. How do you create checklists?

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3. How do you currently do to simplify procedures in your organization?

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“... which is an amazing tribute to the book that Gawande has crafted. Not only is the book loaded with fascinating stories, but it honestly changed the way I think about the world. It is the best book I've read in ages.”

—Steven D. Levitt
Coauthor of Freakonomics
Here, then, is the fundamental puzzle of modern medical care: you have a desperately sick patient and in order to have a chance of saving him you have to get the knowledge right and then you have to make sure that the 178 daily tasks that follow are done correctly – despite some monitor’s alarm going off for God knows what reason, despite the patient in the next bed crashing, despite a nurse poking his head around the curtain to ask whether someone could help “get this lady’s chest open.” There is complexity upon complexity. And even specialization has begun to seem inadequate. So what do you do?

—Atul Gawande

*How to Get Things Right*

page 28-29

4. How would checklists make your life less complex?

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The Linkage Thought Leader Series
Question Preparation for Q&A Session

Dr. Atul Gawande will devote the last portion of the broadcast to answer your questions. Complete the Question Sheet found on the next to last page of this participant guide and:

- If you are participating in the live presentation of this program, you can submit your questions directly from your webcast viewing window. You can also submit your questions through fax or e-mail using the instructions on the Question Sheet. Your program coordinator may collect your questions and send them in collectively.

  Fax 1.877.892.0170 (from within U.S.)
  Fax 1.646.349.3661 (from outside U.S.)

  Email to: leadership2011@linkageinc.com

- If you are participating in a recorded presentation of this program, share your questions with your program coordinator to be used during your post-broadcast activities.
GET SET

PRESENTATION
During the Presentation

- Participate! Listen actively — question concepts and “try them on” to see how they may apply to you and your situation.
- Take notes on the pages that follow. Capture key thoughts and ideas.
- Be bold! Identify one thing to do and vow to take action.
Notes

Dr. Gawande has requested that the slides not be included within this set of guides. This page may be used for taking notes during the presentation.

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There is a particularly tantalizing aspect to the building industry’s strategy for getting things right in complex situations: it’s that it gives people power. In response to risk, most authorities tend to centralize power and decision making. That’s usually what checklists are about – dictating instructions to the workers below to ensure they do things the way we want. Indeed, the first building checklist I saw, the construction schedule on the right-hand wall of O’Sullivan’s conference room, was exactly that. It spelled out to the tiniest detail every critical step the tradesmen were expected to follow and when – which is logical if you’re confronted with simple and routine problems; you want the forcing function.

—Atul Gawande

How to Get Things Right

Right

page 72
Post-Broadcast Activities

Activity 1: Self-Reflection and Discussion

A. What in Dr. Atul Gawande’s presentation struck a special chord with you? Why?

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B. Reflect on what you may not know about your team, department, or organization and what you have taken from Dr. Gawande’s presentation. Do you feel your organization effectively simplifies procedures? How do you think you can create a better organization by focusing on this going forward?

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C. After watching Dr. Gawande’s presentation, how might you alter the way you create checklists?
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D. When implementing a checklist it is important that the entire team uses it in a consistent manner. Think of three ways to motivate your team, department or organization to consistently use the checklist.
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**Activity 2: No Second Chance**

A. There are usually no second chances when implementing checklists in organizations. There’s no room for failure. Using the template below, create a checklist for a complex procedure within your team or organization.

<table>
<thead>
<tr>
<th>Development</th>
<th>Drafting</th>
<th>Validation</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Do you have clear, concise objectives for your checklist?</td>
<td>- Does the Checklist:</td>
<td>- Have you:</td>
</tr>
<tr>
<td>Is each item:</td>
<td>- Utilize natural breaks in workflow (pause points)?</td>
<td>- Trialed the checklist with front line users (either in a real or simulated situation)?</td>
</tr>
<tr>
<td>- A critical safety step and in great danger of being missed?</td>
<td>- Use simple sentence structure and basic language?</td>
<td>- Modified the checklist in response to repeated trials?</td>
</tr>
<tr>
<td>- Not adequately checked by other mechanisms?</td>
<td>- Have a title that reflects its objectives?</td>
<td>Does the checklist:</td>
</tr>
<tr>
<td>- Actionable, with specific response required for each item?</td>
<td>- Have a simple, uncluttered, and logical format?</td>
<td>- Fit the flow of work?</td>
</tr>
<tr>
<td>- Designed to be read aloud as a verbal check?</td>
<td>- Fit on one page?</td>
<td>- Detect errors at a time when they can still be corrected?</td>
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<tr>
<td>- One that can be affected by the use of a checklist?</td>
<td>- Minimize the use of color?</td>
<td>- Can the checklist be completed in a reasonably brief period of time?</td>
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<tr>
<td>Have you considered:</td>
<td>In the font:</td>
<td>- Have you made plans for future review and revision of the checklist?</td>
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<tr>
<td>- Adding items that will improve communication among team members?</td>
<td>- Sans serif?</td>
<td></td>
</tr>
<tr>
<td>- Involving all members of the team in the checklist creation process?</td>
<td>- Upper and lower case text?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Large enough to be read easily?</td>
<td></td>
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<tr>
<td></td>
<td>- Dark on a light background?</td>
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<tr>
<td></td>
<td>In the font:</td>
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<td></td>
<td>- Sans serif?</td>
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<td></td>
<td>- Upper and lower case text?</td>
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<td>- Large enough to be read easily?</td>
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<tr>
<td></td>
<td>- Dark on a light background?</td>
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<tr>
<td></td>
<td>- Are there fewer than 10 items per pause point?</td>
<td></td>
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<tr>
<td></td>
<td>- Is the date of creation (or revision) clearly marked?</td>
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</tbody>
</table>
B. Which of the steps in creating a checklist do you find most challenging? Why? What can you do to simplify this?

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C. Dr. Gawande measures the success of his checklists through the reduced number of avoidable deaths in the Operating Room. How would you measure the success of your checklist?

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Activity 3: Weekly Checklist

A. Think of the week ahead of you. Create a checklist with the major goals.

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B. After the week has passed and you used the checklist consistently, think about how the checklist helped you this week.

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Final Activity: Action Planning

Now it is time to get moving. Everything in today’s broadcast supports the need to take action and start implementing the lessons shared. Picture yourself six months from now. You’re reflecting with a sense of pride and satisfaction on how you have implemented the tools and techniques shared by Dr. Gawande in knowing what you previously didn’t know. What have you done to simplify procedure within your team or organization?

______________________________________________________________________
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Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?
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- What do you need to do by the end of this month?
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  ______________________________________________________________________
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- What do you need to do by the end of this week?
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- What do you need to do tomorrow?
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  ______________________________________________________________________
  ______________________________________________________________________
Materials Written by Atul Gawande

Books

Publications (2010 and 2011)
Gawande, Atul. Letting Go. The New Yorker. July 26, 2010

Website
You may also benefit from visiting the following websites associated with Dr. Atul Gawande:

- www.gawande.com
FORMS
Question Sheet

Use this form to write your discussion question for Atul Gawande. Please write legibly.

Name (optional): _______________________________________________________________

Organization: __________________________________________________________________

Location: _____________________________________________________________________

Your question (25 words or fewer):
__________________________________________________________________________
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Fax 1.877.892.0170 (from within U.S.)
Fax 1.646.349.3661 (from outside U.S.)

Email to: leadership2011@linkageinc.com
Broadcast Evaluation Form

We invite your feedback on this presentation: How to Get Things Right in a Complex World.
Please return this completed form to your site coordinator or fax it to 781-402-5556.
NAME________________________________ TITLE __________________________________
ORGANIZATION _______________________________________________________________

Please indicate functional area (only check one):
- Finance
- Human Resources/Organizational Development
- Manufacturing/Operations
- Marketing
- R&D
- Sales
- Other (specify) ___________________________________________

How many people do you have reporting to you (include all levels)?  Number: _____________
Please indicate your job level (only check one):
- President or Officer
- Vice President
- Director
- Manager/Supervisor
- Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ]</td>
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<td>[ ]</td>
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<tr>
<td>The length of the presentation was ideal.</td>
<td>[ ]</td>
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<tr>
<td>As a result of participating in this program, I will be more effective in my role.</td>
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<tr>
<td>The participant materials were useful.</td>
<td>[ ]</td>
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<td>[ ]</td>
</tr>
<tr>
<td>The Q&amp;A session was valuable.</td>
<td>[ ]</td>
<td>[ ]</td>
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</tr>
</tbody>
</table>

2) Please give a general overall comment about the program: ____________________________
__________________________________________________________________________

3) How can we improve these broadcasts?___________________________________________
__________________________________________________________________________

4) May we use these comments for promotional purposes (including name and org.)?  Y   N

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?  Rating: _____________

6) From the Linkage Thought Leader Series lineup, which speakers are you most excited to see? (Please rate your top three, “1” being most excited.)

   ______ Atul Gawande ______ Jason Jennings ______ David Rock
   ______ Charlene Li ______ Paul Sullivan ______ Steven Johnson
   ______ Bill Conaty ______ Adrian Gostick

7) For future lineups, which speakers would you be most interested in seeing? (Please rate your top five, “1” being most interested.)

   ______ Seth Godin ______ Indra Nooyi ______ Jimmy Wales Other:_______________
   ______ A.G. Lafley ______ Tim Sanders ______ Robert Gibbs
   ______ Robert Johnson ______ Chip Conley ______ Daniel Pink

8) Which types of speakers are you most interested in seeing? (Please rate your top two.)

   ______ Former C-Level Executives ______ Thought Leaders/Management Gurus
   ______ Political Leaders ______ Athletic Leaders/Coaches
   ______ Military Leaders ______ Other