

Purpose, Outcomes, Process = POP

A Fundamental Tool for Creating Results

POP is all about creating results. It incorporates both good leadership *and* good management practices. According to John Kotter*, leadership and management are two distinct and complementary systems of action. Each has its own function and characteristic activities. The hard part of our jobs is that we are called on to be both great leaders and great managers. Some of what Leadership is about is creating context and setting direction - much more about 'being' than doing; whereas management is more about doing; planning, organizing and problem solving... during the course of our busy days it is a constant dance between the two.

POP builds on key **leadership** practices: *Purpose* (why we are doing something and the contribution it makes) and *Vision* (what goals we want to accomplish and the difference achieving these goals makes) as well as *Performance* (measures for success) and *Partnership* (who else needs to be included?) POP also addresses good **management** practice: *Process* (what steps need to be taken to get the job done? EG: planning, organizing, analysis, staffing, training, etc.)

POP is a scalable tool. It can be used for mapping out large, long-term projects as well as the multitude of daily activities we are all faced with: meeting agendas, campaigns, difficult conversations, coaching/mentoring sessions, unplanned calls and discussions, etc.

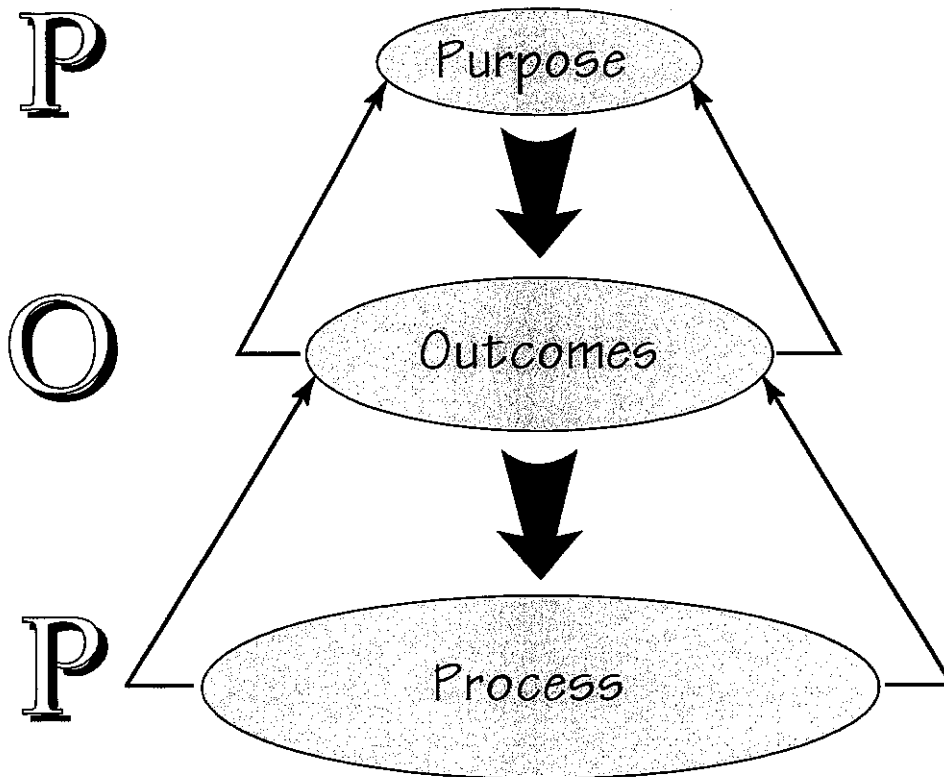
In this context, the "purpose" we are talking about tends to be very focused and pragmatic. It is derived from a larger, over-arching mission that sets the context and gives meaning to all organizational efforts and activities. In turn, necessary outcomes are defined based on a clear understanding of the identified purpose, while appropriate processes must be aligned with the intended outcomes.

- Answering the "Why?" question is critical for engaging people's caring and commitment (without which people's best thinking is seldom engaged). It also helps us pay attention to whether our activities are fulfilling a real need. Questions like *Why are we running this campaign? Or why are we having this weekly conference call?* can uncover ineffective assumptions and habits.
- Answering the "What?" question is critical for aligning expectations and focusing attention (without which a lot can get said - and even done - but little accomplished toward the real results that are needed). Having clearly defined outcomes establishes a clear road map for next steps.
- Answering the "How?" question is critical in preparing people to engage and participate appropriately, enabling a swifter, more focused pathway to the outcomes. Process steps vary depending on what you are doing - for meetings it can be establishing an agenda with clear roles and timelines. For critical projects or difficult conversations it can be doing a cost/benefit or power analysis, etc.

Purpose, Outcomes, Process = POP (continued)

A common mistake people make is to decide or act before being really clear on the answers to these three questions. This reveals our shared impatience with thought - our bias toward activity. But as many have noted (business gurus Peter Senge and Stephen Covey among them), when it comes to people and performance, you often have to start slow to go fast. Once a solid *context* for action has been set, it is easier to make appropriate choices as well as to prepare for (and respond more quickly to) unexpected contingencies.

As shown in the model below, each layer of the POP model is subordinate to the one above it. If at any point there is confusion or uncertainty in people's minds, the best response is to work your way back up the model and re-check the quality of the linkages and alignment involved.



POP is a useful tool in a variety of situations. The more consistently we practice and apply it, the more consistently we will enjoy the benefits of the focus, alignment, coordination, and effectiveness that it promotes.

**John P. Kotter, Harvard Business Review, May/June 1990*

Mexico City Shabbat Outreach Event

Date: October 6, 2024

POP

Purpose

To provide an opportunity for students studying in Mexico City to engage with the other Jewish students in the KAHAL community on Shabbat

Outcomes

Participants will feel...

- Connected to other Jewish students studying in Mexico City
- Inspired to engage with KAHAL again

Participants will know...

- That KAHAL is their resource for global Jewish community
- About upcoming KAHAL opportunities
- That JDC Entwine supports KAHAL

Participants will be able to...

- Celebrate Shabbat
- Step away from their day, enter a different space, and learn something new
- Build connections with others in their community and with KAHAL

Process

- 15-20 people
- Intimate, Shabbat dinner in a private backyard
- Food will be sustainable/local and fresh
- Immersive activity exploring different Mexican Shabbat traditions