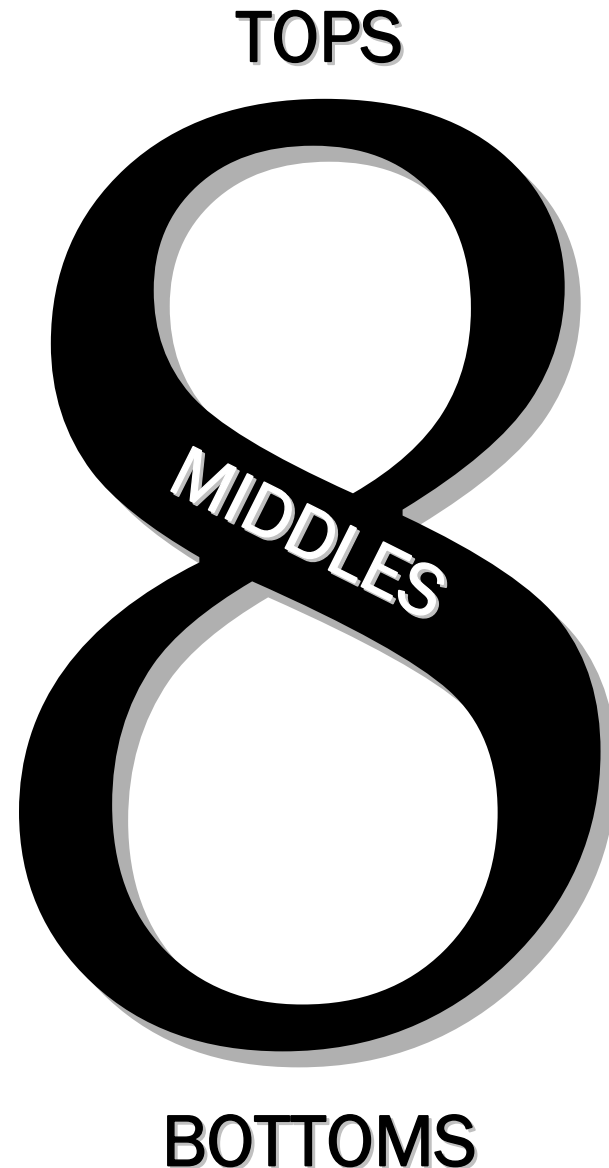


Top-Middle-Bottom

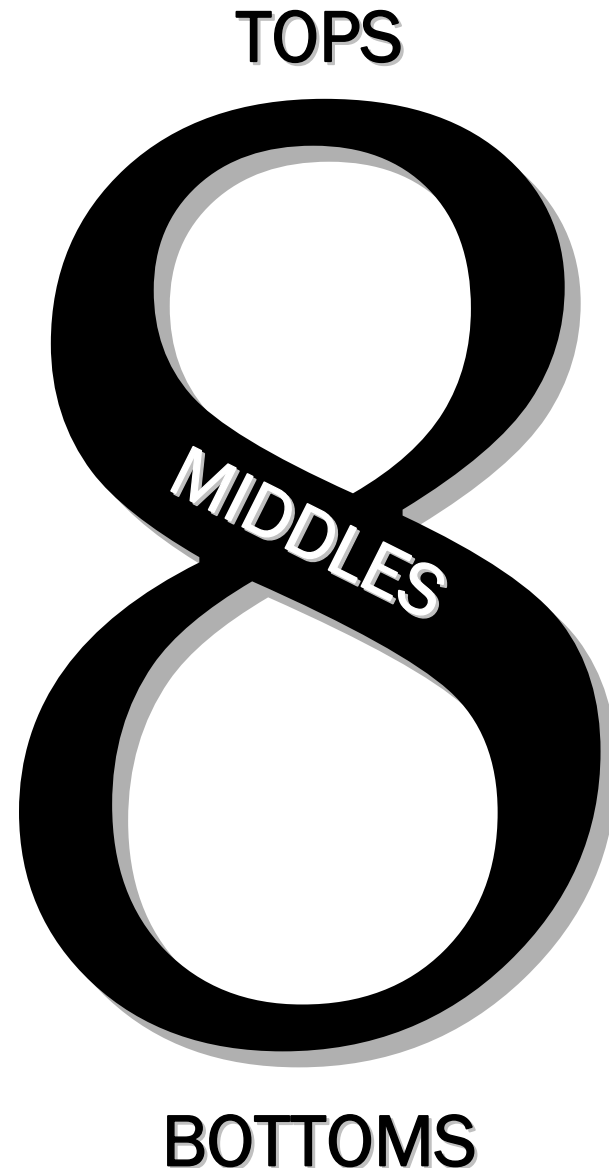
HCTC | Health Coverage
Federal • State • Private Industry | Tax Credit

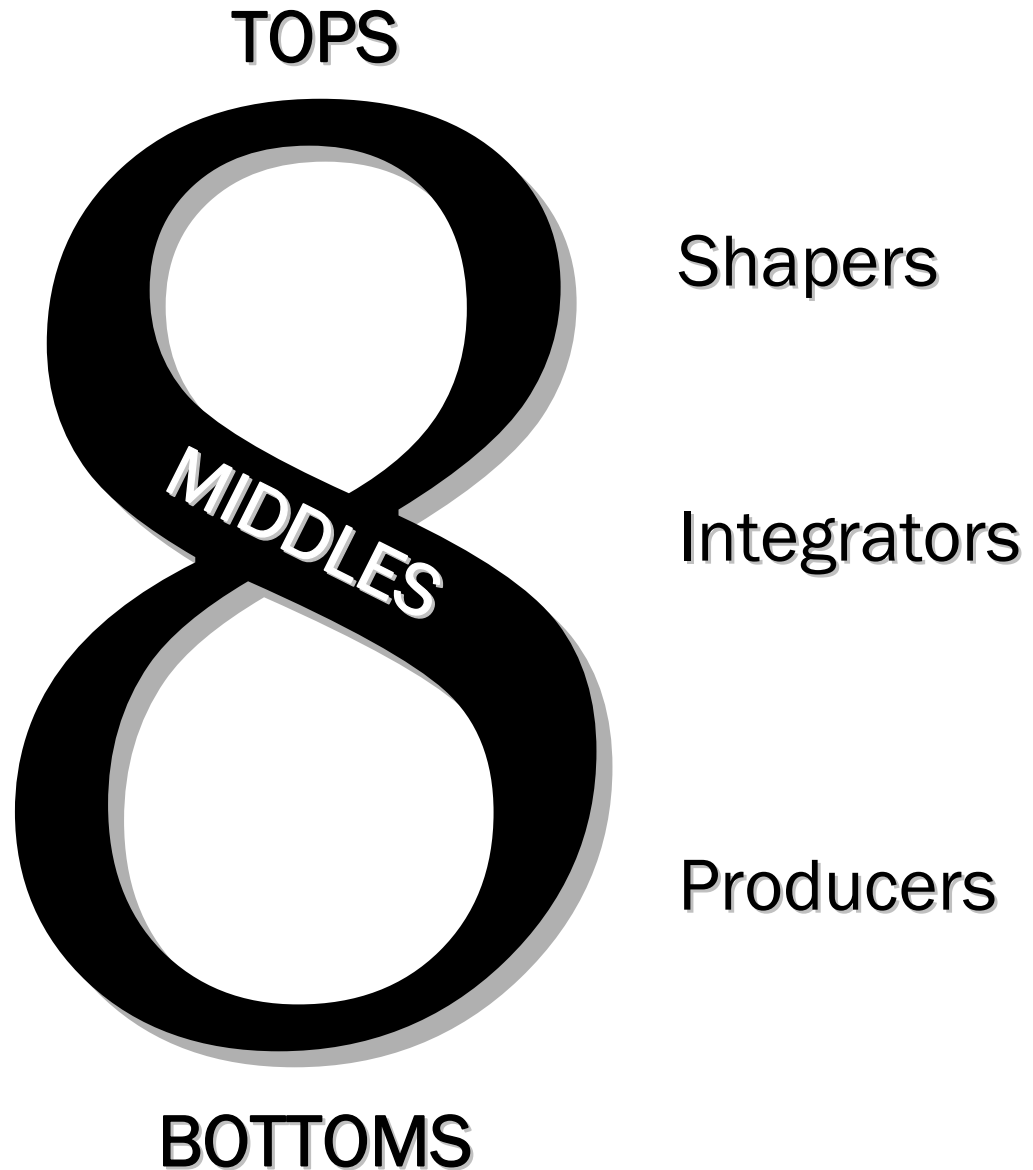
Management of the HCTC Process

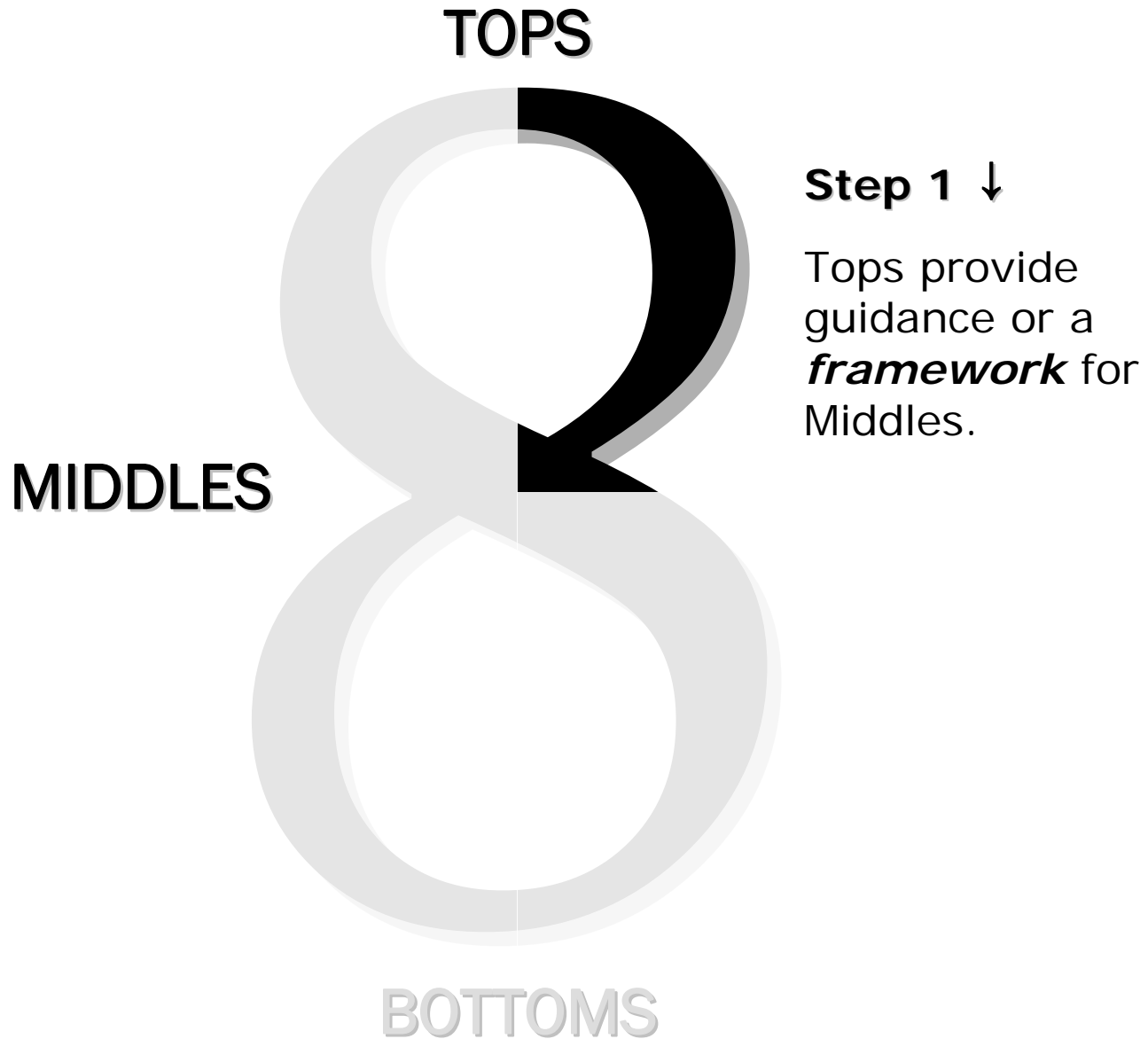
- **Outsourcing brings complexity to communication and teaming on a program.**
- **The vital element for success in this environment is holding to a repeatable and reliable communication and decision making process.**
- **The Power of 8 Process illustrates the actions required for superior performance in this setting.**
- **Picture a champion skater moving gracefully around the curves, through the challenge of the intersection, using the momentum to close a seamless figure.**

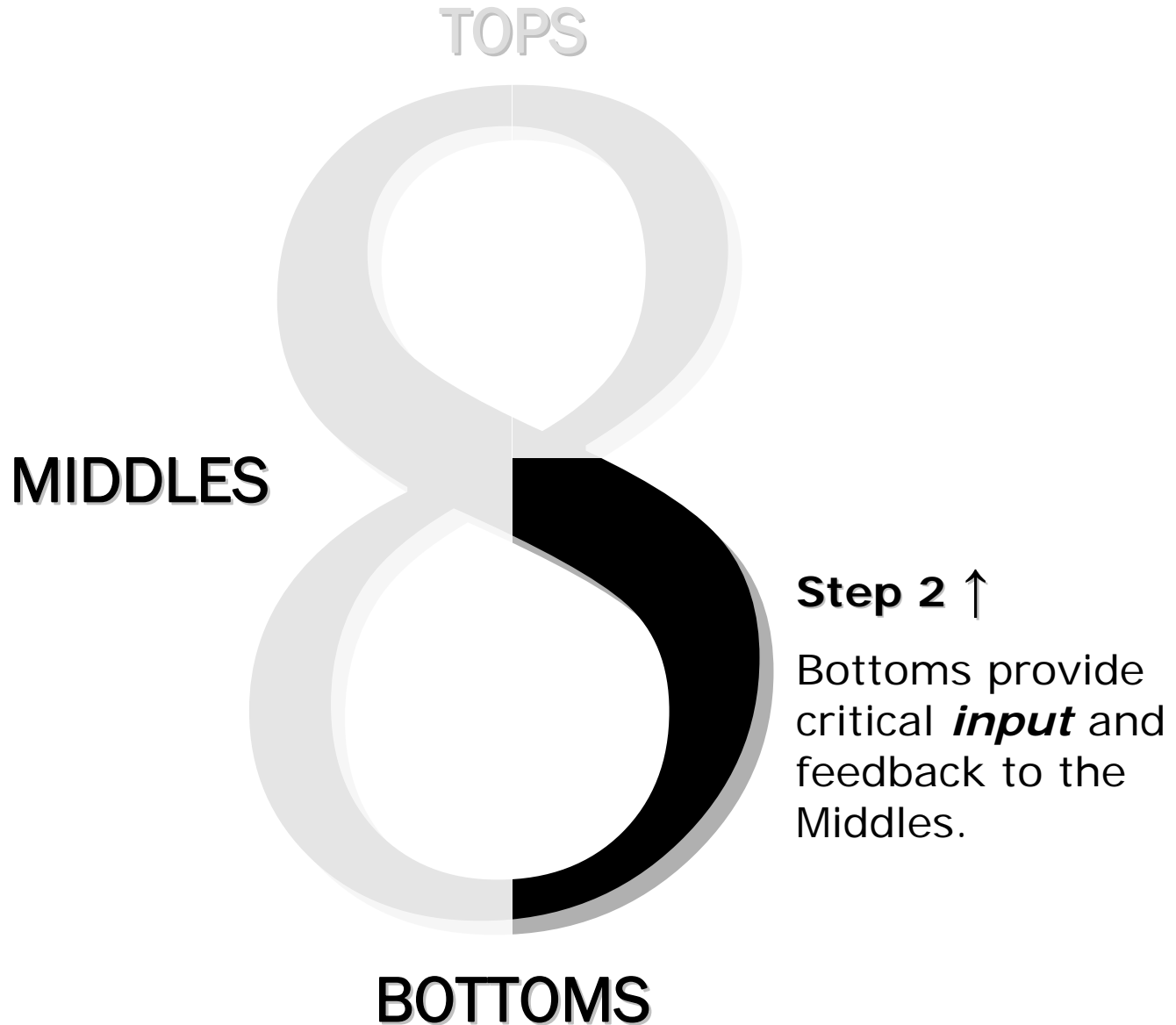


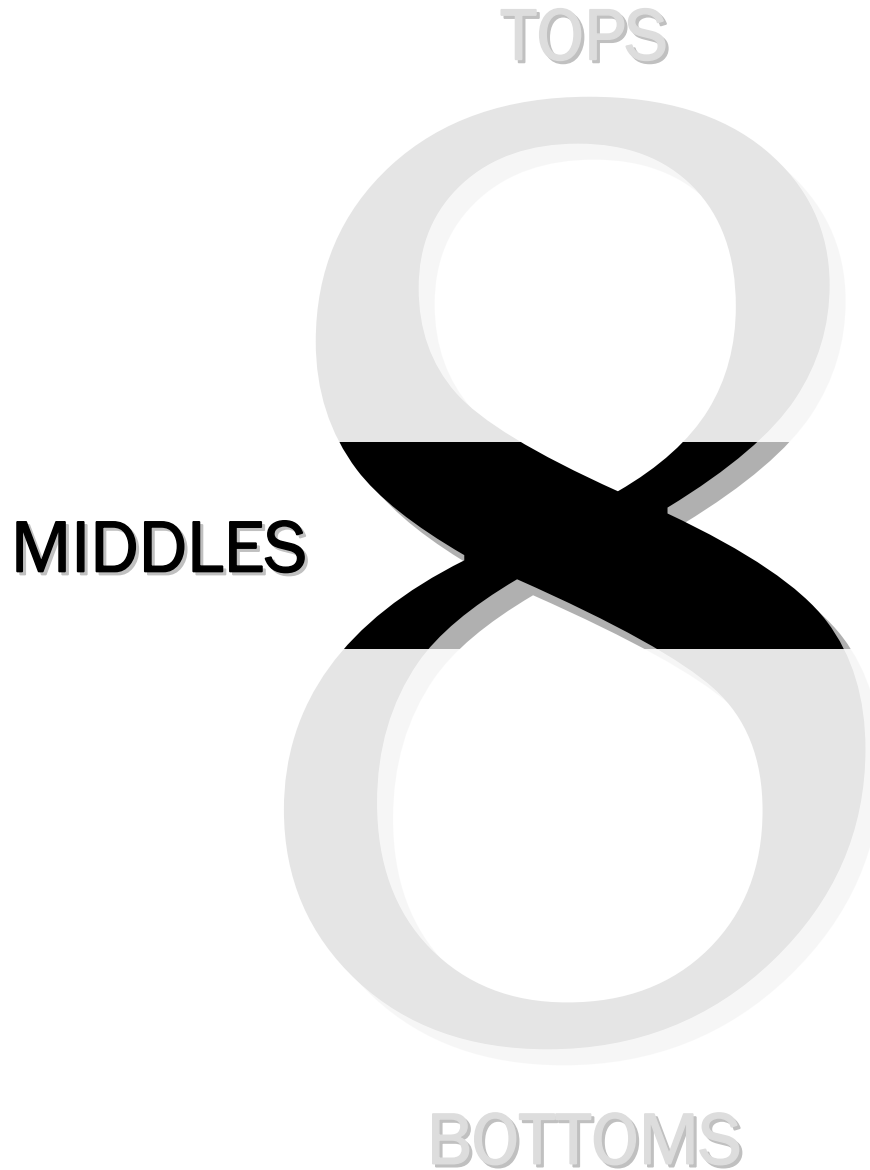
- Like the skater, outsourced partners succeed when they balance graceful communication and feedback, up, down and around, with steadfast technical performance.
- This metaphor of momentum captures the Power of 8. Communication, decisions, and implementation work together as a continuous flow across Tops-Middles-Bottoms.
- Tops shape the direction, middles manage the intersection points and translate decisions into action, and bottoms produce results.





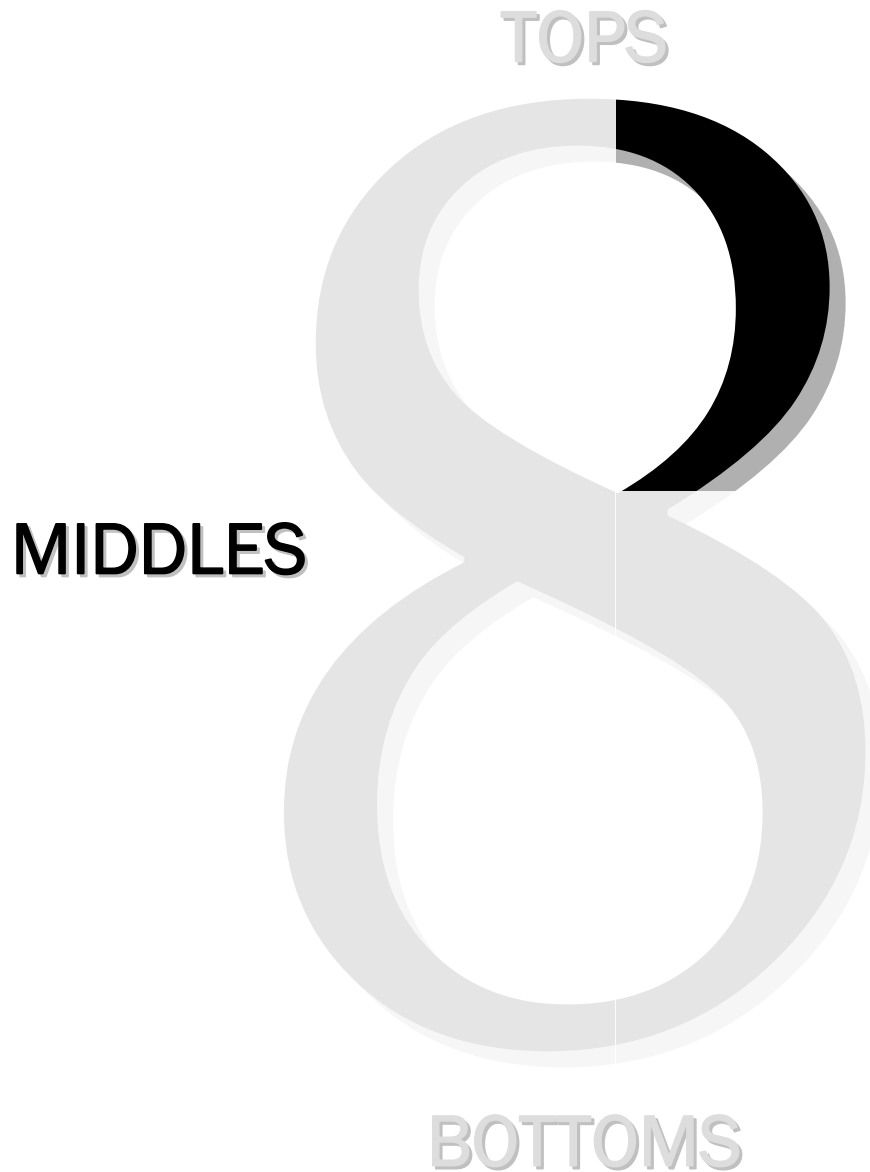






Step 3 ↔

Middles *integrate* the Top's framework and the Bottom's input with a cross organization prospective.



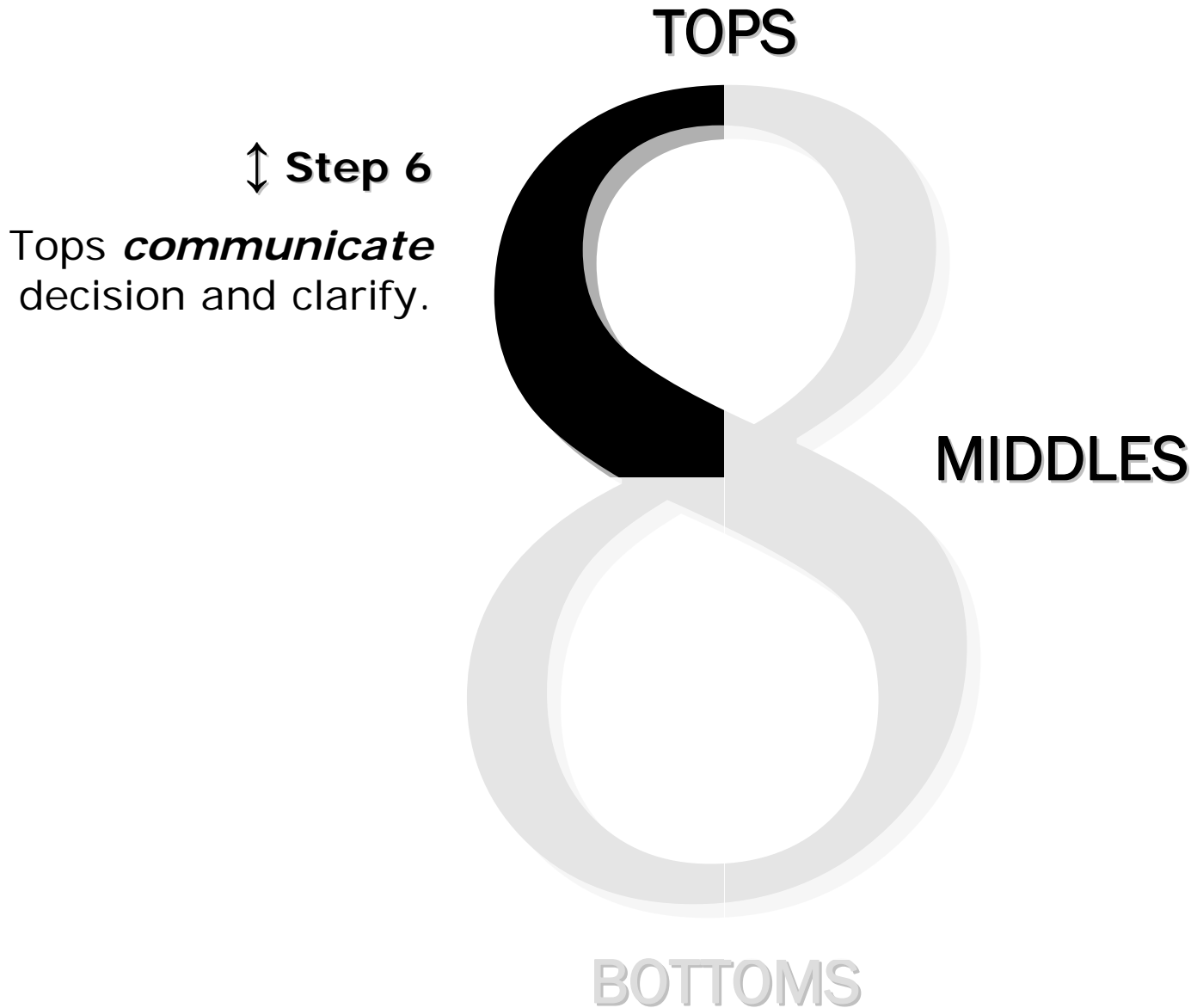
Step 4 ⇅

Middles provide a ***draft decision*** to Tops for understanding and approval.



Step 5 ↔

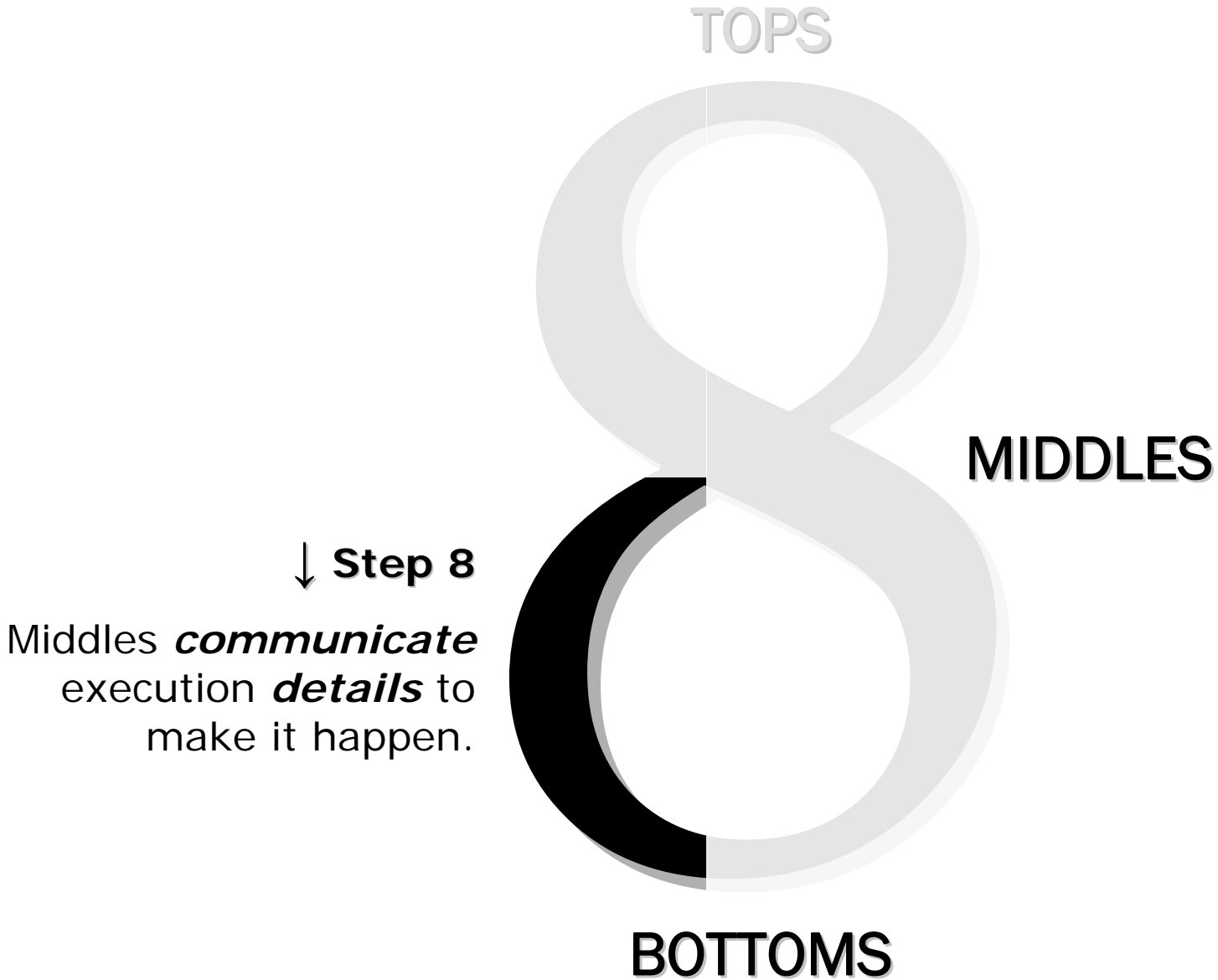
Tops review draft decision and make final *decision*.

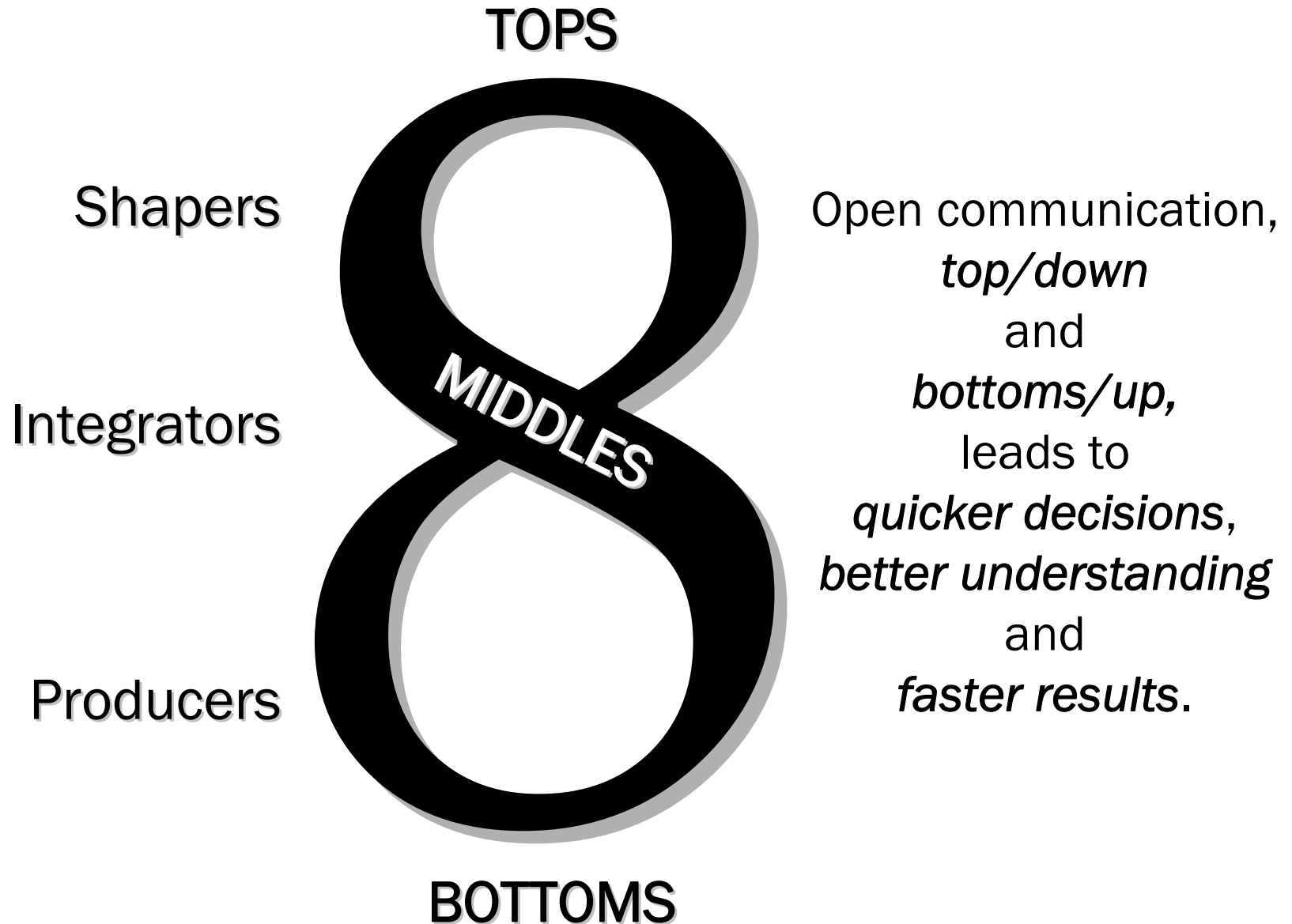


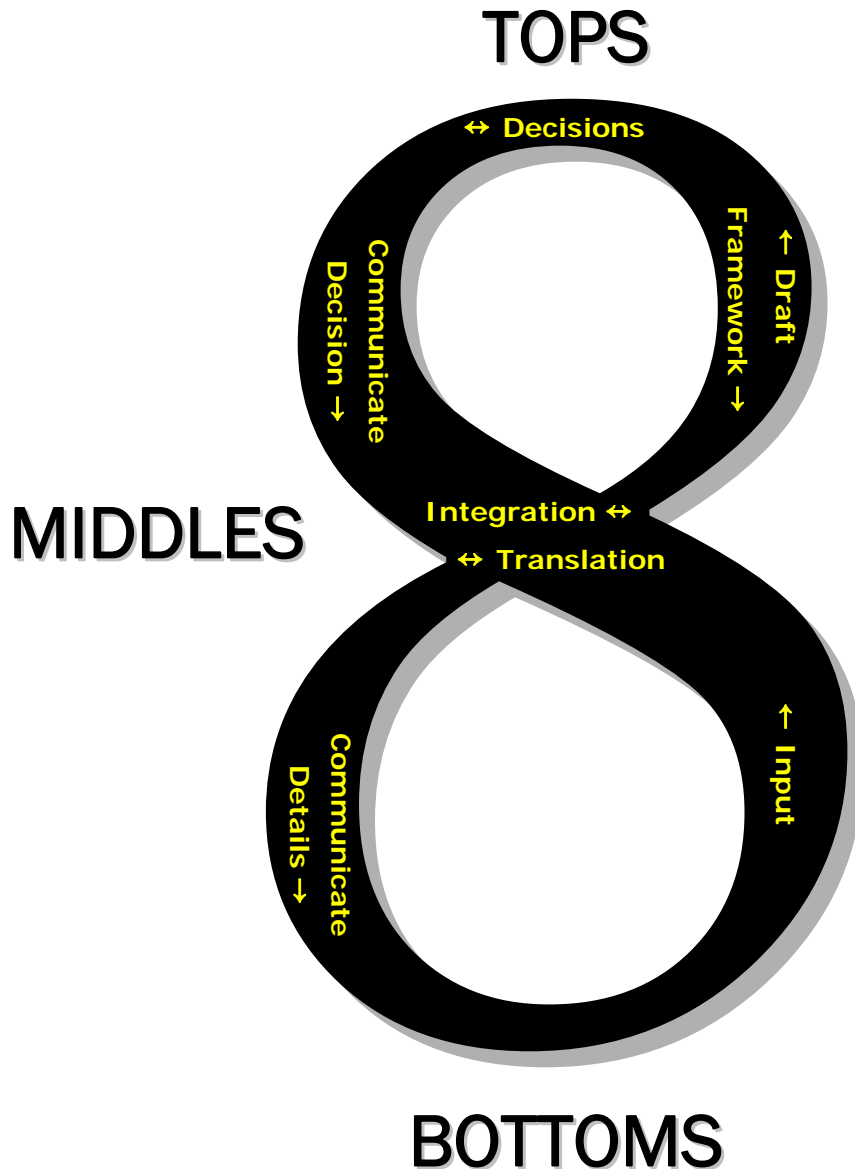
↔ **Step 7**

Middles *translate* the decision into functional elements and a cross organization prospective.



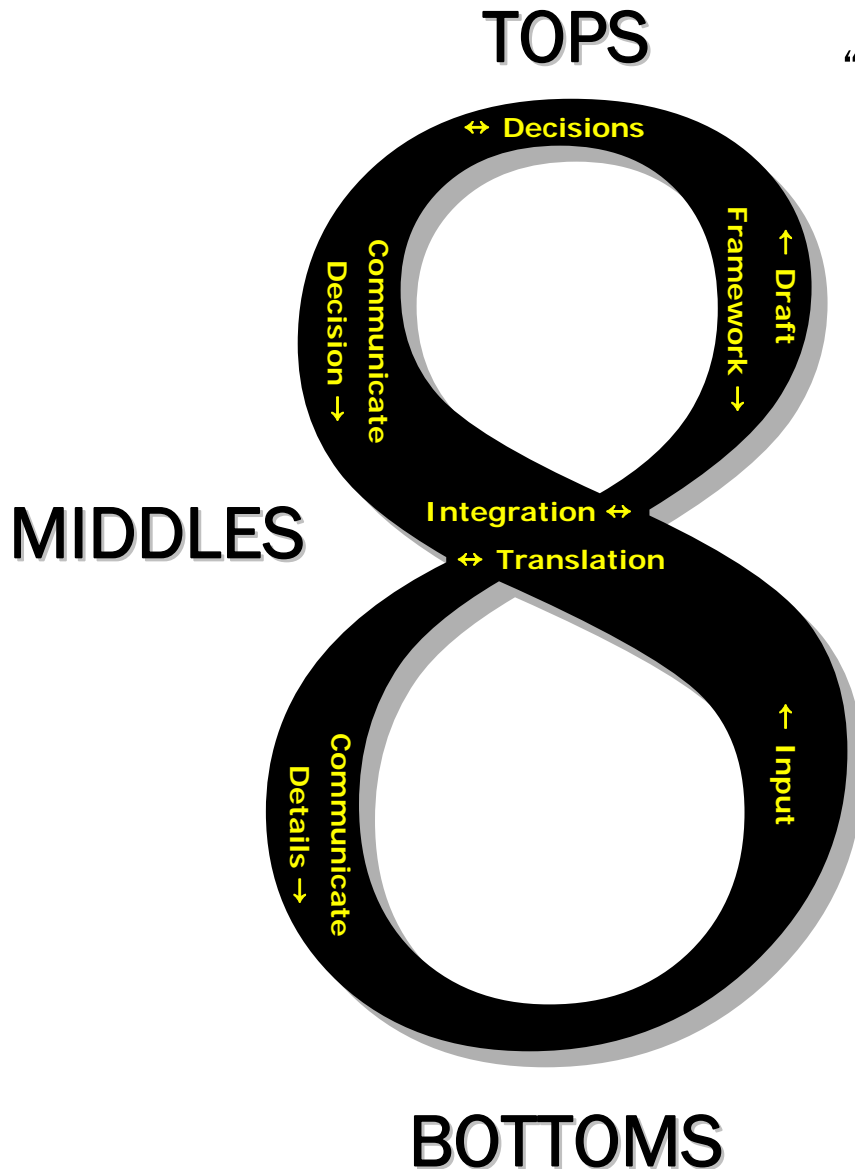






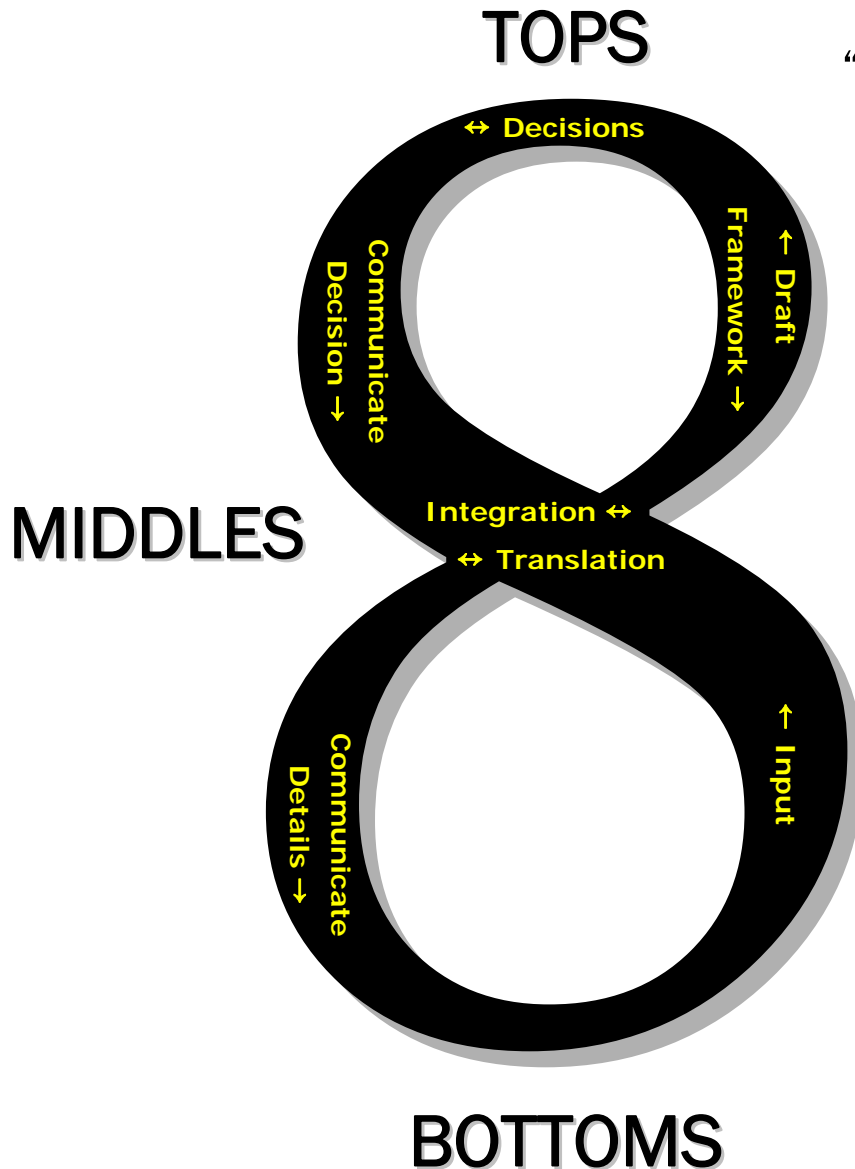
“Figure 8” [or top-down & bottom-up] communications translates into effective leadership and efficient execution. The 8 steps process includes:

1. Framework from Tops
2. Input from Bottoms
3. Integration by Middles
4. Draft Decision for Tops
5. Decision from Tops
6. Tops Communicate Decision
7. Translation by Middles
8. Middles Communicate Details to Bottoms who make it happen



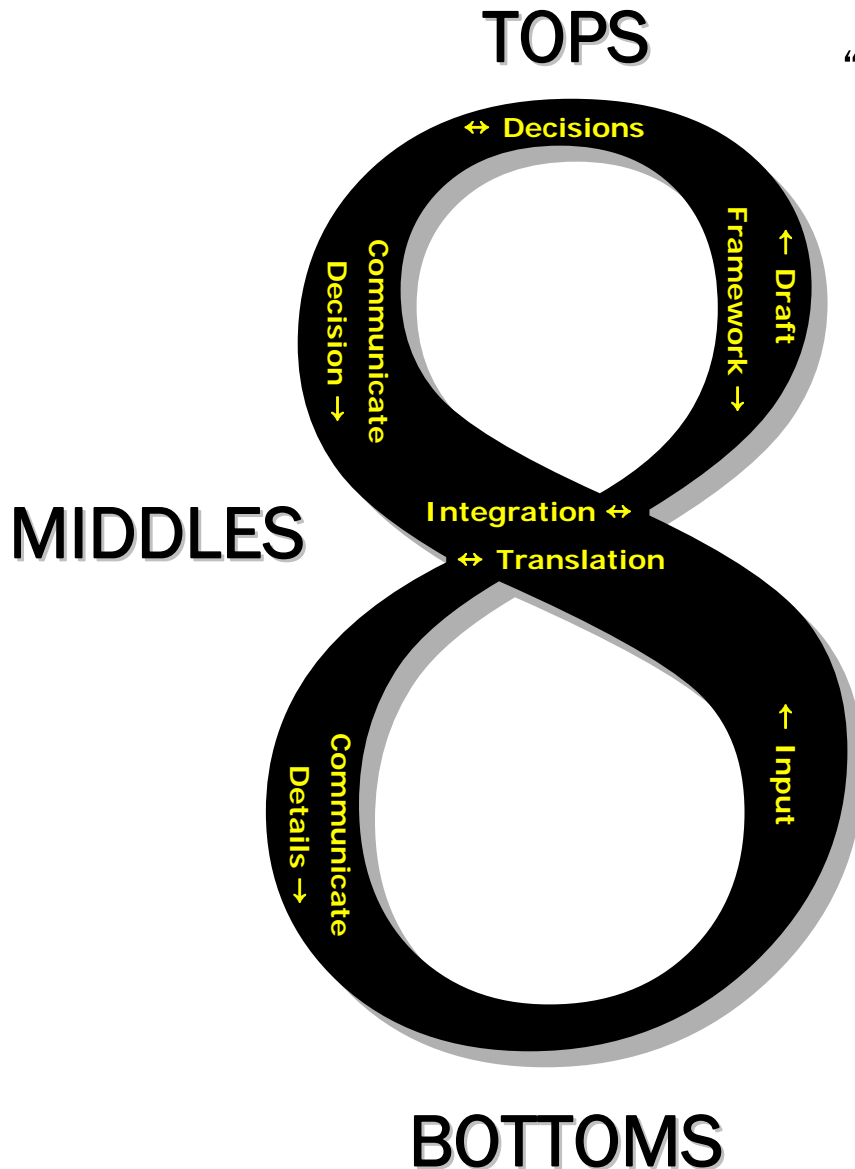
“The 8 steps process includes:

1. Strategic Plan Framework from Tops
2. Input on the Framework from Bottoms
3. Integration of the Strategic Plan Framework and Bottoms Input by Middles
4. Draft Strategic Objectives for Tops
5. Decision on Final Strategic Objectives from Tops
6. Tops Communicate Strategic Plan
7. Translation of the Strategic Plan by Middles
8. Middles Communicate Strategic Plan Details to Bottoms who make it happen



“The 8 steps process includes:

1. Measures Framework from Tops
2. Input on the Framework from Bottoms
3. Integration of the Measures Framework and Bottoms Input by Middles
4. Draft Measures for Tops
5. Decision on Final Measures from Tops
6. Tops Communicate Measures
7. Translation of the Measures by Middles
8. Middles Communicate Measures Details to Bottoms who make it happen



“The 8 steps process includes:

1. Contract Framework from Tops
2. Input on the Framework from Bottoms
3. Integration of the Contract Framework and Bottoms Input by Middles
4. Draft Statements of Work for Tops
5. Decision on Final Contract from Tops
6. Tops Communicate Contract
7. Translation of the Contract by Middles
8. Middles Communicate Contract Details to Bottoms who make it happen