

Getting Results Through Others

The Art of Developing & Managing
Your Most Valuable Resource

People's Performance = Productivity and Profitability!

**Our specialty is
increasing the
performance of
people**



Presented by



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INTRODUCTION

Getting Results through Others is the result of years of observation, aggravation, participation, collaboration, and celebration. We watch, we study, and we participate. We get frustrated when people do not behave rationally . . . and we celebrate our victories when it all comes together.

We will guide you through *Getting Results through Others* and show you ways to bring out the best in others and achieve the results you want.

If you are new to management, our goal is that you will say, "Gee, that's easy! I can become the leader I want to be."

If you are experienced in management, our goal is for you to say, "It sure would have been a lot easier if I had been doing this when I first started. Apply the principles and techniques in this program and your ability to lead will accelerate. You will experience more success and your employees will be more engaged."

In a nutshell, *Getting Results through Others* is about breaking the management process into its component parts and learning how to do each part a little better, continuing to perfect your process each day. You will constantly grow and become your best at being a leader.

Getting Results through Others is designed to help you become your best and stay your best whether you are new to management or have years of experience. Being your best means you will go beyond your current best.

All through *Getting Results through Others* the words leader, manager, and supervisor are used interchangeably.

How do you become YOUR best?

We encourage you to study and use this program as though it was written to you personally.

If you are new to supervision, this program will teach you how to succeed. Mastering *Getting Results through Others* will accelerate your success.

If you have been supervising for many years, it is even more critical that you master *Getting Results through Others*. Many of the techniques and practices in this program are new and unique. Please do not assume that you already know "how to manage." Assuming will cause you to miss growth opportunities in the form of principles and techniques that could make a significant impact on your results.

Our goal is to cause you to improve . . . for the better . . . so you can get better results . . . forever!



Improvement sounds easy, but it's uncomfortable, because it involves change! That's why so few people do it!

**Little improvements, over time,
produce dynamic results.**

- Dane Bauerle, Founder
San Antonio Leadership Academy

Some people will achieve phenomenal success as a result of applying these principles...but not everyone. You can and you will, but first:

- You must be willing to grow . . . you must be willing to improve.
- You must be willing to learn new techniques.
- You must be willing to try new techniques even if you disagree or are uncomfortable or stumble at first.
- You must have a desire to be your best and make a commitment to do the work to become your best.

To effectively improve, you first must be aware of what you want to improve. Secondly, you need to decide whether or not you are going to improve, and third, you must commit to do what it takes to improve! *Getting Results through Others* is designed to help you successfully navigate through the improvement you desire.

All new things are difficult at first! A word of caution!

Experience *Getting Results through Others* with an open mind. The principles are universal. Don't get hung up on titles or specific examples that might not relate to your industry. Look for the principles!

Don't jump forward or assume you will not need a particular section. Each part has critical information you will need to know.

What else do you need to consider before you get started?

Getting Results through Others is dedicated to the proposition that all leaders have a natural style. It's a combination of personality and values. Some people are aggressive, some are passive, some are extroverted and some are introverted. No matter what your current style is, you do not have to change your personality or lower your values to become a top-notch leader. You can become great with your current natural style if you will just follow the basic *Getting Results through Others* concepts.

You will learn leadership concepts that are based on timeless principles. There are no "secrets" to success in leadership, only basic concepts that drive success, and they are not new. These concepts do not change. Techniques and styles change; You will do your best if you understand and apply these concepts to your career.

In one of his best-selling books, Jim Collins refers to "good" as the nemesis to great. To be the best natural leader you can be, you need to move from being ok, to good, to great!

We are creatures of habit. The way we tie our shoes . . . brush our teeth . . . the language we speak . . . and even the way we think. All these things are controlled or significantly impacted by habit.

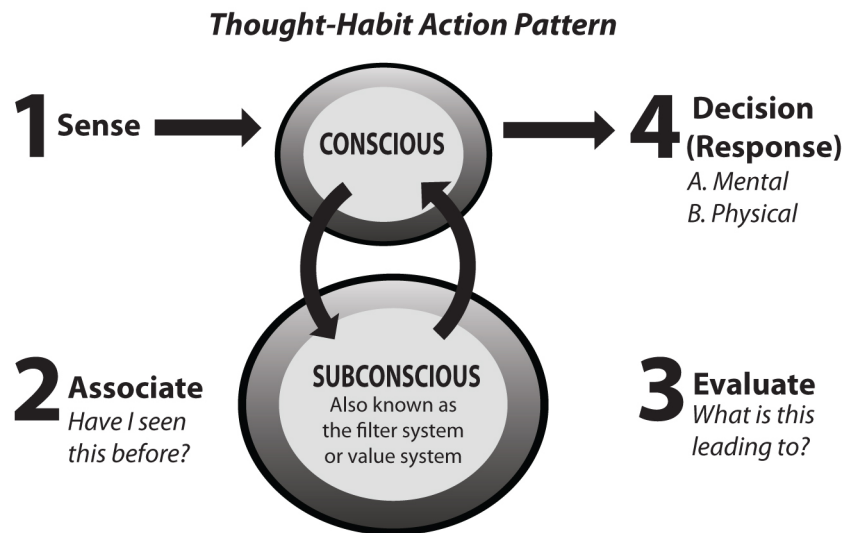
By definition, a habit is an automatic response to a given stimulus. If someone asks for your name, you don't have to think about it. You have an automatic thought pattern and you automatically think or say your name. It's a habit. When you cross a street, even if it's a one-way street, you will look both ways. It's a habit. When someone says, "Mary had a little . . ." You automatically think, "lamb."



DEFINITION – Lamb: The most appropriate (best) response to any specific thing another person can say or do.

The danger in the good times is that we develop habits that will not sustain us when times turn bad.

The Thought-Habit Action Pattern shown below illustrates the steps you go through in making decisions. It's the same process everyone goes through when they make decisions.



Those whom we are trying to influence (stakeholders) also go through this process and they will make decisions based on how they interpret (filter) our words and actions. They evaluate and interpret our words and actions based on their current filter system. "Filter system" is synonymous with "value system."

Having lambs is a necessary part of being your best.

Your filter system is a combination of stored data, goals, desires, prejudices, likes, and dislikes. Those you want to influence each go through a series of steps to filter information as well. The Thought-Habit Action Pattern breaks the thinking process into a logical step-by-step process.

1st step – We sense (hear, touch, taste, etc.) something.

2nd step – We look into our subconscious (our memory) and we associate the sensory input with what we already know.

3rd step – We evaluate what is happening in light of what we already know: Our past experiences; our habit patterns.

4th step – We make a decision, which always has a mental aspect and sometimes follows with a physical action.

You must understand a person's filter system in order to really understand their needs.

Have you ever found yourself in a one-sided conversation with someone who is talking on and on and on? You are nodding your head and looking at them but not hearing a word they're saying. You might even be thinking to yourself, how much longer will this go on?

They might believe you're listening because your eye contact, head nodding and occasional, "I see," has them fooled into thinking they're communicating, but you are not in the same conversation and might as well be in a different room.

It's not what you know that counts! It's what your habits remind you to say and do that count.

When you do not have a lamb (a most appropriate response) ready to go, you must rely on your ability to "wing it." You may be good at winging it, and sometimes you may even say something good. However, more often than not you will say something less than your best.

The next time you are talking to someone who is nodding their head and saying, "I see," you might want to stop talking and start asking questions. At least confirm that they understand what you've been saying.

Many people believe you are a natural-born leader if you are outgoing, friendly, upbeat, and a prolific talker. The truth is you can be extremely successful using your own style — a style that comes naturally to you.

First, let's look at the process. Then we will look at the concepts that govern your success, the commitment needed to excel at these steps, and the skills you will need to develop new success habits.

Leadership is a contact activity and, therefore, requires verbal skills and interpersonal (relationship-building) skills.

Skills can be learned in a classroom, but to implement them proficiently you must practice them. Two of the highest-paid professions in the world are Hollywood actors and professional athletes. What do athletes and actors do when they aren't "playing?" That's right; the good ones are practicing or rehearsing. They know that when they are on the playing field or on the stage, there's a best way to perform. They want to know the part so well that they don't have to worry about what they are going to do . . . or when they are supposed to do it.

The athlete practices so he can concentrate more on the opposition and be ready to take corrective action if the opposition makes a sudden or unexpected move.

Actors can focus more on facial expressions and body movement if they have rehearsed their lines enough to do them “without thinking.”

These actors and athletes have learned that if you want the whole process (i.e. the movie, the game) to be the best, you have to break it into component parts and make each part the best. Then practice each “best” part until it becomes second nature, or “natural.”

You can only be your best if you and your organization are committed to each of the following timeless values:

- **Honesty and integrity**
- **Caring for the people you work for and with**
- **Treating people fairly**
- **Delivering more than your customers expect**

Of course, there are many ways to undertake each step of a process – a few ways may even be worthwhile. Yet, there will only be one best way.

The component parts of *Getting Results through Others* are shown below.

Helping Team Members Be Productive

The results in your organization come from the collective behaviors of your employees. You will identify behaviors needed to achieve greater results, how to make your resources more valuable, and identify ways to improve your most important relationships. You will also identify methods to hold each team member even more accountable for their job expectations and the behavior changes needed to meet or exceed those expectations.

Communicating Effectively

You will learn how to improve your individual and team communication, how to ask better questions to get better results, and how to be an active listener. You will also learn how to understand and communicate with different communication styles which will help you have your communication “impact” match your “intent.”

Activity and Results

Identifying high payoff activities (HPA's) and developing methods to spend more time in these HPA's will be the focus of this session. Delegating effectively and keeping score will be a big part of improving performance and results.

Clarifying Goals and Expectations

Many people talk about goals, but very few set goals to improve performance & results. Our approach is to change the way people think about goal setting and help them get their goals from their heads to their feet. You will learn how to set the right goals, how to get them specific, how to keep the process alive, and how to communicate goals to their team.

Motivating People to Produce

If the “carrot and stick” ever worked, it doesn’t work anymore. With “command and control” you get compliance – at best. With “incentives” you end up paying more and more for less and less. Our approach is to get people to produce because they “want to” not because they think they “have to.” You will learn how to give effective feedback to get more of the behaviors you want and how to confront inappropriate behavior to stop behaviors that are counter-productive to improving results.

Training Techniques That Work

For results to improve team members must improve. You will learn how to remove barriers to performance improvement and help employees develop their talents and abilities. Our Employee Development Plan will help you develop a professional development plan for each team member.

Decision Making & Problem Solving

Most leaders make hundreds of decisions every day. Making slight improvements in your ability to make effective decisions will pay big dividends.

Leaders also must deal with all kinds of problems - especially people problems. Our problem-solving procedure will help you deal with problems in a timely manner and prevent future problems.

Creating Synergistic Teamwork

Effective teamwork requires more than cooperation and collaboration. You will learn to focus on team member strengths and help each team member develop an abundance mentality, which will lead to even greater results.

Just like playing golf or tennis, you become your best through understanding and through the ability to execute the basics so naturally that you do them automatically. This leaves you more time for thinking and reacting to the variations in the process.

If you internalize the best activity for each step in *Getting Results through Others*, you will be your best – naturally!

To illustrate, assume \$1,000,000 is waiting for you at the Transamerica Pyramid in San Francisco and all you have to do to claim the money is to show up in one week with a picture ID.

If that were true, would you be there?

You wouldn’t have to think about it very long! You would immediately, automatically know that you could be there. In fact, you would probably be there a day in advance with three or four picture ID’s. You wouldn’t have to think long because you already have internalized the process of physically getting yourself from where you are to anywhere in the world, given a reasonable amount of time.

When you have a process internalized, your habit patterns kick in and you don’t even think about it. Your “auto-pilot” takes over.

When you have a process internalized, your habit patterns kick in and you don’t even think about it. Your “auto-pilot” takes over.

That's what you need to do with *Getting Results through Others* – internalize the process! When a process is internalized, you have the best chance of succeeding.

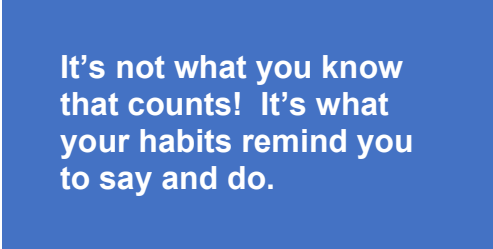
You will achieve your best results when you do the best activity in each step of *Getting Results through Others*.

The only thing better is to go one step further and INTERNALIZE the best activity in each step of *Getting Results through Others*, so that it becomes second nature.

If you were on your way to the Transamerica Pyramid and you encountered a detour, you wouldn't become frustrated, turn around, and go home. You would get frustrated and keep on going. In fact, the frustration would create energy that would help you keep going.

Little setbacks are part of life. They may slow you down, but they don't have to stop you. They only stop you when you don't have the process internalized; when you don't know the best thing to do next!

That's what you need to be able to do when you're leading. Don't let little setbacks stop you or even slow you down. Sure, they're frustrating. But if you have the best process internalized, the frustration will create a desire to press on and will even create the energy necessary to succeed.



**It's not what you know
that counts! It's what
your habits remind you
to say and do.**

Self-Evaluation Checklist

Instructions: Read each statement and circle the number that applies. If you are satisfied with your response, put a plus sign in the last column. If you are not satisfied, put a minus sign. Your “+’s” indicate your priority items and your “-’s” indicate areas to improve. Determine what insight you gained list the actions you will take as a result of this insight.

	Not Like Me at All				Just Like Me				+ = OK - = Improve
1. Our team members are properly trained, coached, and motivated.	1	2	3	4	5	6	7	_____	
2. Our team members clearly understand what is expected of them.	1	2	3	4	5	6	7	_____	
3. I am an effective communicator.	1	2	3	4	5	6	7	_____	
4. I am a good listener.	1	2	3	4	5	6	7	_____	
5. I stay in high payoff activities.	1	2	3	4	5	6	7	_____	
6. I have written & specific goals.	1	2	3	4	5	6	7	_____	
7. I let employees know they are appreciated.	1	2	3	4	5	6	7	_____	
8. I use positive reinforcement to recognize accomplishments and progress.	1	2	3	4	5	6	7	_____	
9. I am good at confronting inappropriate behavior.	1	2	3	4	5	6	7	_____	
10. I have a written development plan for each employee.	1	2	3	4	5	6	7	_____	
11. I am patient when teaching a new skill.	1	2	3	4	5	6	7	_____	
12. I am an effective delegator.	1	2	3	4	5	6	7	_____	
13. I am a good decision-maker.	1	2	3	4	5	6	7	_____	
14. I turn problems into procedures	1	2	3	4	5	6	7	_____	
15. I am effective at handling people problems.	1	2	3	4	5	6	7	_____	
16. We have a high-performance team.	1	2	3	4	5	6	7	_____	

Insight gained:

Actions I will take to be a more effective leader:

IMPROVEMENT ACTION PLAN

Personal improvements I will make to be more successful:

1.

2.

3.

Team improvements I will make to improve our performance:

1.

2.

3.

4.

I am committed to make the above changes: _____ Yes _____ No

Action I will take to personally improve:

1.

2.

3.

4.

5.

Action I will take to improve the performance of our team:

1.

2.

3.

4.

5.

6.

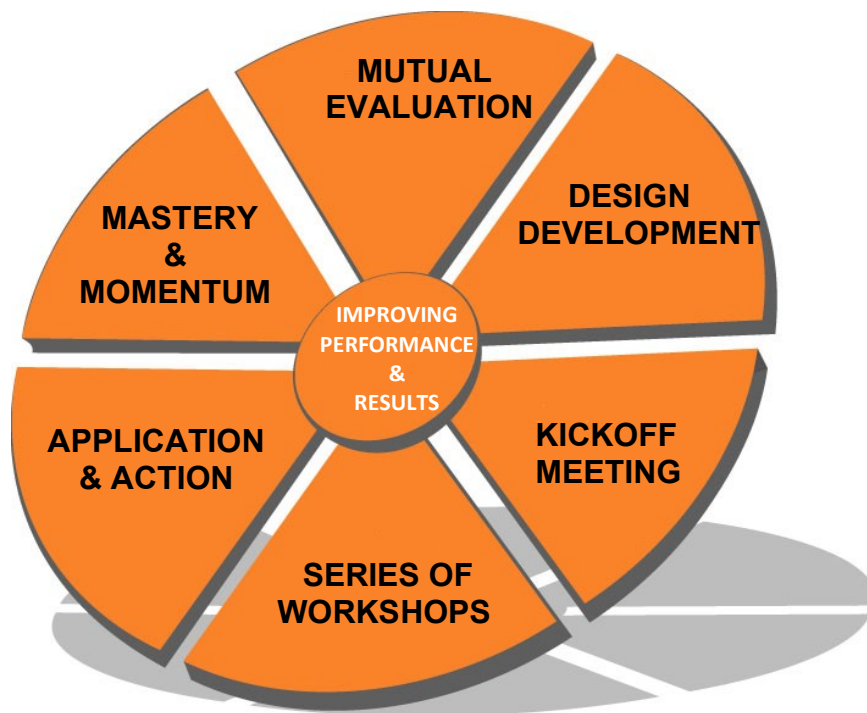
7.

8.

***Getting Results through Others* is ideal for:**

- Taking emerging leaders to the next level
- Fine-tuning veteran managers
- Preparing key employees for more responsibility & promotion
- Improving your “bench strength”
- Creating a coaching culture
- Improving communication, teamwork, performance & results

OUR PROCESS



1. MUTUAL EVALUATION

Before starting the process we will identify the overall goals you want to achieve to get the desired ROI.

2. DESIGN DEVELOPMENT

You will identify the behaviors participants need to start, stop, and accelerate to achieve the results you want.

3. KICKOFF MEETING

Your participants will make a commitment to the process, their participation, and the desired results.

4. SERIES OF WORKSHOPS

A series workshops will be professionally facilitated on a weekly or bi-weekly basis (determined by the scope of work).

5. APPLICATION & ACTION

Participants will complete a self-assessment prior to each workshop and set goals that will improve their performance & results.

6. MASTERY & MOMENTUM

Each participant will develop an action plan that will insure ongoing results long after the workshops are concluded.

“Positively motivated employees will deliver to the bottom-line faster than new technology, new equipment, or a fancy mission statement; and nothing will motivate people faster than the feeling that the company they work for sees them as significant.”

- Rex C. Houze, Founder
Improving Performance & Results



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