



## Leadership Turnaround: Primed for Changes the 21<sup>st</sup> Century Demands



**WRIGHT**   
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## LEADERS ARE

### Higher level managers

- How is managing different from leading?
- How does one rely on the other?
- What is your time-ratio of Managing: Leading?

### Sharers of a vision

- What is the vision's purpose?
- Big Picture? Futurescape? Good Idea?
- Is the Vision more than the Vision Statement?

### Motivators

- Drive mechanism
- Pain/Loss
- Conditioned effectiveness

### Communicators with anyone and everyone

- Audience distinction
- Spokesperson
- All-the-Answers

## LEADERS WILL BECOME

### Multi-level leaders....some of the time.

- Impossibility of 100% leadership

### Cause Generators.

- Commitment vs. agreement

### Inspirers.

- Pull mechanism
- Joy/Desire
- Replenishing effectiveness

### Thinkers/Observers/Inquirers/Collaborators

## CAUSE ✕ VISION

### A Cause's Strengths

**Destination.** A good cause specifies intention and result—final result, from the current perspective. In effect, it puts the end in sight.

**Direction.** In laying down the destination, your cause encourages clarity of direction, of how to get there. Well stated, your cause enables everyone involved to select methods to reach the destination. That supports the team's determining and following common direction more readily.

**Unity.** All the players involved—whether members of a unit, participants in a department, or employees of an entire organization—look, work, and move in a single direction thanks to a grounded cause. That unity expresses complementary decisions and actions.

**Motivation.** Destination, direction, and unity promote motivation among individuals to seek and to fulfill the cause. By clearly indicating where a person, team, or entire company wants to be, how it will get there, and the ways it will work (as a whole) to journey successfully, your cause motivates the "let's get it done!" mindset.

### Constructing a Strong ~~Vision~~ Statement (if you must).

Step 1. Encourage input. \_\_\_\_\_

\_\_\_\_\_

Step 2. Ask questions. \_\_\_\_\_

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Step 3. Draft. Simplify. Redraft. Revise. Redraft. \_\_\_\_\_

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Step 4. Share it. Speak it. Show it. Sign it. Shout it. Sing it. \_\_\_\_\_

\_\_\_\_\_

Step 5. Invite feedback. Obviously. \_\_\_\_\_

\_\_\_\_\_

Step 6. Print it. Distribute it. Believe it. Practice it. \_\_\_\_\_

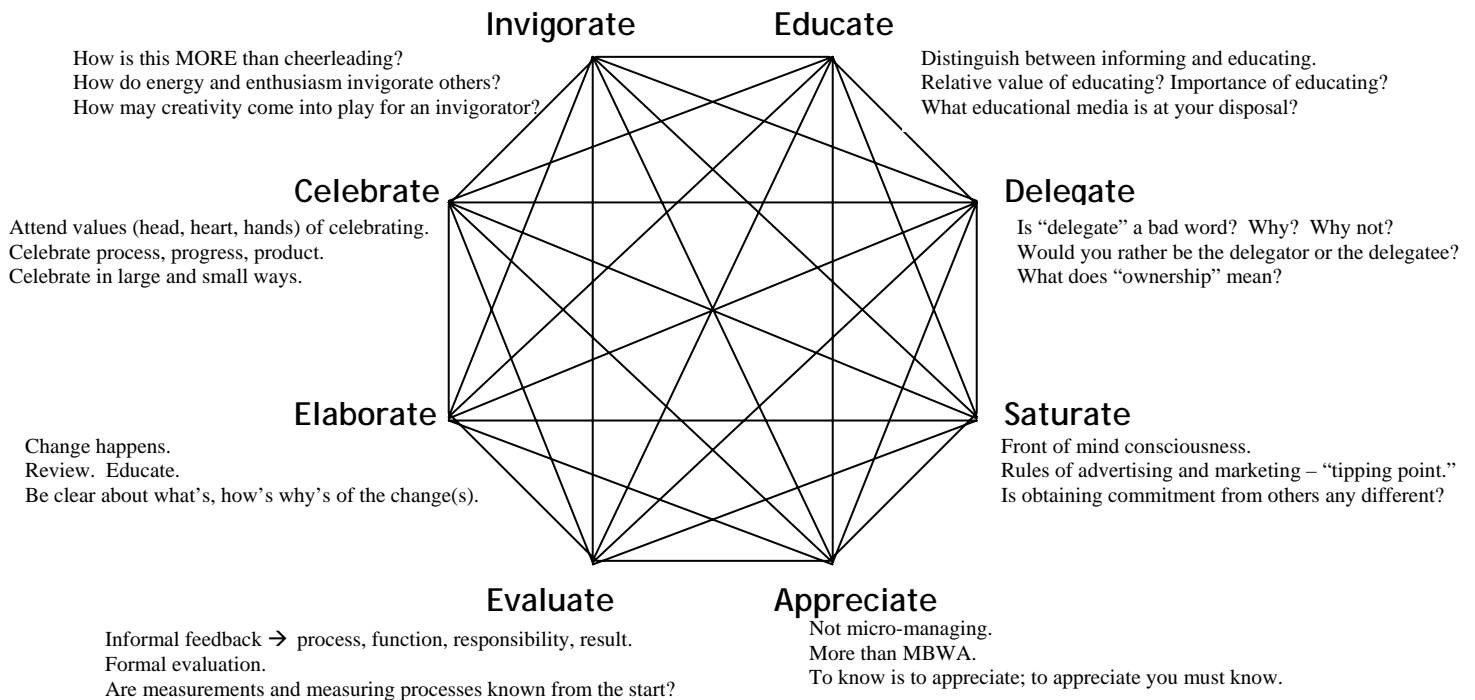
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## COMMITMENT GENERATING

The team member who complies with the team’s objectives is “a good player.” He goes along with the policies and procedures. He fulfills his role and responsibilities.

The team member committed to the team’s desired results invests more meaningful amounts of her energy, time, creativity, and effort. Not just more, but more meaningful. The energy is concentrated, dedicated to the end result. The time contains more valuable production. The creativity produces variety of perception that leads to more positive results. She is a star player.

Give some thought to these eight steps for commitment generation—from the leader’s position. Give that thought through the lenses of modified **Thinking, Observing, Inquiring, and Collaborating**.



*The above Commitment Generators are specific tools/practices with which you can demonstrate and apply the benefits that come from enhanced Thinking, Observing, Inquiring and Collaborating. You can put your leadership attributes to work in such ways as:*

1. Working with managers to lay out a 12 month plan to build and use your facility’s unique Commitment Generation Plan. Consider how you will employ/apply the above 8 Generators.
2. Committing yourself to implementing one of the Generators actively each month for 8 months.
3. Including one of the above Generators for focus/development by the Board at each monthly meeting.

*What lies behind us and what lies before us are truly tiny matters compared with what lies within us.*

*Ralph Waldo Emerson*

## CRITICAL FACTOR: ENGAGEMENT

The step from managing to leading is both simple and complex. Managers lead spontaneously all the time. And every leader is a manager much of the time.

Consciously taking on leadership responsibility is for some a significant Fear Factor.

Moving from “just managing” to “being a leader” requires performance improvement. And that’s a big step for some. It’s true that everyone desires to “do better,” to achieve a performance level, then raise the bar and strive for that new standard. But that Big Step can be offsetting.

Yet you and I know individuals of all types, in all positions, with every length of time on board, who do not operate to fulfill that desire. Some individuals simply choose to accept their performance status quo: “Hey, I’m doing as good as I need to get what I want. So be it.”

I suggest three basic reasons people refuse to follow their Performance Improvement Desire.

- **Fear of Failure.** Taking on performance improvement is taking on a risk, the risk that one will not succeed in effective or sufficient improvement. By definition, lack of success is failure. By conditioning, we learn at an early age to fear failure. No one wants an “F” on his report card. For some people, it is safer to accept their current level of performance than to risk trying to improve and falling short.
- **Fear of the Unknown.** At the start of performance improvement considerations, one often does not know the tools, information, assistance, support, references, equipment, or other resources she will need to carry out her plan. That dark Unknown compounds the Fear of Failure. It adds to the reasons to accept the Here and Now instead of seeking a There and Better.
- **Fear that No One Cares.** This third fear is a little less distinct. Humans need and seek external recognition and acknowledgement. This applies to performance and performance improvement as well. If one does not have the confidence that others will appreciate his improved performance, his question may be, “Then, who does care?” And if there’s no discrete answer, the Fears of Failure and the Unknown become even larger reasons to accept the status quo.

Four actions enable individuals to go over, under, around or straight through those fears and implement any performance improvement they desire. I call these the Four Critical Factors for Performance Improvement.

**Awareness ↔ Appreciation ↔ Strategy ↔ Accountability**

One may use them singly or in concert to act upon her desire for performance improvement. You will notice the arrows indicate the strategies reinforce one another. While the logical sequence is Awareness → Appreciation → Strategy → Accountability, that’s not the only way to use the Critical Factors.

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## ENGAGE THROUGH PERFORMANCE AWARENESS

Definition: knowledge of *what you do* when you complete a task or carry out a function.

Reason for Awareness: The more closely and clearly you identify specific aspects of performance, the more readily you can/will select aspects for improvement.

Suggestions:

1. Set aside daily “What did I do?” reflection time.

Give yourself 5-15 minutes, preferably at the end of the (work) day. Reflect back on the specific piece-parts of the functions/actions you performed. Do not evaluate, merely iterate.

2. Invite observation feedback

Request a friend/associate to observe you perform a specific action/function. The friend/associate then tells you, specifically, what s/he saw and heard you doing. The feedback is not judgmental or evaluative, merely observational.

*Life shrinks or expands in proportion to one's courage.*  
*Anais Nin*

## ENGAGE THROUGH IMPROVEMENT APPRECIATION

Definition: The act of estimating *the qualities of performance improvement* and giving it its proper value; an increase in the value of performance.

Reason for Appreciation: By appreciating and putting personal value to performance improvement, you automatically initiate belief or motivation, ownership, and direction.

Suggestions:

1. Define Performance Improvement Increments

What specific (!) improvements do you seek? Focus on the individual steps or increments that will comprise the overall, total performance improvement.

2. Look back to see forward.

Recall an instance when you have achieved definite performance improvement. What did it require? What did you achieve? What were your resulting emotions? How can you apply that experience to currently desired improvements?

3. Ask and answer, “So what?”

How will improving your performance—both specific parts and overall—make a difference? To yourself, your clients, your company, your family, your community?

*Thought and intellect are good servants...but poor masters.*  
*Lama Surya Das*

## ENGAGE THROUGH PERFORMANCE IMPROVEMENT STRATEGY

Definition: A plan or *method for achieving a specific goal*.

Purpose for Strategy: By designing and implementing a strategy, you increase the possibility of performance improvement and of changing the strategy, if necessary.

Suggestions:

1. Results that you want.

Identify the specific types of improvement you will achieve. Identify the beneficial results that will come from those improvements. Be sure the improvement and the results are of value to you.

2. Know your styles (learning, developing, motivation)

Do you learn/develop skills best by seeing how it's done, by hearing how it's done, by practicing how it's done? If you know how you best learn (auditorially, visually, kinesthetically), you can best strategize your personal performance improvement.

*Sometimes I've believed as many as six impossible things  
before breakfast.*

*Lewis Carroll*

## ENGAGE THROUGH ACCOUNTABILITY

Definition: The state of *being answerable or responsible* for tasks assigned or assumed.

Reasons for Accountability: Accountability increases ownership, which increases responsibility/response-ability. Accountability provides a checklist, which provides motivation.

Suggestions:

1. Milestone Markers

Create the roadmap - and the stops along the way - to your Performance Improvement. Identify actions, accomplishments, and time intervals that will serve as milestones to measure your progress along the journey.

2. Partner Up

Team up with someone also working on a performance improvement plan. Hold one another accountable for making the milestones: Did you reach it on time? Why not? What will you do to get there? How can I help?

*Work is something made greater by ourselves  
and that, in turn, makes us greater.*

*Maya Angelou*

## ENGAGE WITH CREATIVITY

### Listen with your Eyes.

Whether asking, "Hi. How are you?" or receiving a major status report, look clearly and consistently in the speaker's eyes. Ensure that she/he knows you are paying attention. Ensure that you are paying attention.

### Trust Creativity.

Invent opportunities for your team members to take creative risks, to go out on a limb with a new idea. Create "Best New Idea of the Week" contests. Celebrate and reward different ways of doing routine tasks.

### Allow Mistakes.

Design and publicize assurances that mistakes made in an effort to improve performance, productivity, or client satisfaction will not be penalized. Provide suitable praise for the positive intentions that may lead to honest mistakes.

### Build Partnerships.

(1) Partner yourself with individual members of your team to complete specific project or task. Partner as an equal. (2) Invite or assign partnerships among team members team for specific purpose of discovering process improvement, innovative methods, system snafus. (3) Encourage partnerships that will result in synergies. These are most likely cross-discipline or cross-functional partnerships.

### Acknowledge Creatively.

Applaud all work that demonstrates motivation, whether by an individual or by a group or by the entire team. Allow team members to develop creative ways to celebrate success, from minor to major success. Allow celebrations and acknowledgements to be both scheduled (regularly and randomly) and spontaneous.

Let your people be **MENTORS**.

Honor their experience & expertise. Give them creative mentoring assignments.

Make them **CHAMPIONS**.

Allow a staff member to champion a change or new process or new structure.

Give them something to **SPONSOR**.

Honor members by putting their name to an event (picnic?) or an award (attendance).

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## ENGAGE WITH ENERGY

Three flavors of personal energy exist: physical, mental, and spiritual.

Physical Energy: \_\_\_\_\_

Mental Energy: \_\_\_\_\_

Spiritual Energy: \_\_\_\_\_

### “E” your PHYSICAL BEING

Insight \_\_\_\_\_

Intake \_\_\_\_\_

Enthuse/Infuse \_\_\_\_\_

### “E” your MENTAL BEING

Respect \_\_\_\_\_

Redirect \_\_\_\_\_

Refocus \_\_\_\_\_

### “E” your SPIRITUAL BEING

Reflect \_\_\_\_\_

Celebrate \_\_\_\_\_

What **signs of energy** do you see **among members of your team**?

What signs of energy do you see/sense **in yourself**?

What **can** you do to increase your team members' energy? Your own energy?

What **will** you do?

## ENGAGE WITH HUMOR

### Recruit Hugh Moore.

Smiles take fewer muscles. Kids laugh more than adults. Laughter is good for your health. Laughter is worth sharing. As it is OK to be “just yourself,” it is also OK to “jest yourself.” The funny papers are a great—perhaps the best—way to begin the day. There are an infinite number of other ways to know and enjoy the humor that surrounds you.

### Amuse your people, your residents, and your community members.

Encourage **SMILES**. “Smiles” is the longest word in any language. A “mile” between s’s.

Allow for the emotional and physical positive experience of smiling. Create smile games and smile commitments.

Exercise **LAUGHTER**. Children under 5 laugh 125 times/day. Adults over 25 laugh 5 times/day. Contract for laughter. Appreciate the health effects of laughter. Hold laughter events.

### Exercise **SELF-AMUSEMENT**.

Learn (and love) to laugh at yourself...and to allow others to laugh at you. Make it a habit.

#### **CONTRACTS**

1. I will make, find, or give myself reason to laugh 10 times a day. \_\_\_\_\_
2. I will consciously smile at 25 different people each day. \_\_\_\_\_
3. I will note funny, silly, &/or stupid things I say, think, &/or do. \_\_\_\_\_
4. I will share funny stories (see #3) with others and enjoy their laughter! \_\_\_\_\_

WITNESSES \_\_\_\_\_ DATE \_\_\_\_\_

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