

Process Supports Effective Delegation

Recently I sat down with a CEO of a one hundred dollar million company to talk about how I could help him with his time management problem. Constantly late for meetings and repeatedly missing deadlines, Steve felt completely out of control. His family was suffering, and ultimately, he was suffering too.

When we analyzed where he spent his time, we saw that more than half of it was devoted to developing bids and writing proposals. Of course this is very important to obtaining new customers, but I asked if he needed to be involved in all stages of that process. Couldn't someone else do some of it, if not all of it? Frustrated and at the point of breaking down, he said he didn't have the time to train someone who would probably just move on anyway. Like most CEO's, he felt that his business was "different" and more complicated to learn than any other. No wonder he was so involved in each minute aspect of his company.

In truth, it was hard to learn how to perform the steps of developing good proposals, but not because they were so difficult. It was because there was nothing documented. As the saying goes, nothing documented, nothing gained.

If you want something done right, you must document the process.

As soon as he understood that once his actions were on paper, he could easily train other people and delegate this task to them. He finally saw the light at the end of the tunnel. What's more, he didn't even have to document the process himself (an important point because many people have a hard time documenting their own thoughts and actions). Instead an

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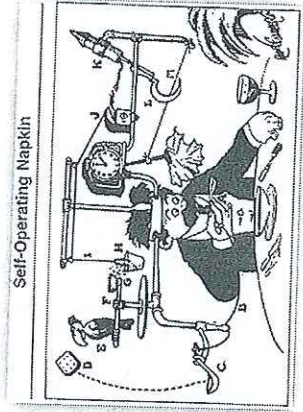
apprentice would shadow him and write down his thought processes, the questions he asked, and all his steps, transferring what the CEO was doing in order to create a document for other people to follow.

Document Your Actions

The lesson is that when you clearly tell people what the task is and how to do it, your job gets easier! You create freedom and control in how you use your time. The more specific the description, the more consistent the result, and the more freedom you create for yourself. Yes, you have to invest time up front to get the results. But when you think about it strategically, you'll see that this is a wise investment. Which leads to a key observation: Once you convert an activity from an individual action into a process, your team can optimize it. The procedure now becomes something that others cannot only complete on your behalf, but also improve. That's real leverage!

Standards and Optimization: Keeping Process on Track

Now, let's look at the two core components of process: Standards and Optimization. If you aren't managing both of these, your process will fail to yield the best results. For example, have you ever seen a Rube Goldberg machine?



They're complicated inventions that purposely employ numerous, convoluted steps to perform what is normally a simple task. They can be a lot of fun for science projects, but you don't want your business to run like one! Utilizing standards and optimization will allow you to cut out the unneeded steps without sacrificing quality or value.

Standards Create Consistency; Consistency Creates Profit

Even if you don't consciously consider them on a regular basis, standards are a part of what makes life work. There are standards for your food, your medications, cosmetics, and electronics. There are even industry standards for how your utilities will be delivered to your house, how you will be charged for them, and how the company will contact you.

Standards are all around us, all the time. They affect pretty much every aspect of our lives. Whenever we work with a business, or visit a store, we unconsciously assume that standards are in place.

For example, when you go to a restaurant, you expect a certain standard of cleanliness. It's something you don't think about until you see a napkin on the floor or sit down at a table littered with crumbs. That standard is likely to be a part of the restaurant's process. Somewhere in the back, where customers can't see it, lives a chart outlining what should be cleaned and when. Cleaning standards are essential to an effective process. Without them, your favorite neighborhood bistro would not be able to keep its customers coming back. These standards are applicable from the sales conversation to the final delivery. Every aspect of your business can be standardized to some degree to realize the best possible consistent results.]

How to Maintain Standards

Here are some key tools that help you maintain standards to include in defining your processes:

- 1) Workflow charts—Providing a visual overview of the process will make it easier to train and communicate to newcomers in their roles.
- 2) Checklists—Checklists are really useful to hold the person performing the step accountable for covering all the points necessary. And they're also great training tools.
- 3) Quality control steps—Quality control steps should be built into the process to ensure the standards are being followed.
- 4) Training—Make sure all involved are clearly trained so they understand why a particular process matters and how it fits into the big picture. Be sure all know as how to perform their specific functions. Then give them some practice time to demonstrate they understand.

You don't own that standard unless you've documented it clearly. That is why the International Organization for Standardization (ISO) has become an important mechanism to represent quality and best practices. ISO holds those certified to the highest documented standards in their businesses. The challenge in many organizations is getting people to follow the standards effectively and consistently, especially if there is a new implementation. And if those standards aren't followed, they're

meaningless and you've wasted your company's time and money developing them.

➤ *A process that isn't followed isn't worth the paper it's printed on.*

Ultimately, it's the leader's responsibility to motivate and inspire the team to have the incentive and desire to follow standards.

Optimization Increases Productivity

One of the best models of optimization comes from the philosophy of Lean Manufacturing, which defines itself as "the maniacal pursuit of the elimination of waste from every business process with the goal of providing world class quality, delivery, and service to our customers at the lowest possible cost." This philosophy focuses on the process and NOT the people. Lean is about the implementation of the process. It creates a culture that takes the emotion out of the task in order to be more productive.



Everything we do can be improved. Kaizen, the Japanese philosophy of continuously improving business and personal efficiency, literally has no end. It means never-ending improvement. And that starts with exposing and quantifying problems. You need to get to the root cause of the problem, find solutions to implement, and then standardize and create adherence policies and procedures.

For many, the idea of optimization is scary—a terrifying period of expensive consultants, mastering new technologies,

manufacturing disruptions, new training, layoffs, and emotional turmoil. Why is that?

"Optimization" Is a Fancy Word for Change

For most people, change is a dirty word. How do you feel about change? How does your team feel about change?

Most people experience some sort of fear at the very mention of the word.

Cleaning Up the Process for a Cleaning Company: A Case History

Sara, one of my clients, owns a cleaning business with three locations, many employees, and lots of customers to keep track of. Most of her employees have been with the company for a long time, a point of pride I could hear when she described her low employee turnover. Unfortunately, that pride made it difficult for her to let people go, keeping them even when it was clear that often they weren't a good match for their jobs. She would move around staff positions and create new ones to compensate for the inabilities of a particular person.

➤ *Staff doesn't determine process; process determines staff.*

For years, Sara had one manager with inconsistent and unacceptable performance. The manager was in charge of all the cleaners and scheduling. This manager was afraid of change and confrontation, so when she needed to fire a staff member, it didn't happen. Instead, she told Sara that the situation wouldn't happen again. Sara felt like this manager, despite her faults, was loyal, honest, and had the company's best interest at heart. I understood why she wanted to stand by this manager; it's

difficult when you feel that an under-performing employee means well. However, no matter what the manager's intentions were, recurring performance issues were being swept under the rug. Sara knew something wasn't right, but she was afraid to find out what it was.

The mistakes and mishaps with this manager were mounting. "She's my right arm," Sara said defensively. "She runs the office and allows me to work on other things. I won't be able to find anyone else to do that for me."

I asked, "If you are operating successfully, why are you losing clients? Why are sales suffering, and employees complaining? If no one ever gets fired for a lack of performance or inappropriate behavior what message does that send to the staff? Do you think that plays a role in the staff's lack of accountability?"

My client went silent. The manager had told her "this office couldn't run without me," and my client chose to accept that as reality. In Sara's mind, her business would fail without this person.

Many business owners feel this way about key staff members. More often than not they are wrong! They often find they have been putting up with subpar performance or accepting behavioral issues at the hand of fear.

➤ *Never be afraid to replace someone who isn't performing.*

Here is what we found as we started to focus more on process and less on people. Sara started re-organizing authority and responsibility. The quality control managers began to take on some of the tasks the manager used to do. This put more checks and balances into place. After the manager took a two-week vacation, it was discovered she had been suppressing client

complaints and forging company status reports. She had been doctoring the books to make it look like things were better than they were, which was inconsistent with actual cash flow. It eventually caught up with her.

Once my client investigated and uncovered the lies, she realized she had lost thousands of dollars as a result of her fear. Also, her staff had less respect for her as their leader because she was not making the necessary changes that seemed obvious to everyone but my client.

Of course, after the manager's deceit came to light, Sara let her go. Using the process to define the positions, the reorganization spread the responsibilities across various staff members. Soon, the staff began taking more and more ownership of everything. From quality cleaning, to referrals, to client retention, everything started to move in the right direction.

Get People Involved

Winston Churchill said, "Never let a good crisis go to waste," and I couldn't agree more. Periods of change are great opportunities to adjust your team's point of view. These are the times to hold workshops to focus on strategy, communication, leadership, and participation. Going back to strategy and purpose will get everyone connected to the vision and the value creation for the customer. Tell your teams that the goal is to work on process and identify the steps for each task. This will disassociate people from their emotions and focus them on objectives and solutions.

To be successful however, you'll need the involvement and participation of managers and process owners. People support what they create, so get them involved at all levels of change, definition, and implementation. After all, they'll own it after it's

implemented. That's one of the biggest failings in consulting: the absence of follow through once the consultants leave. There has to be ownership at all levels, otherwise the new processes or process changes will be short-lived, and the people doing the day-to-day work will quickly revert back to the old methods.

Give Yourself More Freedom

Defining and leveraging your processes gives you confidence as a business owner that things will get done according to the standard you expect. It lowers stress because you know you don't have to be a part of every step of the process. You can take a step back because team members have clarity on how to do their jobs.

A client of mine had a startup that quickly grew to a six-figure business and the stress was mounting with every new client. They were very concerned with doing things at the highest standard, and they weren't sure if it would work to bring others in to support them. Ultimately though, they were unable to perform every task themselves, and I helped them create a process to bring in an expanded workforce to which they could delegate. Just as they completed the process definitions and optimization, the lead partner started to get international clients that required him to travel, and the only way to maintain the existing business was to hire someone to support them immediately. They hired someone who told them that it was the smoothest onboarding process she ever saw. They didn't skip a beat, and the new staff members and doctors could be productive from day one. What a relief!



TAKE AWAYS:

1. Defining your processes creates leverage to grow your business.
2. Build your teams around the processes not the people.
3. Clearly defined processes allow you to delegate effectively and grow your business.

As is always the case, there was a long list of odds and ends to finish up in the days right before the presentation. So to arrive at the wedding on time, I had to work on the go. This was a time in my life that I often fell prey to the "one more thing" syndrome. In this case, the extra thing was a presentation handout.

On the day of the wedding, I left my hotel room early to stop by the local Staples to pick up my handouts. I had purposely emailed a layout a few days earlier so that they would be ready in time. My plan was to pick up the presentation handouts before getting ready for the wedding, and then return to my room to dress for the affair. I'd attend the ceremony, handouts and suitcase in my car, spend some time at the reception, and then catch my flight to Canada. I had it all worked out!

Staples, unfortunately was not in on my plan. Their printer had made a mistake and my presentation handouts needed to be rerun. Because I felt like I had to have these handouts, I said I would swing back on the way to the wedding to pick them up. The manager at Staples agreed. "Great! It should only take five minutes to pick them up," I thought.

I had offered to drive two other friends to the wedding from our hotel. When I returned to Staples, a new clerk was working at the printing counter, and there were two people in front of me. I waited and waited. As precious minutes ticked away, I knew I should just leave for the venue. But I was still running that "one more thing" soundtrack in my head. At the last possible second, I rushed out of Staples with my handouts, jumped into my car, and raced ... right into standstill traffic. "Are you kidding me?!" I thought.

I was upset. I mean really upset and embarrassed, because my stubborn desire to cram that last task into an already

CHAPTER 10: PRIORITIES



★ "The key is not to prioritize what's on your schedule, but to schedule your priorities."

- Steven R. Covey

I HAVE A DEAR FRIEND who lives across the country in Seattle. His wedding was the day before a huge presentation that I had to make in Canada. My presentation couldn't be rescheduled, so in order for me even to be at the wedding, I had to leave and fly out before the end of the reception.

impossible schedule was now causing my friends to be late, too. If someone had done this to me, I would have been livid.

Just as the wedding procession music started, we raced into the chapel and took our seats. But I was sweating and disgusted with myself. My failure to prioritize what was most important to me nearly prevented me from attending my best friend's wedding ceremony and put innocent bystanders in the same position! I nearly missed the wedding and caused myself a lot of stress that could have easily been avoided.

Let's face it: Those flyers were not as important as our presence at the ceremony. I could have—should have—just left them at Staples. I felt awful about my choices.

That was a hard lesson.



Important Things Come First

When you're juggling so much that deadlines are missed and your friends and family suffer, it is time to make a change! Despite the popular conception that being busy is good, being overwhelmed is actually worse than doing nothing! It creates added stress and resistance, the greatest enemies to your productivity. In my friend's wedding example, I wasn't differentiating urgent needs from important needs. The handout seemed urgent to me, and it was. But what was truly important that weekend? The wedding of my close friend was more important, of course. To have true success, important things have to come first.

Remember the Productivity Curve from Chapter 1? I was living my life on the far right-hand side of the curve, so focused on getting things done that I risked compromising the really

important stuff, my values. Doing "one more thing" had become an addiction for me, and that's not an exaggeration. Research has shown that when you get something done, it releases the pleasure-inducing chemical dopamine into your system, and it feels good. So you have to make the choice to break that habit. Priorities pave the way peak levels of execution and satisfaction.

➤ *Setting clear priorities plays a major role in keeping you in the Productivity Zone.*

There are two different types of priorities: Short-Term and Long-Term. In the same way that you have short and long-term goals, you will have priorities that reflect them. Priorities are highly individualized, and while two people might have the same goal, it's unlikely they'll have the same priorities driving them towards that goal. That's because your priorities are also expressions of your values and your strategies or way of achieving them.

To Do or Not to Do

The more your goals represent your values, strengths, and passions, the more likely you are to achieve them. They represent what is important to you and to your business. When you set your priorities based upon what is important to you, your progress in these areas is what makes you feel productive and in the Productivity Zone. An overarching theme that I'll come back to again and again is Importance vs. Urgency. Steven R. Covey, the author of *7 HABITS OF HIGHLY EFFECTIVE PEOPLE*, first came up with this concept to illustrate how priorities can return us to our values. Championship Psychology provides you with the components and strategies you need to consistently align your priorities and your values.

Don't Should on Yourself

I have clients who get so caught up in what they think is urgent that their truly important projects and tasks, the ones that got them into this business in the first place, are neglected. They live completely in reaction mode. A lot of people are stuck with to-do lists that have vague "shoulds" rather than clearly expressed priorities. More important than your to-do list is your top three list of priorities for the day. Having clarity about your top priorities is what will keep you focused on what is important. Your priorities affect everything else you do. So, the question is, when is the last time you evaluated how you set your priorities?

There are three key components of setting clear priorities: Values, Importance, and Delegation.

VALUES

Our values are the thoughts and beliefs that are integral to who we are. They shape our behavior, our passions, our sense of right and wrong. Consider our earlier discussion of rules and boundaries from the chapter on language. Values are boundaries that we apply to ourselves rather than others. However, just as we sometimes engage in unhealthy relationships with people who are not meeting our needs, we often neglect our own values! This affects our trust in others and, worse than that, our trust in ourselves.

Maybe honesty is an important value to you, but you find yourself lying occasionally to avoid conflict. Maybe health is a critical part of your self-definition, but you find yourself eating fast food regularly just to fit in a meal.

Let's look at a few ways that your values may not be congruent with your actions:

Align Your Needs and Values

Here's a big secret many of us don't realize, and those who do don't want to admit: We humans will always do things that meet our needs. If you're hungry you will find food. And the hungrier you become, the more you'll be willing to sacrifice something else to get that food. Sometimes there are "easy" ways of meeting our needs that may not align with our values. It's very difficult to walk-away from these influences.

➤ *When we are out of alignment with our values it produces undesirable and unproductive emotions.*

If you feel sluggish or unhappy or unproductive, examine how your needs are being met. It's possible that you're living out of alignment without realizing it.

Our Self-Definition Does Not Match Our Desires

Possibly from past experiences, we have created limiting beliefs that have shaded the way we see and define ourselves. The end result is we don't always believe we are capable or worthy of what we want. This lack of cohesiveness between our beliefs and our desires takes us away from our values. By now, you probably can see the underlying influence that our Championship Psychology has on us. Simply setting priorities but procrastinating is a form of self-sabotage.

When we're out of alignment with our values, our priorities get skewed. "Quick and easy" becomes more important than "something done right." Over time your personal and professional relationships will suffer as a result.

Make a list of your values, how you define them, and how you intend to live by them. This creates something concrete to

hold you accountable to living in alignment. Make sure you order these values to be clear which ones come first. If Integrity is before Loyalty, the results will be very different than the other way around if both are challenged at the same time.

IMPORTANCE

As I said earlier, many of us fall prey to a false sense of urgency. When we create urgency around tasks that don't warrant it, we take valuable energy and resources away from the truly important tasks. We get busy with purposeless activity. These are our time vampires. Almost all of my clients who reported feeling overwhelmed and overloaded were operating with a false sense of urgency. Low priority tasks were treated as essential, while the important tasks never got done, and the to-do list kept growing and growing and growing.

As the business owner, you should be focusing on important, not urgent matters. You are probably thinking, "Well if I don't do the urgent stuff, who will? Everything else will fail." Will it? Are these tasks really urgent? Most of us make things urgent when they are not. Or we create these urgencies from our lack of planning and spending time on what's NOT important. That, by the way, is procrastination, even though we don't like to see it that way in the moment.

The first question to ask is, "Who else could do this?" Urgent tasks are why you have a team. Creating a strategic plan for a new expansion to your business is important. Paying the electric bill is urgent.

Urgency Has a Price

It was a call to action. The CEO of an IT services organization came to me with an urgent request. John, the Head of

Operations, had worked himself into such a frenzy trying to satisfy everyone at every moment that he wound up in the hospital on an extended sick leave.

"Penny," the CEO said. "If you don't make progress in helping John with his time management issues, he won't get the raise he is looking for at the beginning of the year. I need him to set an example for his team. I am giving him this chance to work with you, and I really hope you can help him."

I spoke with John on the phone for our first session and asked him to describe his typical day to me. As John rattled off the various projects that he was simultaneously responsible for on a daily basis, it became clear to me that there was no way one person could actually accomplish all his responsibilities in a timely manner. Not only did he manage operations, but he also had client responsibilities, which could take up to seventy percent of his time.

This is not unusual of small growing businesses, but in addition to that, the CEO had "special projects" for him on a regular basis. And—if you can imagine this—his desk sat right in the middle of a large open room where he was constantly interrupted with staff needing direction and reinforcement. On weeknights he would regularly work until six or seven pm, and then go home for a few hours to see his kids before returning to work three or four more hours. Weekends involved a few hours of work here and there as well. There was hardly any time at all for John. No wonder he felt like he couldn't breathe!

"John," I asked him, "when your boss comes to you with special projects what do you say?"

"What can I say?" he glumly replied. "He's the CEO, so I take it and do it."

I pressed a little further. "What about when a client sets a deadline for you? What do you do?"

Again he said, "The client is king, so I do everything within my power to make that deadline."

Evaluating John's methodology was simple: When people asked him to jump, his question was "how high?" Clearly this is not the best response under these circumstances.



Quality Questions Help You to Be More Strategic

You learned in the earlier sections of this book that the quality of our questions makes all the difference in the quality of our success. Asking new questions helped John get out of the cycle where everything on his plate was critical and required immediate attention. With every new task, he started to ask a few questions:

- Is this urgent?
- What is the flexibility on the due date?
- Could a part of this be done by that date to satisfy an immediate need, and then the rest be broken into smaller milestones for future deadlines?
- Will this task bring him closer to his goals?
- What results really need to be achieved?
- Is that result really worth his time and energy?

These simple questions gave him flexibility to address the expectations of the people around him, including his staff. Most important, John learned to say NO to his boss. And, guess what? It didn't get him in trouble; in fact, his boss recognized that John

was successfully self-managing and became more confident in John's abilities to get the job done.

Now It's Your Turn

I'd like you to imagine at the end of each day connecting to what's really important to you and your greater purpose. Visualize yourself already having achieved it and how great it feels and how things will be different now that you've reached those goals. How much more focus would you have? Make a point to spend the first hour or two in the morning focusing on something that advances you towards those ultimate goals that you've set for yourself, even if that means going to bed earlier so you can get up earlier!

➤ *You'll still have 1,320 minutes left in the day to do whatever's urgent.*

Also, make sure your environment is set up to support you. To eliminate distractions, get the biggest items done first. With a little planning, you'll have less urgency. Identify your critical success factors and set your priorities around them. It can be difficult to distinguish what's important from what's urgent—especially since many of us are taught from an early age to place urgency on low priority tasks.

Here's a simple tip to help you separate the urgent from the important: Don't just ask yourself what's critical. Question anyone else involved in setting these goals and these deadlines.

I once worked with an organizer who would help people decide what to keep in their offices and what to box up. She was merciless, but effective! Her secret was to have them look at each item that was cluttering the room and ask three questions: "Do I need it? Do I love it? Does it make me money?"

I suggest to you today that you can approach your life and task list in the exact same way. Things that you need include tasks like paying the electric bill, or buying paper for the printer, or doing the grocery shopping. Things that you love are the tasks that brings you joy and fulfillment and give you energy so that you can be better focused and appreciate what you achieve more. And the tasks that result in financial gain should be obvious. Once you eliminate all the low-priority errands, chores and time wasters that don't fit into those categories, you'll be amazed at the results.

DELEGATION

One common trait of the mega-successful is that they delegate. Delegation, ladies and gentlemen, is the millionaire mindset. If in doubt, delete and delegate. Successful people know where their strengths are, and they don't waste precious time doing things outside their skill set. Instead, they leverage the strengths of others. They know how to ask great questions and how to allow someone else have the answers. That's freedom! Essentially, they've learned to focus on their goals and objectives and not solely on the activities.

➤ *The #1 way of avoiding stress and overload is to enlist the support of others.*

Think of it this way. You CAN actually buy time with delegation. Doing everything yourself is impossible and improbable, so at the end of the day, there is no one to blame—except you.

YOU CAN DO ANYTHING, BUT NOT EVERYTHING.

—David Allen

In 2014, a Time Management and Productivity Study conducted by the FPA Research and Practice Institute found that "sixty-eight percent of managers would like to increase their use of delegation as a time management and personal development tool." So why don't they? And more importantly, *why don't you?* Many people are concerned with the upfront time it might take to get started, and they feel that it's just faster to do it themselves. If you're one of those people, here's my question: How's that been working for you so far? Maybe you can do it faster, but have you considered what your time is worth?

Do you run around to find the best deals? To what extent will you go to save money? All of us know someone who will drive twenty miles to save a few cents on gas. He loves the game and the win, but is he really winning when he spends a few hours of his time to save a few bucks? Don't be that guy!

He obviously isn't clear what his time is worth, and you need to know the value of your time, too. You need to be connected to what else you could be doing with that time. Let's look at it rationally. Let's say you make one hundred dollars per hour. Every time you go twenty minutes out of your way it's essentially costing you thirty-three dollars in lost time. When you feel that urge to go far out of your way for a deal, look at the time in terms of money, and then decide if it's really worth it. If it's an activity you enjoy, you might be spending your time well. But does it make sense to spend thirty-three dollars to save two fifty in gas? Of course not! So start valuing yourself right now!

Often we have a mindset that pricing determines value. When estimating your time, take into account the unique value of your time! Go to www.proapp.com/bookresources to better understand what your time is really worth.

Ultimately, you're looking for peak performance. I know you have achieved a great deal of success in your life already, but allow me to add some perspective. Think of yourself as a racecar driver who's made it to the big track. Would you still change your own tires during a race? Knowing what's at stake at these speeds, do you want a cheap mechanic, or someone who you know you can count on to get the job done, and get it done right? You want the best person for the job. Why jeopardize your place in the race by wasting time and taking risks on the cheap? We've already discussed the importance of a Championship Team, and you'll really see the payoff of that when it's time to delegate. If you want to perform at your best, surround yourself with the best, and let them do their best for you!

TAKE AWAYS:

1. Urgent matters are not always important and will usually not advance your growth.
2. Everything can't be a priority or you create stress, overwhelm and disappointment.
3. Ask better questions to get clear on your priorities.
4. Delegation is a strength and enables growth.

generalize their success. This means they fail to recognize the success they have already achieved. Often this is a protection mechanism to stay where they are comfortable and follow the path of least resistance because that is what their brains look for.

"How many people have successfully been cured in your program—ten or twenty?" I asked, knowing full well the numbers were much higher.

"No," he said, "thousands."

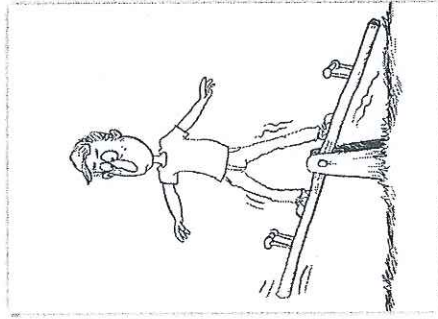
"Oh!" I acted surprised. "So what does enough credibility look like?" I prodded him further. "Who decides when you have enough?"

I could see his face shift as he answered these questions in his head; he was realizing he was putting these barriers on his ability to take his business to the next level.

"If I were a patient looking for a cure," I said, "and you had thousands of people you helped to overcome their illness without medication, that would be enough for me to engage in the program." Then I reminded him of something Tony Robbins did early in his career when the public did not have much awareness of his abilities to help people make major transformations. He made a challenge on a TV program and said, "Bring me the toughest unsolvable cases and I will transform them." He built instant credibility overnight when he transformed these difficult cases on public TV.

I could see the final shift in my new client's face, the anxiety fell away, and the options started to open up in his mind. "What do you think is your next step?" I asked, curious to learn what had changed. He was ready to recognize his current successes, look at the specifics of his progress, and define his next steps to bring his concept to other practitioners!

CHAPTER 11: SUSTAINABLE RESULTS



"Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes."

- Peter Drucker

Recognize the Specifics of Your Success

ONCE I HAVE ENOUGH CREDIBILITY, I plan to bring this program to other practitioners," my new client confided. I see this so often. Fear holds people back from taking that next step—the BIG STEP that will take them outside of their comfort zone. They get to a point and distort, delete, and

By not recognizing and measuring the specifics of your achievements, you may be holding yourself back from fueling your next move. Self-reflection enables you to see clearly your path going forward and to take more proactive measures to ensure maintainable results.



We have discussed the principles and 10 Core Drivers of Championship Psychology and Winning Strategies. So where is this leading you? Why put in the time and energy to change the way you think, to create new habits and rituals, and incorporate these principles fully into your life?

To Create Even Better Results and Get in the Productivity Zone!

Now, what if I told you that you can have not only better results, but also self-sustaining ones? You want outcomes that you can consistently achieve every time, ideally with less effort. When you attain this level of repeated, tried-and-true progress, your business can run without you! You can take that vacation that you haven't taken in years. Go ahead. Go to the beach with your family, knowing that your office will run as if you were there. If you hear yourself saying, "That sounds great, and that works for others but not for me," revisit the first section of the book because you still need some work on your Championship Psychology! If you know it is possible and want to know how... keep reading.

The Final Blade

Sustainable Results are the final blade of your productivity windmill, and this blade is made up of **Progress**, **Measurement** and **Proactivity**. These are the final elements in fully

transforming your life, outlook, and results. To create this you need to have standards and systems that are documented so they can be communicated, measured, and optimized. You want to analyze current and future situations proactively so as to adapt with flexibility, staying ahead of the curve and in the productivity zone. I've said this before: Each element builds upon the one before; there is a sequence. In order to create sustainable dramatic growth, you must start at the beginning with your Championship Psychology; only then can you master Winning Strategies. The same is true of Sustainable Results. Before we move on to the last three elements, let's review what we've learned so far.

Your New Mantra

My college professor used to say, "If you want your students to hear you, you have to say it three times." So, before we go any further, I want to reiterate the 7 Principles of a Championship Psychology. Make these your mantra. Challenge yourself to repeat and review them every morning and every night. When they become a fundamental part of who you are, you'll begin to feel real success. I tell my clients all the time, "It's not about what you do, it's about how you feel about what you did." If you want to change your results, you need to change how you feel. Productivity is as much a feeling as it is about what you are actually achieving.

➤ *To change how you feel you have to change how you think, and what you think about.*

Let's review the seven presuppositions of a Championship Psychology:

- ① • **You create your own identity**—As children we often take on definitions and labels from others; the truth is you decide who you are and who you will become.
- ② • **Choice is your greatest gift**—You can't choose all of the events you will experience, but you can choose the meaning you give any event.
- ③ • **Energy is everything**—How we manage our energy will determine the meaning and quality of results we receive.
- ④ • **Ask quality questions**—To get a better answer, ask a better question.
- ⑤ • **What is learned can be unlearned**—All behavior is learned. If a behavior of yours is not serving your goals, replace it with a new one that will move you along the path you want to be on.
- ⑥ • **No failure, only feedback**—It is okay to feel negative emotions, but don't live there; learn from them and move on.
- ⑦ • **Environment is paramount**—Instead of trying to push past the place you are in, be in a better place!

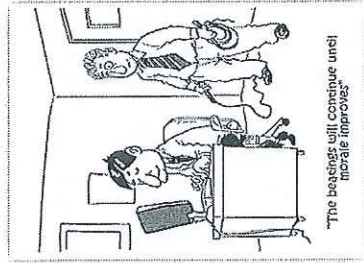
As we move into the chapters on Sustainable Results, I want you to reflect on those bullet points. How can you apply these in your life and within your team at work? You can lead by example. Energy Management starts with your personal energy, which will impact, influence and change your teams environment and energy too.

Teach your team the 10 Core Drivers of productivity and then help to create a supportive and accountable environment. Most companies hold meetings about sales strategies, implementation, and sales challenges on a weekly basis to measure bottom line results. It's time well spent. Imagine the results when you spend time with your team also focusing on productivity strategies, implementation, and personal productivity challenges. Remember, productivity equals profits. Great leadership is focusing your time and energy on resolving what's holding your team back: remove the obstacles and look out!

Think about it. You are in control. In order to create sustainable growth for your business, you need to know and verify what works and under what conditions. This is the same for any area of your life. It's one thing to make a change and have good results, but unless you compare them to what you've previously achieved, you don't really know if you have progress. I have worked with clients who felt like they knew their sales closure rate. When we actually started to physically track it, they were surprised how low the rate was. It was half of what they expected it to be. You can't ignore the data. Trust me—you need the data. When you have data, you can see the difference between progress and just simply change.

We live in a world of change, and although we're creatures of habit, the key to our success (survival of the fittest) is to adapt. If we want to do more than just survive and start to really thrive, proactivity makes all the difference. This is where we heighten our flexibility due to the ability to anticipate changes and come up with calculated or strategic options. This is where preparation meets anticipation.

CHAPTER 12: PROGRESS



“People may take a job for more money, but they often leave it for more recognition and appreciation.”

- Bob Nelson

Feeling Productive

I WAS WORKING WITH A client who, more often than not, would finish her days frustrated that she was not productive. She would beat herself up about what she should have been doing or could have been doing. She was focused on what she didn't get done—not on what she had actually accomplished. This was a reoccurring theme for her, a mindset that often led

her to the far sides of the productivity curve. It reduced her to procrastination and apathy, so she could continually be hard on herself—or get stuck in the anxiousness of the “just one more thing” side of perfectionism in an attempt to reduce her to-do list. After we talked about her mental focus and looked at her language, her face lit up as she said to me, “So a better question to ask is, “Where and how was I productive today?””

“Yes,” I said, pleased she had made this connection. “What progress did I make today and/or what did I learn to help me progress tomorrow?” I told her as long as she was making headway in some shape or form, she would FEEL satisfied and useful. Her new daily assignment was to focus on what she accomplished versus what she did not. It's amazing what a shift in perspective can do for you.



You can see how intertwined our psychology is with each of the key drivers of our productivity. Go back to the Championship Psychology principle, “there is no failure, only feedback.” Recognizing our progress allows us to create even more momentum. When we have a Championship Psychology, we have the foundation we need to create Sustainable Results because our Championship psychology is intertwined in all of the 10 Core Drivers.

It Isn't What You Think

When you see progress, you often have a better view of your potential and a better outlook to stay consistent and committed. So progress matters in a number of ways. Fundamentally, the way to increase the frequency of a behavior is to reward it. The way to acknowledge progress is to reward behavior with

acknowledgement, celebration, and the implementation of resources needed to keep replicating and building on that success.

As we saw with my client above, most people incorrectly define progress. They think it is simply the act of achievement. But actually, progress is about gaining traction. And traction is not only realized through direct achievement, it's also realized through learning and understanding.

➤ *It means having the ability to push forward.*

If the tires on your car don't have traction, the car won't move forward. You might even slide backwards! You ensure your car will have traction by maintaining the tires. If a tire is worn, or not working correctly, you'd repair or replace it. The same should be true of your business practices. If you aren't getting traction and moving forward, then you know you need to diagnose the issue and correct it. Just knowing that there is a problem and taking steps to rectify it is its own kind of progress!

Building on the presupposition that "there is no failure, only feedback," we can appreciate that progress is not always successfully achieving something. Rather, it is any time we can take a situation and gain from it. When we learn something, we have the ability to grow. I say the "ability" as we haven't really grown until we have applied what we've learned. That is the principle of progress. Change is a natural function of time. If you do nothing things will change; however, this does not necessarily equate to advancement or improvement. There are three fundamental elements of progress: Learning, Recognition, and Celebration.

LEARNING IS PROGRESS

An important concept to internalize is that learning is synonymous with progress. That means any situation can create growth no matter the results, as long as you learn from the experience. Learning is not only recognizing what went right or wrong, but also applying that knowledge to avoid a similar situation in the future.

Do you remember the section on focus? Where you place your attention in the moment will determine the level of productivity and progress you're capable of making. Be mindful of the "Now," but make sure to schedule time to reflect on the past (what you've learned), and to prepare for the future. This is what learning is really about: Use each situation as an opportunity to grow.

Think about the implications of the word "progress." Most people would associate it with societal growth and advancement. Someone who is on the cutting edge of technology or culture might be described as "progressive." This is because, at its core, progress is about positive change, and that can't happen without learning. We can choose to make every situation positive, thereby increasing our traction and enabling ourselves to maximize our potential. Or, we can choose to keep creating negative beliefs around results that didn't come out in our favor, thereby limiting our potential.

There Is No Failure, Only Feedback

One of my mentors, Steve Linder, founder of Neuro-Strategies, recommends that you ask yourself four questions any time you get a result that you didn't want. They'll help you reinforce the

belief that all feedback is positive. Remember, any result is just information. It's what you do with the information that counts.

Four Questions for Growth

- ① • **What does this outcome mean?** Ask that question a few times to get a few different perspectives about what this result could mean. The first response is usually your Automatic Negative Thought (ANT) so keep asking to get beyond that.
- ② • **What can I learn from this?** It has to be positive and something for which you can take responsibility. Understand your role and what you can do differently.
- ③ • **How can you apply this in the future?** What specific actions can you take next time to get the result you want?
- ④ • **How can you share this?** When we share something, we learn it acts as a multiplier and reinforces the learning and application. We own it.

Another way to think of the four questions is in the framework of the children's game Hotter/Colder. What happens when you stand in the center of the room and take no action? Nothing! No progress or regression. It's only when you move in one direction that you start to get feedback and adjust accordingly. Even if the response is that "you're getting colder," it gives you the opportunity to correct your direction.



RECOGNITION ENHANCES ENGAGEMENT

A 2013 Gallup poll found that only thirteen percent of employees are engaged in their work. Only thirteen percent! Why? Perhaps a large portion of the other eighty-seven percent feel as though they're not being recognized for their contributions. Recognition is the act of increasing engagement and productivity through communication, reward, and satisfaction. And that's not only in the workplace, but also in every aspect of your life. Science tells us that when we achieve something and are recognized for that achievement, it affects us physiologically. Our system releases serotonin, and if that positive response continues to occur, our neurological chemistry actually changes over time! When you earn praise in the form of a ceremony, status, or public celebration, it evokes a feeling of happiness, pride, and self-confidence, and it increases the desire to continue to add worth and be appreciated in this way. In addition, we create the high-quality energy needed to see championship results.

In Championship Psychology, we discussed that one of the greatest drivers in our psychology is the value we feel that we bring to others, or in other words, our contribution. The best teams rely on each member bringing different strengths to the team to complement one another.

➤ *Acknowledging the contributions of your team (and yourself) builds trust.*

In Steven M. R. Covey's book, *THE SPEED OF TRUST*, he writes that creating trust is the fastest way to increase productivity. Attributing merit to yourself and others has great