

Fueling Personal Accountability

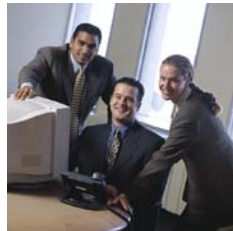
Maximize Results through Motivated People

A major responsibility of leaders in organizations has always been to develop plans and lead their people in successful execution. Today's business environment presents additional challenges to leaders in that change happens faster and more continuously than ever before! This means an increased need for effective and frequent planning, and a smaller margin of error for plans that fail to produce results. We all realize this is a given in today's business environment.

In addition, have you noticed that the people who make your plans work have also changed? For example, their interpretation of 'following the leader' has taken a new direction. In our workplace today, dictatorial leadership and micro management are being shunned by people who view multiple career moves as a normal part of working life. People now produce results for leaders who recognize and value their talents.

More and more people accomplish their jobs through networked teams, creative collaboration, flexible work arrangements, outsourcing contracts,

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Something is Holding Me Back Professionally.

How can a coach help?

The best coaching "answer" is a question. A good coach asks questions to help you do, be and give your best with the right intention. Consider the following "self-coaching" questions. Maybe it's time to hire a coach.

How are you driven by what might be possible? What do you really want? What risks are you avoiding? How much of your life is compared to what others expect? What truth lies in others' perceptions? How do you know? What are you willing to learn or unlearn? If money was not an issue, to what one thing would you dedicate yourself? How would your life be different if you pursued just one important "dream deferred"? What's stopping you? What if you don't pursue your dreams? What is important?

Four potential 'beings' exist in all of us. We can be **Explorers**, searching who we are for who we can become. We can be **Sophisticates**, fooling ourselves into believing we have all the answers. We can be **Prisoners**, living to the expectations of others and not our own. We can be **Vacationers** – anything we're doing beats taking a risk. Listen to the questions you may be asking yourself. What could you explore today that might take you to the edge of your potential?

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How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and strong. Because someday in life you will have been all of these.

– George Washington Carver

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ONE MINUTE IDEAS

10-Minute Organizing Tasks

When you have 10 minutes to spare, tackle one of these tasks:

- ◆ Read a brief article or report
- ◆ Organize your work area
- ◆ Clean out a desk drawer
- ◆ Complete your to-do list for the next day
- ◆ Relax by breathing deeply

Say 'NO' with tact

Protect your time-without appearing to be unhelpful-by saying "no" without using the word. *Here's how:*

Explain what you would have to eliminate to meet the request.

Example: "I'd like to help plan the conference, but I would have to cancel my new-client meetings in Detroit."

"We must walk consciously only part way toward our goal, and then leap in the dark to our success."

– Henry David Thoreau

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and a **'results only'** focus – all of which emphasize the prized talent of personal accountability.

Achieving success in our modern work environment now depends largely on your people being personally responsible for results.

What can you do, as a leader, to fuel personal accountability in your organization? The answers may be easier than you anticipate.

1. Hire people to work for you who already have demonstrated a high level of personal accountability. You can achieve this through a combination of effective talent assessments, reference checking, and behavioral interviewing.

2. Become aware of the additional, unique personal strengths and talents your key people bring to their work. Get to know each of them and what they do well, which is the best indicator of what they will most naturally be personally accountable for achieving.

3. Regularly seek input, suggestions and commitment from each of your key people to create and support the success of your organization's plans. People who play a role in formulating a plan are more committed to personal accountability in achieving the targeted results.

4. Give feedback, recognition and rewards to people for demonstrating personal accountability in support of your organization's success. People who are duly recognized for their contributions feel increased motivation to achieve further success.

Make a concerted effort to maximize and reward the level of personal accountability in your organization starting today – and achieve increased success through people!

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Employees Just Want to Have Fun!

An extensive, company-sponsored recreation and social program can be a boost to moral – but it can also be a fiscal and managerial nightmare to the CEO who has to administer it. Jack Stack, CEO of Springfield Remanufacturing Center Corp., in Springfield, MO., was so intent on fostering healthy relations with his 450 employees that he began feeling more like a camp director with each passing athletic season. His solution? Set a budget, and then let your employees divvy it up themselves.



"It's really hard to please everybody," says Stack. *"You don't know how to draw the line and be fair at the same time."* So he established a recreation committee for each of his plants. Eight employees, elected annually, receive a budget of \$5,000 with which to fund company softball and volleyball teams, fishing tournaments, and a

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company picnic. "It gets rid of the little headaches for managers," Stack says, "and it gives employees a taste of what it's like to be a manager."

A Life Success Idea

Achieving Greatness

The desire to change always begins the same way - with discontent. It is discontent that ignites the seeking nature in human beings, and it compels us to create far beyond our self-imposed limitations into greatness. Whether you are seeking enhanced Health, Wealth, or Happiness, it is of utmost importance to understand how life success happens so that you, too, can achieve the greatness you know is within.



Please begin with idea #1 and read it slowly, carefully pondering the meaning before moving on to the next idea. You may choose to read each idea like this - one at a time - to maximize understanding and application.

1) WHEN YOU CHANGE YOUR THINKING, YOU CHANGE YOUR BELIEFS.

Every great invention and discovery in the history of humankind began as a thought. Thought precedes form, and is always the precursor to a breakthrough. The great thinker, Albert Einstein, bears this out in his quote; "The same level of thinking that got you to this point in your life cannot possibly be the same level of thinking to get you to the next point in your life." When you think positively, your belief system shifts body/mind chemistry in a miraculous way that propels movement towards a new result.

2) WHEN YOU CHANGE YOUR BELIEFS, YOU CHANGE YOUR WORDS.

Changing your belief changes the world around you. Belief is so amazingly powerful, that in double blind clinical trials, participants taking a placebo (a sugar pill) had healing occur *though they took no actual medicine*. They were cured simply by the power of the belief that they'd been given a healing agent. The belief makes it so. The most intriguing thing about belief is that the moment you begin to believe in something, it instantly begins coming true. When you listen closely to people, their whole belief system is revealed through their words.

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3) WHEN YOU CHANGE YOUR WORDS, YOU CHANGE YOUR ATTITUDE.

Words are power. There is a branch of science in which researchers can determine an individual's success potential simply by listening to their speech patterns! It is called Neuro-Linguistic Programming, or NLP. NLP has proved that highly successful people not only *think* success, they *speak* success with every word. Thought begins the movement of new success energy, then the thought further takes shape through positive words. It's not only what you speak, but how you say it. When your words are spoken with an attitude of confidence and caring, this attitude will completely change the receptivity of others to your way of thinking.

4) WHEN YOU CHANGE YOUR ATTITUDE, YOU CHANGE YOUR PERFORMANCE.

The key attitude to exponentially multiply your life success is confidence. People are drawn to it, athletes thrive on it, for it is confidence alone that can be the difference between failure and success. Confidence not arrogance, caring not cunning. Caring is the second indispensable attitude, for people don't care how much you know until they know how much you care. Confidence transforms dangers into opportunities. Sincere caring turns 'maybe' into 'yes'.

5) WHEN YOU CHANGE YOUR PERFORMANCE, YOU CHANGE YOUR LIFE RESULTS.

You have just read the exact steps with which leaders and extraordinary historical figures have transformed their performance. You can do it too. Just think again - positively - and you'll begin to believe it. Speak the belief out loud to yourself over and over. Soon you'll feel confident. This 'air of caring confidence' will mold your next challenging moment into a positive outcome. This new performance provides you with the "Evidence of Success" that is a lifelong reminder that you are a winner!

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Books to Consider

The Art of Public Speaking, Eighth Edition by Stephen E. Lucas, 2004, The McGraw-Hill Companies, New York. This book covers all aspects of public speaking and presentations. It is utilized by many colleges and universities.

Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, Richard Boyatzis, and Annie McKee, 2002, Harvard Business School Press. Unveiling neuro-scientific links between organizational success or failure and “primal leadership,” the authors argue that a leader’s emotions are contagious.

Healing a Hospital: The Turnaround at Southeast Georgia Health System by David Herdinger, 2007, Wool Street Publishing. An example of effective leadership changed the culture and profit of a hospital.

Jewels of Truths about Leadership

- ◆ Effective leaders understand the need for discipline and focus on those behaviors that drive results, rather than focusing only on the results.
- ◆ Leaders care but never compromise
- ◆ The best leaders are enormously demanding and enormously caring.
- ◆ Relationships should always include responsibilities.
- ◆ Leaders know the value of good people.
- ◆ The number one priority of an organization is finding and keeping good people.
- ◆ Poor selection of people is a result of three bad habits:
 - “The body count” – under pressure to get the work done, we forsake quality hiring and simply hire “bodies.”
 - The “you haven’t worked for me yet” syndrome. – The person has a poor track record but I can change them. Consider, past performance predicts future behavior.
 - The “I don’t know what I’m looking for” issue – I haven’t clearly articulated the qualities and

characteristics of the person I need to hire.

- ◆ People don’t change – change is more possible and greater in matters of choice.
- ◆ “I can make you more than you are, I just can’t make you something you are not.” John Maxwell

How to Make a Person More Than They Are

Build on their . . .

- ◆ Temperament
- ◆ Strength Zone
- ◆ Track Record – Successes
- ◆ Passion
- ◆ Areas of Choice

Give them . . .

- ◆ Opportunity
- ◆ Support – resources and people
- ◆ Goals
- ◆ Feedback
- ◆ Credit John C. Maxwell

Guidelines for Growth

- ◆ Growth must be **intentional**.
- ◆ Growth must be **daily**.
- ◆ Growth must be **continual**.
- ◆ Growth takes people out of their **comfort zone**. John C. Maxwell

“To laugh often and love much, to win the respect of intelligent people, to earn the approbation of honest critics, and endure the betrayal of false friends, to appreciate beauty, to find the best in others, and to give of oneself; to leave the world a better place whether by a healthy child, a redeemed social condition, or a garden patch. . . to have lived your life with enthusiasm and to have sung with exaltation, and finally to know that one life has breathed a little easier because you have lived, that is to have been successful.”

Ralph Waldo Emerson