

## DRIVE FOR RESULTS

### INTERVIEW

When directed, find a partner, and interview each other by asking the following questions. Be prepared to share what you hear from your partner.

1. What does “driving for results” mean for you?
2. What are the results *you* are asked to produce?
3. What tends to be frustrating or confusing about how to Drive for Results yourself?
4. What tends to be frustrating or confusing about how to Drive for Results through others?
5. What is the difference between results and activities?

### DEFINITIONS

**DEFINITION:** Pursues everything with \_\_\_\_\_, \_\_\_\_\_, and a need to finish; does not give up before finishing, even in the face of resistance or \_\_\_\_\_; steadfastly pushes self and others for \_\_\_\_\_.

#### *SKILLED BEHAVIORS*

- Can be counted on to exceed goals successfully.
- Is constantly and consistently one of the top performers.
- Very bottom-line oriented.
- Steadfastly pushes self and others for results.

#### *UNSKILLED BEHAVIORS*

- Doesn't deliver results consistently.
- Doesn't get things done on time.
- Wastes time and resources pursuing non-essentials.

- Something always gets in the way – personal disorganization, failure to set priorities, underestimating time frames, overcoming resistance.
- Not bold or committed enough to push it through.
- Procrastinates around whatever gets in his/her way.
- Doesn't go all out to complete tasks.
- Does the least to get by.

## **SKILL #1: REMOVE OBSTACLES**

### MY INVISIBLE GOAL

*REFLECTION: How might my invisible goal be affecting my ability to Drive for Results effectively?*

### MY BEHAVIORS

1. Blame others (instead of taking responsibility)
2. Make up excuses
3. Too direct / say things that cause problems
4. Don't speak up / stay quiet
5. Overstate negative views
6. Shade the truth
7. Sarcastic
8. Viewed as a loner
9. Pushing narrow / personal interests
10. Don't listen
11. Hedge on tough questions
12. Try to make everyone happy
13. Indicate little or no concern for others
14. Nervous or freeze with upper management
15. Dis-engage: reject politics

The one question: How can I do \_\_\_\_\_?

*REFLECTION: What is one behavior you need to start or stop doing?*

### MY "COMPETITIVE GREATNESS"

*MY REACTIONS*

*REFLECTION: What insights are beginning to emerge about yourself?*

**SKILL #2: LEVERAGE MY GENIUS**

*REFLECTION: What action will you take to leverage your genius to Drive for Results?*

**SKILL #3: ENGAGE OTHERS TO PERFORM**

## **SKILL #4: CLARIFY WHAT MATTERS MOST**

### **TAKEAWAYS**

### **ABOUT MARK**

Mark Kenny helps leaders build functional, collaborative, and aligned teams through his strategic team consulting, speaking, and training programs.

Mark brings three decades of experience, first in IT and operations, followed by running a software company, and later in speaking and consulting. Over the course of his career, Mark has worked with multiple industries including public sector, technology, healthcare, manufacturing, engineering, financial services, and retail and in a variety of organizations such as Nissan, Mars, State of Tennessee, Ohio State University, HCA, Vanderbilt, and the US Army.

Mark is the author of *The Hippo Solution: Eliminate Territorial Thinking and Unleash the Power of Teams*, the host of the *Becoming Unassailable* podcast, and a part-time basketball coach.

Mark currently lives outside of Nashville, Tennessee with his wife, daughter, and three sons.

Connect with Mark and learn more about his work at [MarkSKenny.com](http://MarkSKenny.com).