Drive for Results
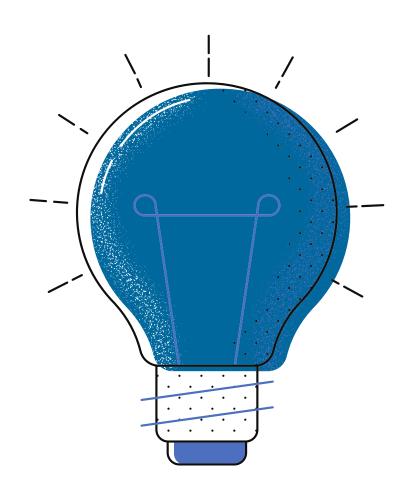
MARK S KENNY

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MARK S KENNY

Interview each other with the questions in your handout:

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?

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Drive for Results

Pursues everything with <u>energy</u>, <u>drive</u>, and a need to finish; does not give up before finishing, even in the face of resistance or <u>setbacks</u>; steadfastly pushes self and others for <u>results</u>.

Skilled Behaviors: Drive for Results

- 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: Drive for Results

- 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

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4 Skills to Drive for Results
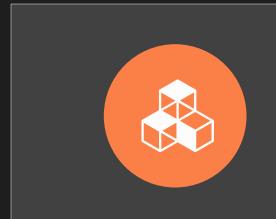
Skill 1:
Remove My
Obstacles

Skill 2:
Leverage My
Genius

Skill 3:
Engage Others to
Perform

Skill 4:
Clarify What
Matters Most

MARK S KENNY

4 Skills to Drive for Results

Skill 1:
Remove My
Obstacles

Skill 2:
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Matters Most

My Invisible Goal

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Understand My
Invisible Goal

- To feel right

- To feel liked

- To feel in control

- To feel safe

From: Bob and Audrey Meisner

MARK S KENNY

- To feel right

- To feel liked

- To feel in control

- To feel safe

Share the following:

1) Your invisible goal

2) A situation where your invisible goal manifested itself when interacting with others.

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Understand My
Ideal Goal

To add value to others

1. Value others
2. Think about ways to add value to others
3. Look for ways to add value to others
4. Actually add value
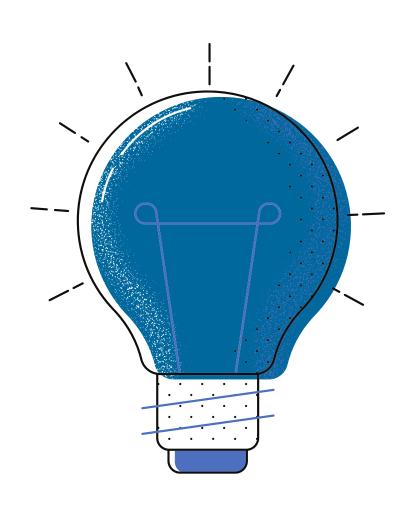5. Encourage others to add value

From: John Maxwell

My Behaviors

MARK S KENNY

- Blame others (instead of taking responsibility)

- Make up excuses

- Too direct / say things that cause problems

- Using too many words

- Don't speak up / stay quiet

- Overstate negative views

- Shade the truth

- Sarcastic

- Viewed as a loner

- Pushing narrow / personal interests

- Don't listen

- Hedge on tough questions

- Try to make everyone happy

- Indicate little or no concern for others

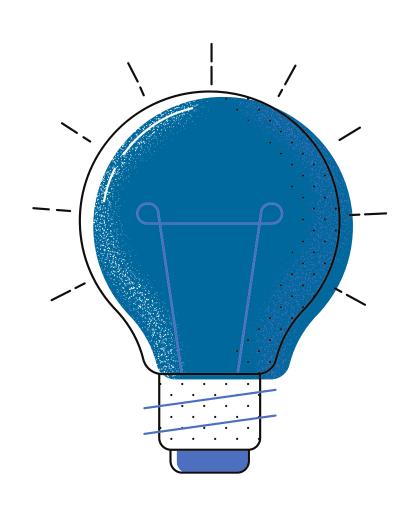- Nervous or freeze with upper management

- Dis-engage: reject politics

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How to Get Good Feedback:

1. Solicit advice rather than criticism.
2. Be directed towards the future rather than obsessed with the past.
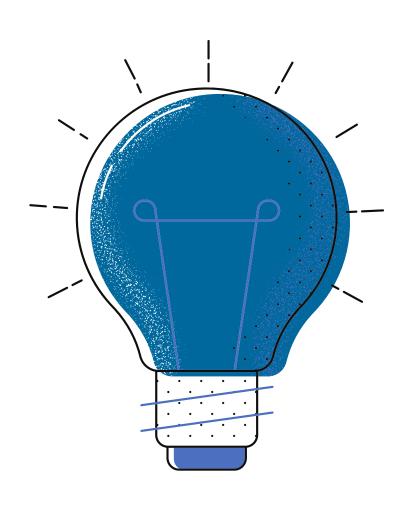3. Couch it in a way that suggests you will act on it – you are indeed trying to get better.

Marshall Goldsmith, *What Got You Here Won't Get You There*

MARK **S** KENNY

How to Get Good Feedback:

"How can I do <u>better</u>?"

Marshall Goldsmith, *What Got You Here Won't Get You There*

MARK **S** KENNY

Feedforward

1. Stand up and find one other person.
2. Describe the one behavior you would like to change.
3. Ask for two suggestions for the future that might help you achieve a positive change in your selected behavior.
4. Be prepared to share one suggestion you heard.
5. Do this with two different people.

Marshall Goldsmith, *What Got You Here Won't Get You There*

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Reflection

What insights are beginning to emerge about yourself?

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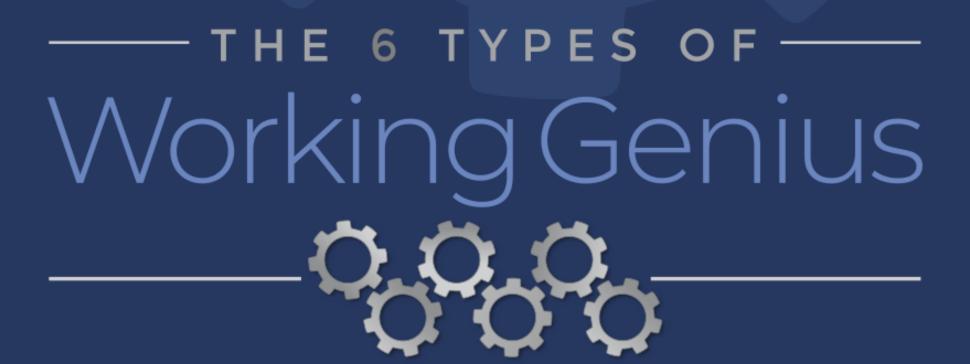# 4 Skills to Drive for Results

Skill 1:
Remove My
Obstacles

Skill 2:
Leverage My
Genius

Skill 3:
Engage Others to
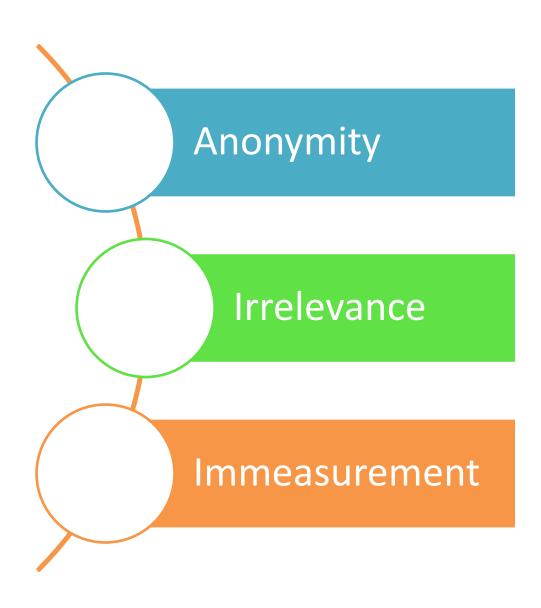Perform

Skill 4:
Clarify What
Matters Most

PRESENTED BY

MARK S KENNY

Patrick Lencioni's 3 Types of Job Misery

Anonymity

Irrelevance

Immeasurement

Credit: Patrick Lencioni, *The Truth About Employee Engagement*

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Anonymity

Irrelevance

Immeasurement

Activity: On Your Own

Write down:

1. What is one practical way you could increase connection with your team(s)?

2. What is one practical way you could make someone's work more relevant?

3. What is one practical way you could provide a simple measurement of success for someone on your team?

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Questions

1. What do I need to work on today?

2. What does our *team* do?

3. *Why* do we do what we do?

4. How does our team contribute to the *bigger picture*?

5. What is most important for our team to accomplish now?

OUR TEAM'S WORK
(WHAT IS IMPORTANT FOR OUR TEAM TO DO?)

PART 4: HOW WILL MY TEAM GET BETTER AT ITS WORK? (ONE AREA OF PRIMARY FOCUS)

If every other area of our team's operation remained the same, what is the one area where change would have the biggest impact?

PART 5: OUR TEAM'S PRIMARY OBJECTIVES

If our team achieved its one area of focus, what would we have accomplished? (begin with verbs)

Doing our work **better**

PART 3: MY TEAM'S DAY-TO-DAY WORK

What are the areas of work for which our team is responsible for completing?
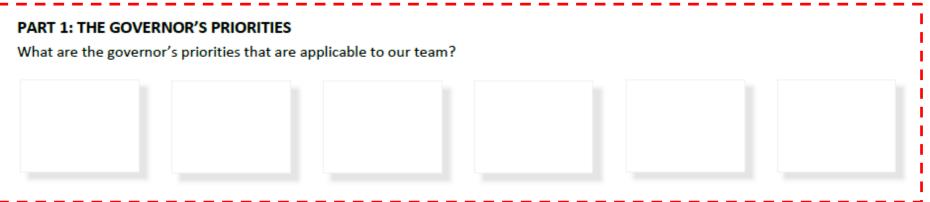
Doing our work

On Your Own Activity

Part 1: Governor's Priorities

In your handout, list the governor's priorities that are applicable to your team.

THE BIG PICTURE

(WHY DOES OUR TEAM DO WHAT IT DOES?)

PART 1: THE GOVERNOR'S PRIORITIES
What are the governor's priorities that are applicable to our team?

PART 2: DEPARTMENT PRIORITIES
What are the department's priorities that our team impacts or supports?

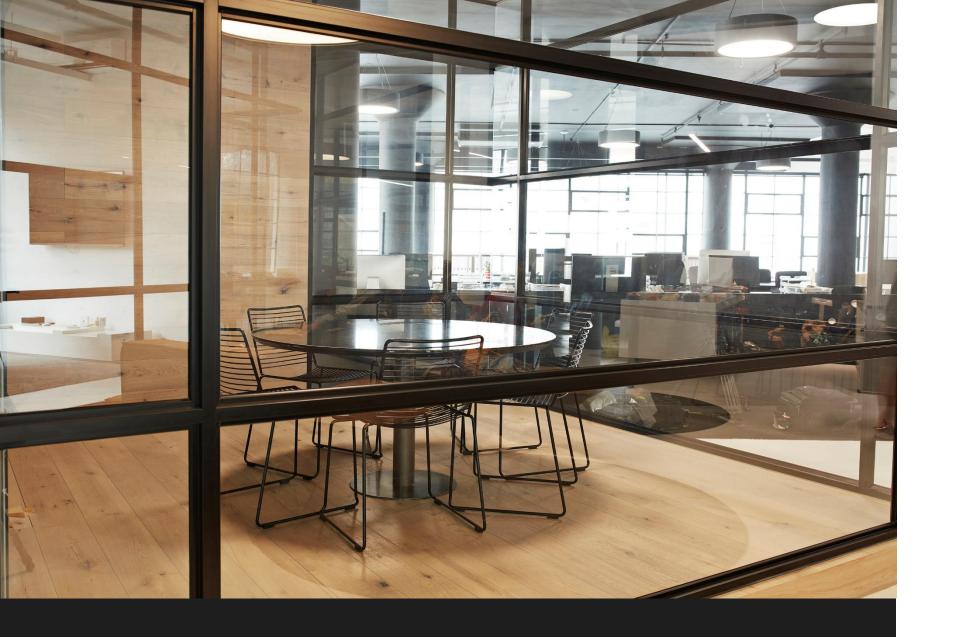# On Your Own Activity

Part 2: Department Priorities

In your handout, list the department's priorities that are applicable to your team.

THE BIG PICTURE

(WHY DOES OUR TEAM DO WHAT IT DOES?)

PART 1: THE GOVERNOR'S PRIORITIES

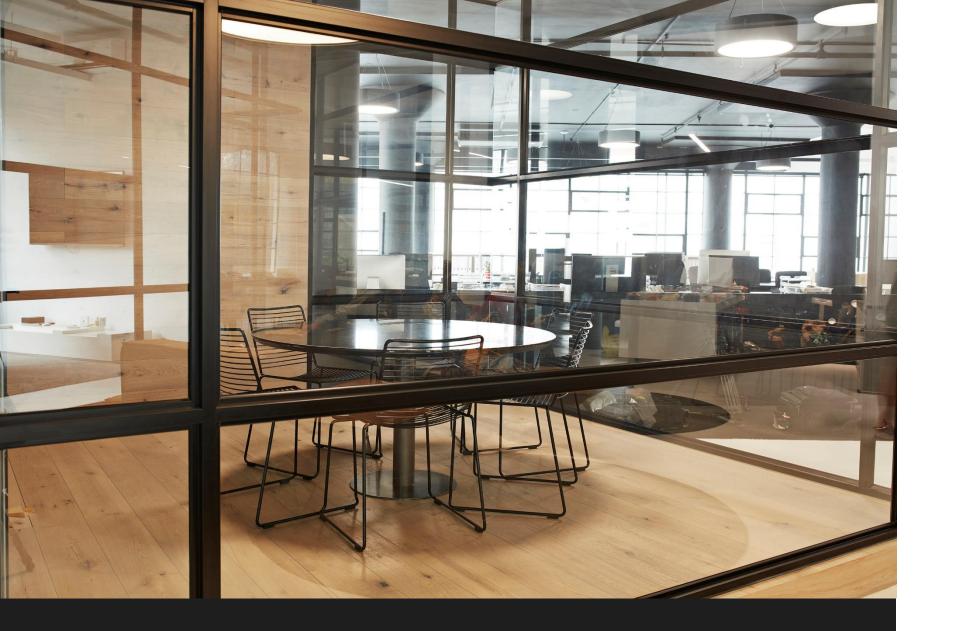What are the governor's priorities that are applicable to our team?

PART 2: DEPARTMENT PRIORITIES

What are the department's priorities that our team impacts or supports?

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Skip Level Meeting Questions

1. How did you get to where you are now?
2. How do you think the department is going to change in the next year? 3 years?
3. What's worrying senior leadership right now?
4. How does our team support the department's overall mission?
5. What is most important for our team to prioritize?
6. Do you have any feedback on the {last project} our team finished?
7. How best do you think I can win over executive support when proposing a project?
8. How do you want to stay informed?
9. How do you like to be approached?
10. Who in the department do you think I can learn the most from?

On Your Own Activity

Part 3: My Team's Day-to-Day Work

In your handout, list the categories and work focus areas for which our team is responsible.

OUR TEAM'S WORK

(WHAT IS IMPORTANT FOR OUR TEAM TO DO?)

PART 4: HOW WILL MY TEAM GET BETTER AT ITS WORK? (ONE AREA OF PRIMARY FOCUS)

If every other area of our team's operation remained the same, what is the one area where change would have the biggest impact?

Doing our work **better**

PART 5: OUR TEAM'S PRIMARY OBJECTIVES

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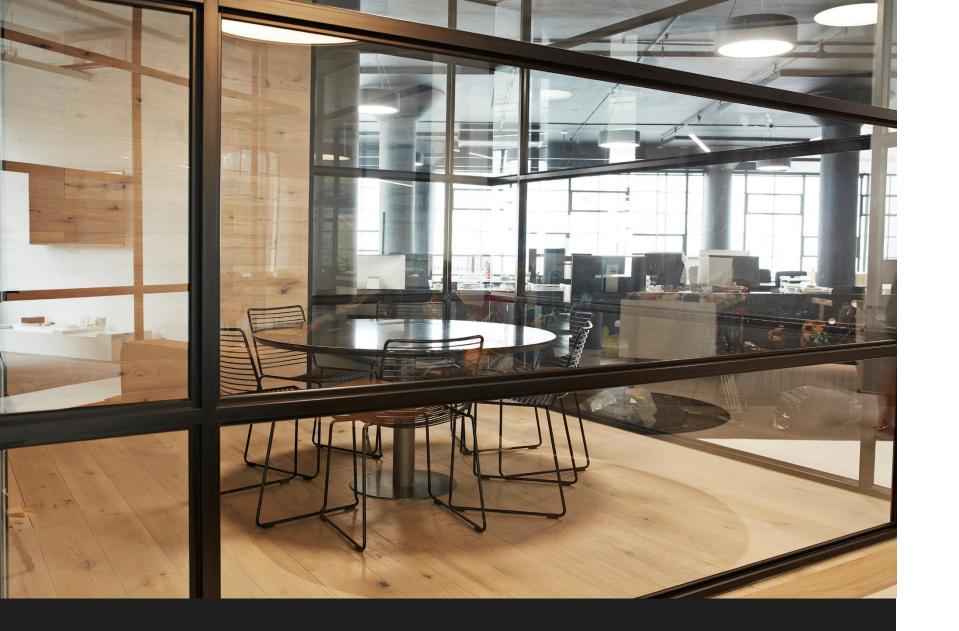
Doing our work

On Your Own Activity

Part 4: Our "Getting Better" Work

If every other area of our team's operation remained the same, what is the one area where change would have the biggest impact?

OUR TEAM'S WORK

(WHAT IS IMPORTANT FOR OUR TEAM TO DO?)

PART 4: HOW WILL MY TEAM GET BETTER AT ITS WORK? (ONE AREA OF PRIMARY FOCUS)

If every other area of our team's operation remained the same, what is the one area where change would have the biggest impact?

Doing our work **better**

PART 5: OUR TEAM'S PRIMARY OBJECTIVES

If our team achieved its one area of focus, what would we have accomplished? (begin with verbs)

PART 3: MY TEAM'S DAY-TO-DAY WORK

What are the areas of work for which our team is responsible for completing?

Doing our work

On Your Own Activity

Part 5: Our Primary Objectives

If our team achieved our one area of focus, what would we have accomplished? (begin with verbs)

OUR TEAM'S WORK

(WHAT IS IMPORTANT FOR OUR TEAM TO DO?)

PART 4: HOW WILL MY TEAM GET BETTER AT ITS WORK? (ONE AREA OF PRIMARY FOCUS)

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Doing our work

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4 Skills to Drive for Results

Skill 1:
Remove My
Obstacles

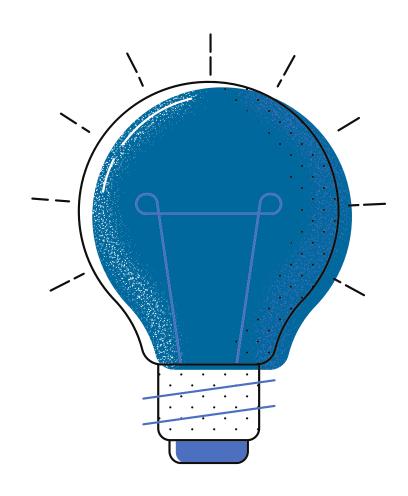**Skill 2:**
Leverage My
Genius

Skill 3:
Engage Others to
Perform

Skill 4:
Clarify What
Matters Most

MARK S KENNY

Coaching Questions

What's on your mind?

[When it comes to Driving for Results…]

What's the real issue for you?

AWE?

What's the real issue for you?

What do you want?

Michael Bengay Stanier, *The Coaching Habit*

Drive for Results

MARK S KENNY

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