

A woman with blonde hair and glasses, wearing a grey sweater over a white collared shirt, stands in a meeting room. She is smiling and gesturing with her hands while holding a red marker. To her left, another woman with long brown hair in a black top looks on. To her right, a man in a dark suit is partially visible. In the foreground, the back of a person with dark curly hair is seen. A flipchart on an easel is behind the presenter, showing the text 'CLIENT / OPTIONS' and a diagram with a central node and four numbered boxes (1, 2, 3, 4).

Drives Results

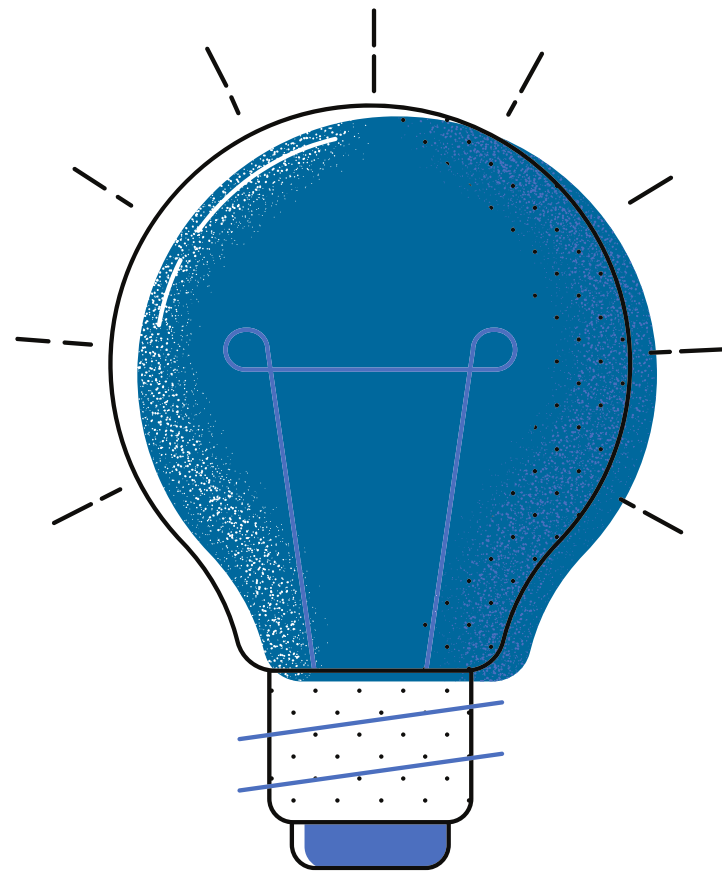
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Drives Results

Consistently achieving results, even
under tough circumstances.

On Your Own



Think of a time when your team wanted to accomplish something meaningful, but obstacles, resistance, systems, or frustration slowly drained the momentum out of it.

What happened to the energy? The conversations?
The ownership?



It always seems impossible until it's done.

--Nelson Mandela

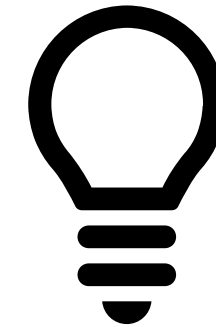
Our Agenda



Understanding
Drives Results



The Drive
Results Map



Takeaways
and
Commitments

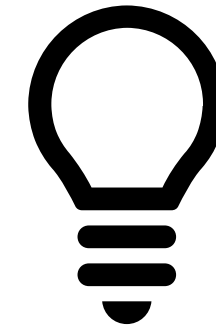
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Understanding
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Results Map



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Drives Results

Consistently achieving results, even
under tough circumstances.

Drives Results: Skilled Behaviors

- ✓ Has a strong bottom-line orientation.
- ✓ Persists in accomplishing objectives despite obstacles and setbacks.
- ✓ Has a track record of exceeding goals successfully.
- ✓ Pushes self and helps others achieve results

Patterns:
when this
skill is
present

1. Know What Matters Most
2. Keep Moving Through Obstacles
3. Help Others Rise to the Challenge

Drives Results: Less Skilled Behaviors

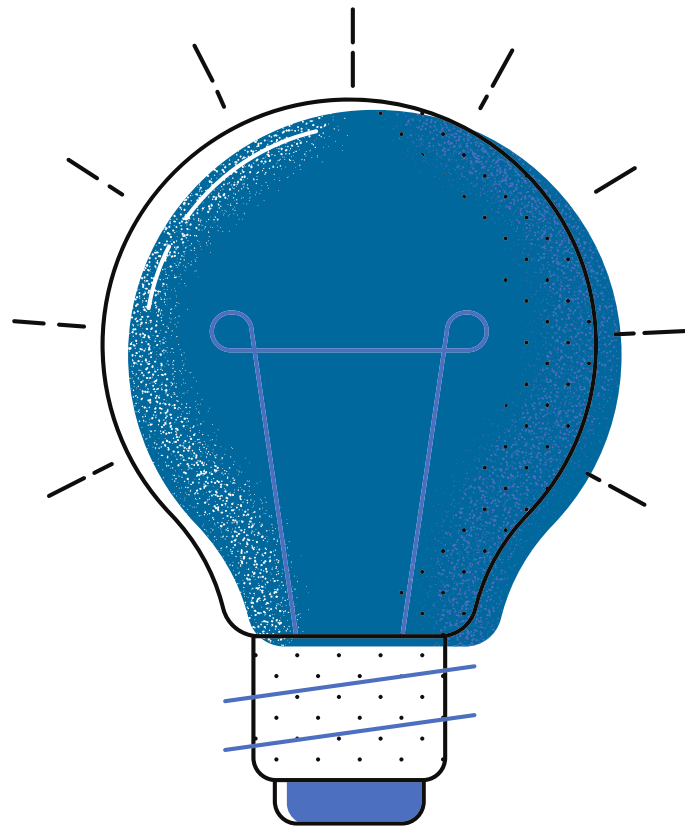
- ✓ Is reluctant to push for results.
- ✓ Does the least to get by.
- ✓ Is an inconsistent performer.
- ✓ Gives up easily; doesn't go back with different strategies for the third and fourth try.
- ✓ Often misses deadlines.
- ✓ Procrastinates around whatever gets in the way.

Patterns:
when this
skill is
missing

1. Settling for average
2. Losing momentum when obstacles show up
3. Inconsistent follow-through

On Your Own

Think of a time when you or your team wanted to accomplish something meaningful, and it stalled.



1. Where did it get stuck?
2. Which pattern showed up?
 - Settling for average
 - Losing momentum when obstacles show up
 - Inconsistent follow-through

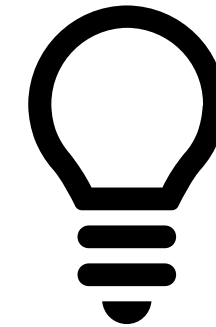
Our Agenda



Understanding
Drives Results



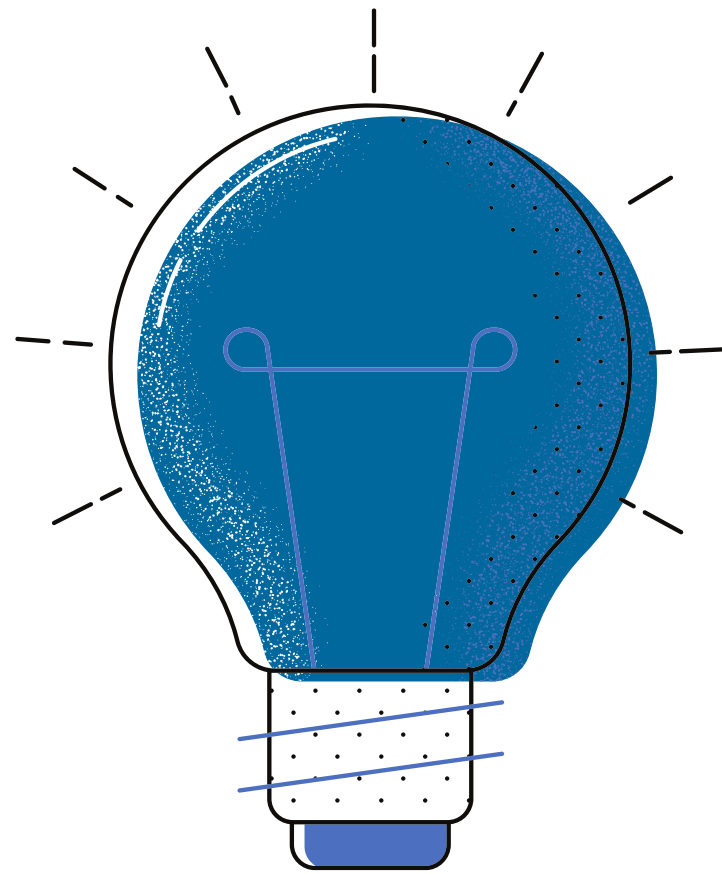
The Drive
Results Map



Takeaways
and
Commitments

On Your Own

Write down one real situation that needs movement.

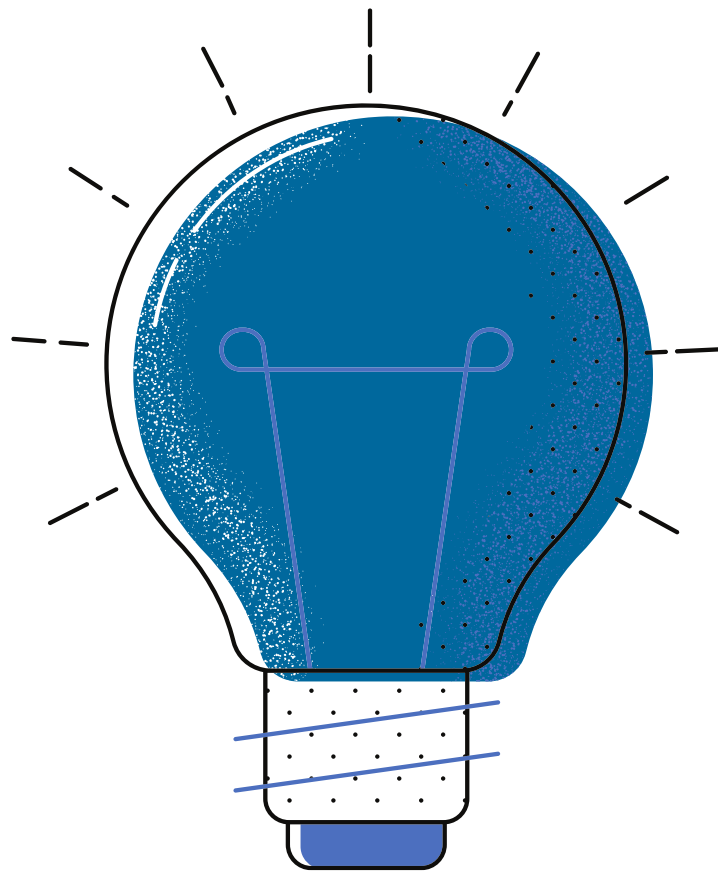


Something that feels:

- stuck
- frustrating
- slow
- difficult
- unclear
- or hard to sustain momentum around

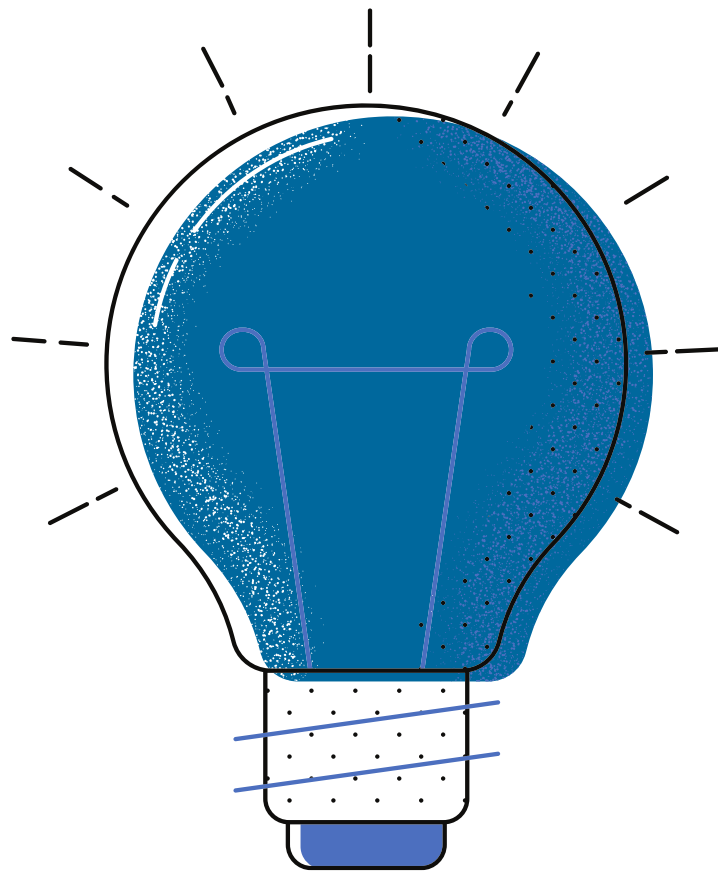
Get in Groups of 3

With people in similar roles.



Get in Groups of 3

Each person shares the situation, where it feels stuck, what makes it difficult to move forward.



Then, choose one situation to work on throughout the session.

Choose the situation that:

- feels genuinely stuck
- has real impact
- involves obstacles or resistance
- and where the next step isn't immediately obvious

The Drives Results Map

SEE:
What's
Actually
Slowing
Momentum?

Tool: Momentum Blockers

PRIORITY

- Are we clear on what matters most right now

OWNERSHIP

- Is it clear who owns what?

ENERGY

- Has frustration, negativity, or exhaustion slowed momentum?

OBSTACLES

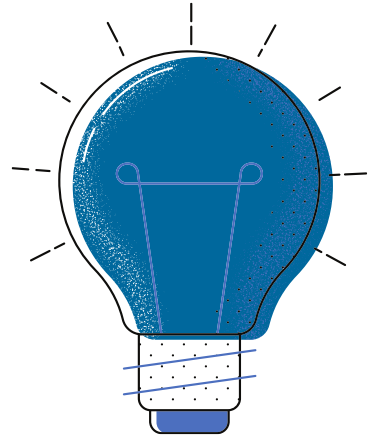
- What barriers keep interrupting progress?

CONVERSATIONS

What conversation needs to happen that isn't happening?

SEE:
What's
Actually
Slowing
Momentum?

The Drives Results Map

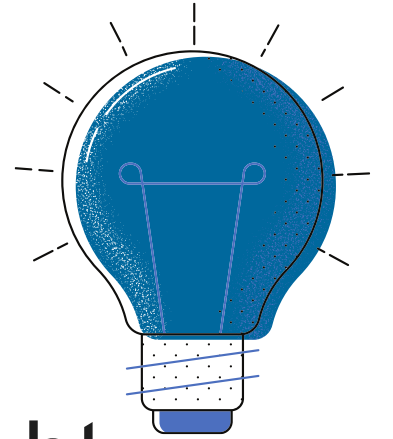


In Your Group of 3, discuss each category:

SEE:
What's
Actually
Slowing
Momentum?

1. Which blocker is MOST affecting momentum right now? (circle it)
2. Where is the situation getting stuck?
3. Which blocker is within your influence?
4. Which blocker are you most tempted to blame instead of address?

The Drives Results Map



In Your Group of 3, discuss each category:

SEE:
What's
Actually
Slowing
Momentum?

1. Which blocker is MOST affecting momentum right now? (circle it)
2. Where is the situation getting stuck?
3. Which blocker is within your influence?
4. Which blocker are you most tempted to blame instead of address?

Then:

5. What is the primary thing actually slowing movement right now?

RACI Matrix — Member Eligibility Change & Coverage Update (TennCare)

Activity	Accountable (A)	Responsible (R)	Consulted (C)	Informed (I)
1) Receive member change & initiate update	REL	LCW	CP	MS, MCO
2) Verify documentation & eligibility criteria	REL	LCW	CP	MS
3) Update eligibility in TennCare system	CO	CEP	IT	REL, MCO
4) Confirm coverage impact & effective date	CO	CEP	CP	LCW, MS
5) Notify member & downstream partners	CO	↓ MS	REL	MCO, LCW

The Drives Results Map

SEE:
What's
Actually
Slowing
Momentum?

What quietly kills results?

Momentum Killers

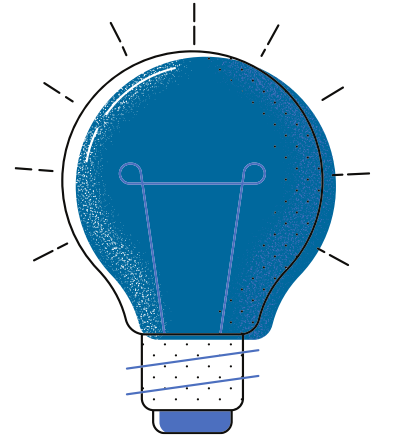
1. Losing focus
2. Unclear priorities
3. Procrastination
4. Burnout
5. Unrealistic expectations
6. Fear of mistakes
7. Lack of ownership
8. Waiting for perfect clarity

The Drives Results Map

SEE:
What's
Actually
Slowing
Momentum?

SHIFT:
Moving from
Frustration to
Forward
Movement

The Drives Results Map

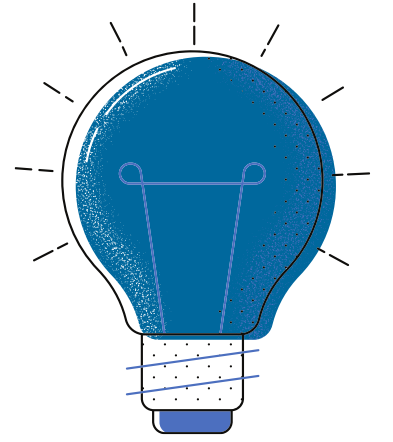


Pairs: from
“Why” to
“How”

SHIFT:

Moving from
Frustration to
Forward
Movement

The Drives Results Map

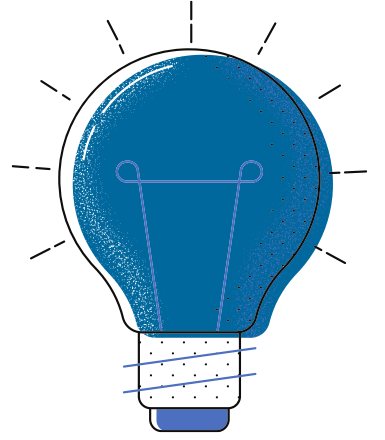


From Why to How

SHIFT:
Moving from
Frustration to
Forward
Movement

A policy change is announced today. We have 30 days to comply. It impacts how public health programs / services / processes are handled. Guidance is high-level, and different divisions are interpreting it differently. County health departments and the public will feel it if we get this wrong.

The Drives Results Map



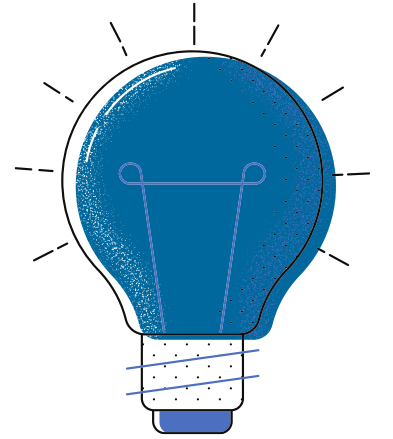
In Your Group of 3, Answer:

SHIFT:
Moving from
Frustration to
Forward
Movement

1. Where are people stuck in “why”?
2. What frustrations keep surfacing repeatedly?
3. What conversations are emotionally parking people?
4. Where has ownership started shrinking?

The Drives Results Map

In Your Group of 3, Reframe:

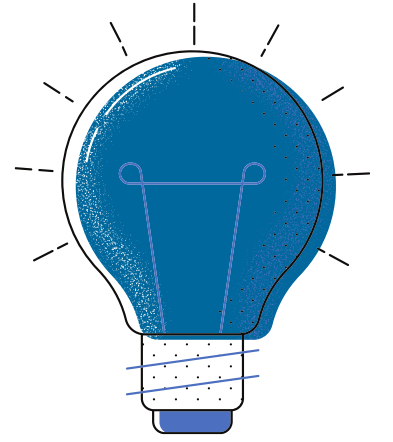


SHIFT:

Moving from
Frustration to
Forward
Movement

Take the most common “why” statements and shift them into “how” questions

The Drives Results Map



In Your Group of 3, Answer:

1. Which reframed question creates the most movement?
2. Which question creates ownership instead of frustration?
3. Which question changes the energy in the room?

SHIFT:
Moving from
Frustration to
Forward
Movement

Then:

Circle ONE question that feels most powerful.

The Drives Results Map

SEE:
What's
Actually
Slowing
Momentum?

SHIFT:
Moving from
Frustration to
Forward
Movement

SOLVE:
Creating
Practical
Movement

SOLVE:
Creating
Practical
Movement

Tool: Momentum Moves

CLARITY

- What matters most right now?

ACT

- What's the next meaningful step?

Micro- Strategies

1. The 10% Rule
2. Balance Good Enough vs. Perfect
3. Build Confidence Through Small Wins

SOLVE:
Creating
Practical
Movement

Tool: Momentum Moves

CLARITY

- What matters most right now?

ACT

- What's the next meaningful step?

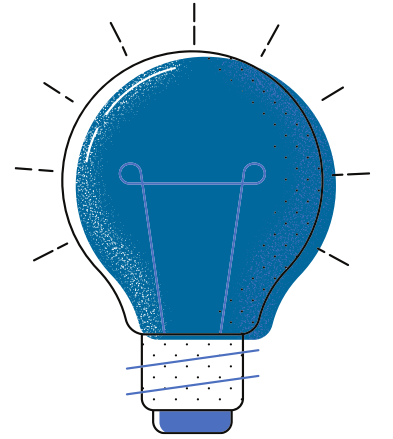
FOLLOW-THROUGH

- How do we keep momentum alive?

The Drives Results Map

SOLVE:
Creating
Practical
Movement

In Your Group of 3, work through all three momentum moves:

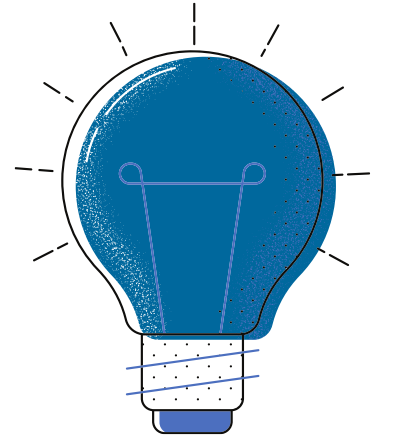


What is the ONE practical move most likely to create momentum right now?

The Drives Results Map

SOLVE:
Creating
Practical
Movement

In Your Group of 3, work through your next move:



1. Is this realistic?
2. Is this within our influence?
3. Will this actually create visible movement?
4. What could get in the way?
5. How do we avoid losing momentum again?

The Drives Results Map

SEE:
What's
Actually
Slowing
Momentum?

SHIFT:
Moving from
Frustration to
Forward
Movement

SOLVE:
Creating
Practical
Movement

SUSTAIN:
Keeping
Momentum
Alive

The Drives Results Map

Tool: Momentum Maintenance

SUSTAIN:
Keeping
Momentum
Alive

REINFORCE THE PRIORITY

- Keep reminding people what matters most

CREATE VISIBILITY

- People support what stays visible

ADDRESS DRIFT EARLY

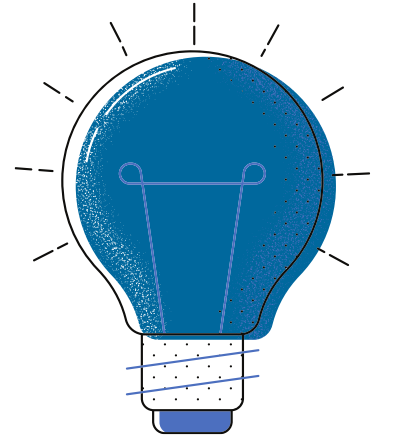
- Small drift becomes big drift when ignored

CELEBRATE MOVEMENT

- Not just final outcomes

The Drives Results Map

In Your Group of 3, answer:

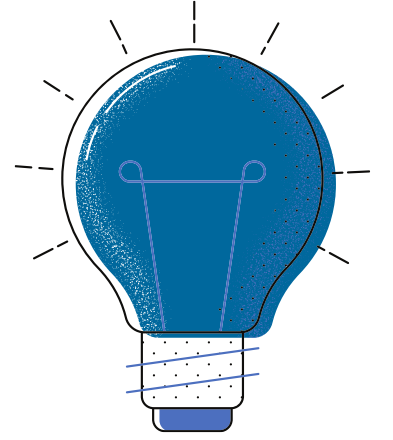


SUSTAIN:
Keeping
Momentum
Alive

1. Which part of momentum maintenance is weakest right now?
2. Where is the situation most likely to drift backward?
3. What would help maintain energy and ownership over time?

The Drives Results Map

In Your Group of 3, answer:

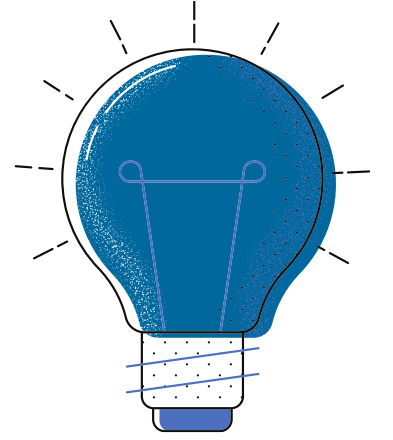


SUSTAIN:
Keeping
Momentum
Alive

1. What will try to pull this backward again?
2. What usually causes momentum to fade in your environment?
3. What can leaders do BEFORE momentum drops?

The Drives Results Map

In Your Group of 3, build a sustain plan:



As a group, identify:

1. one thing to reinforce
2. one thing to make more visible
3. one drift risk to address early
4. one way to recognize progress

SUSTAIN:
Keeping
Momentum
Alive

The Drives Results Map

SEE:
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Slowing
Momentum?

SHIFT:
Moving from
Frustration to
Forward
Movement

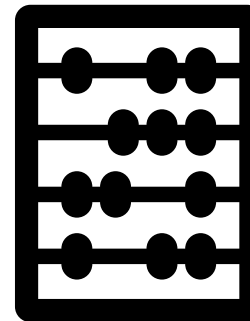
SOLVE:
Creating
Practical
Movement

SUSTAIN:
Keeping
Momentum
Alive

Our Agenda



Understanding
Political Savvy

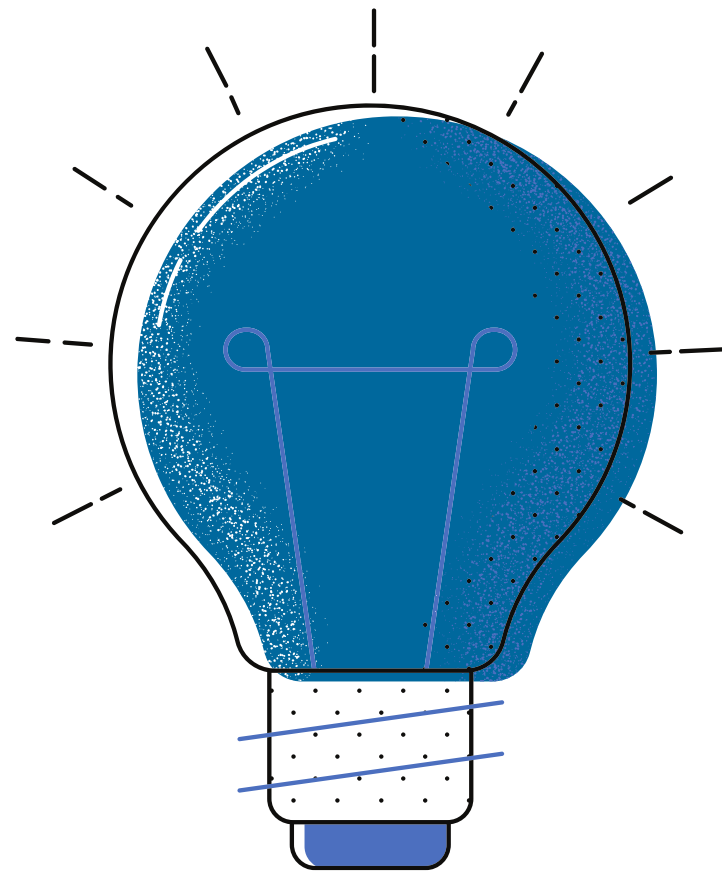


The Drives
Results Map



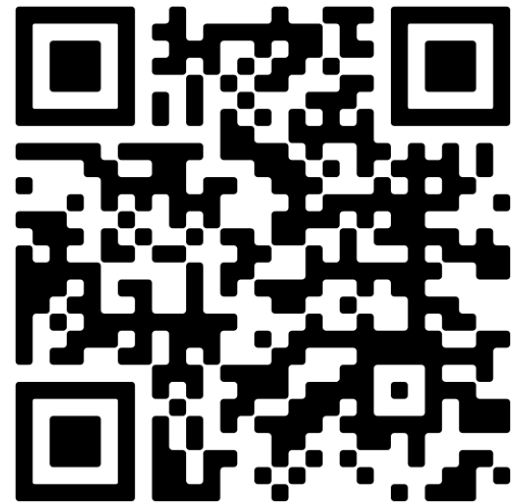
Takeaways
and
Commitments

Takeaways



On your own, write down the following:

1. What is one insight you want to remember from today?
2. Where do you need to shift from “why” to “how”?
3. What is one practical move you will make in the next 72 hours?



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