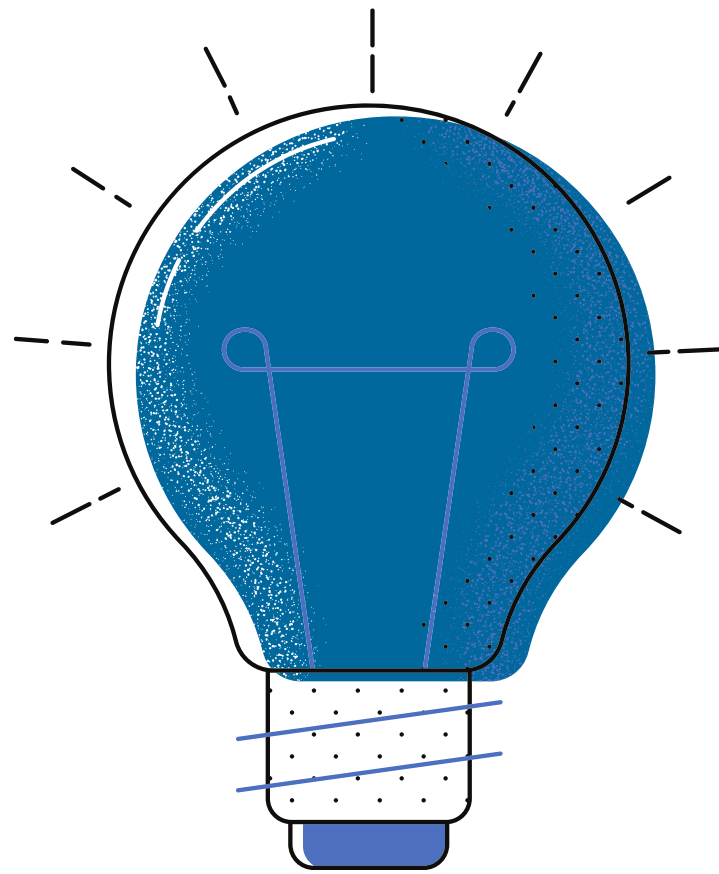


Drive for Results

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?

Drive for Results

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

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

4 Skills to Drive for Results



.....
Skill 1:
Remove My
Obstacles to
Results

.....
Skill 2:
Define the
Results that
Matter

.....
Skill 3:
Leverage My
Genius for
Results

.....
Skill 4:
Engage Others
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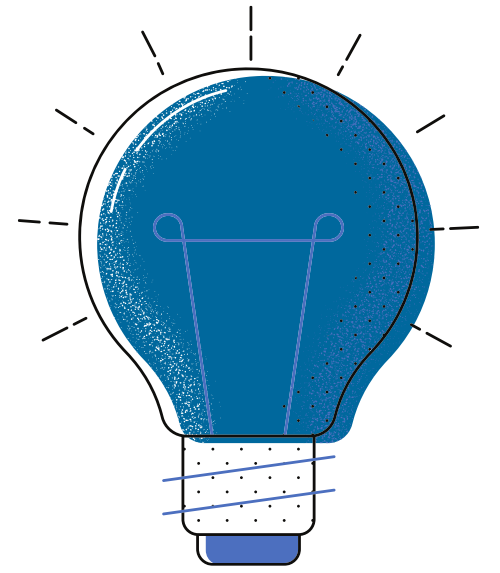
.....
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MARK **S** KENNY

My Invisible Goal

Understand My **Invisible** Goal

- To feel right
- To feel liked
- To feel in control
- To feel safe



Share the following:

- To feel right
- To feel liked
- To feel in control
- To feel safe

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

Understand My **Ideal** Goal

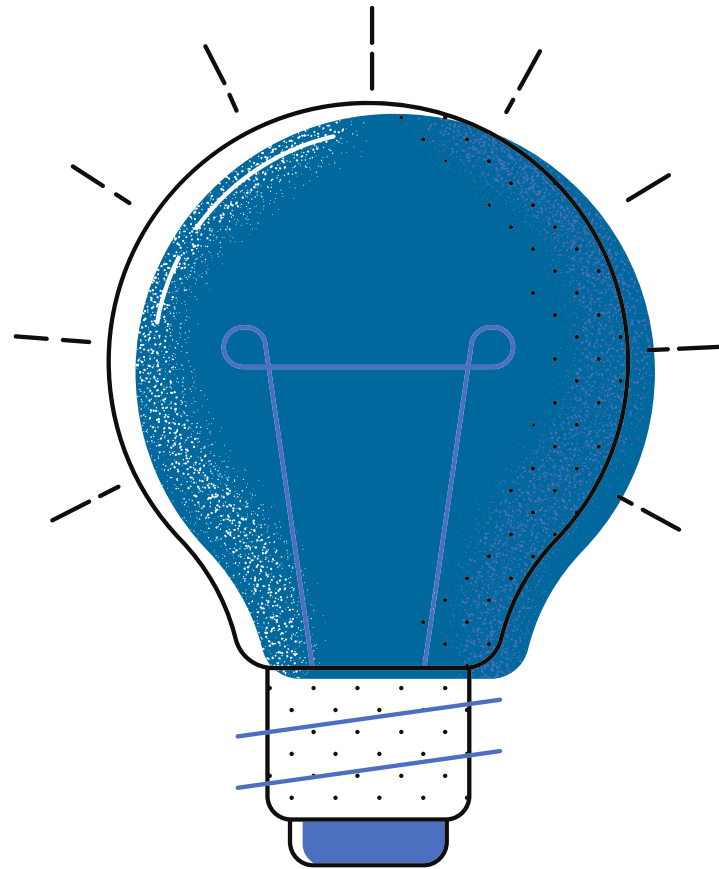
To add value to others

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

MARK **S** KENNY

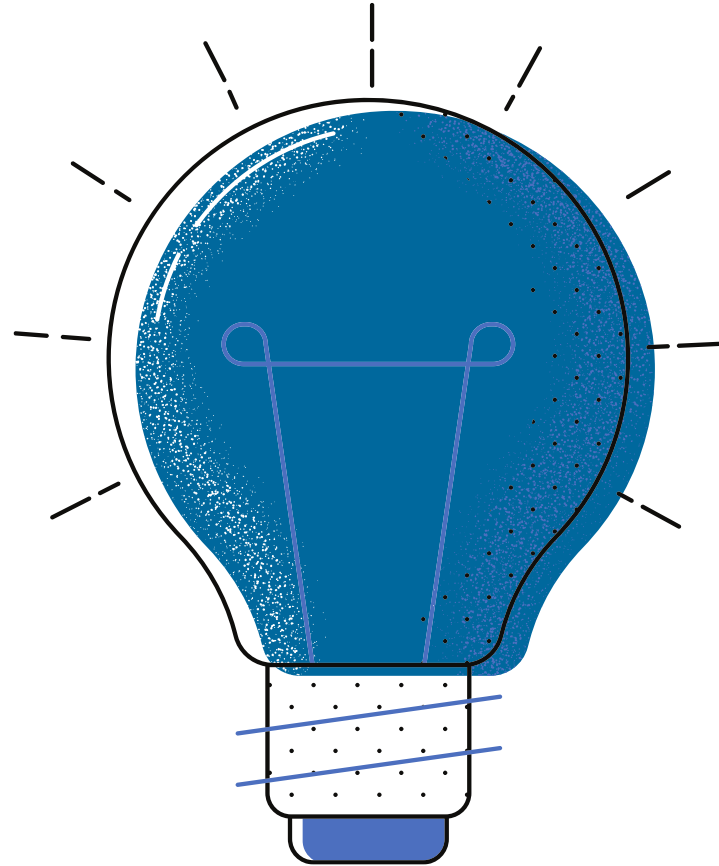
My Behaviors

- 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



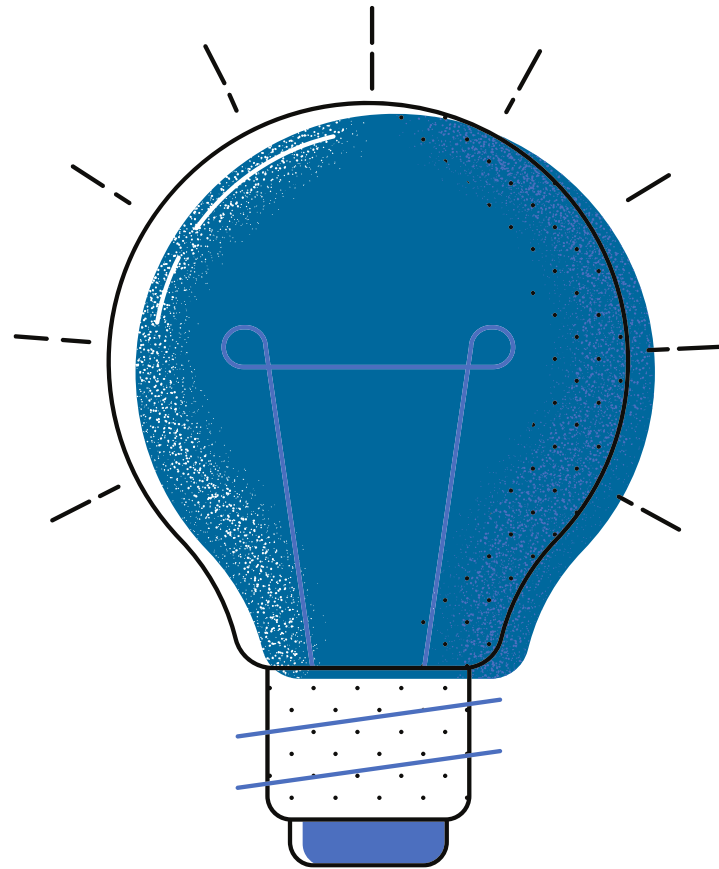
How to Get Good Feedback:

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.



How to Get Good Feedback:

“How can I do better?”



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.



Reflection

What insights are beginning to emerge about yourself?

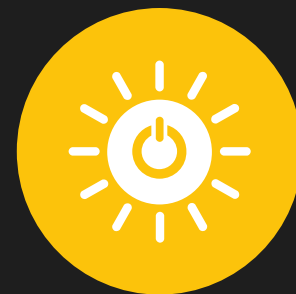
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Why Our Team Does What It Does

Governor's Priorities

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

Priority	Notes

Department Priorities

What are the department / agency priorities that our team impacts or supports?

Priority	Notes



On Your Own Activity

Part 1: Governor's Priorities

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

Why Our Team Does What It Does

Governor's Priorities

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

Priority	Notes

Department Priorities

What are the department / agency priorities that our team impacts or supports?

Priority	Notes



On Your Own Activity

Part 2: Department Priorities

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

Why Our Team Does What It Does

Governor's Priorities

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

Priority	Notes

Department Priorities

What are the department / agency priorities that our team impacts or supports?

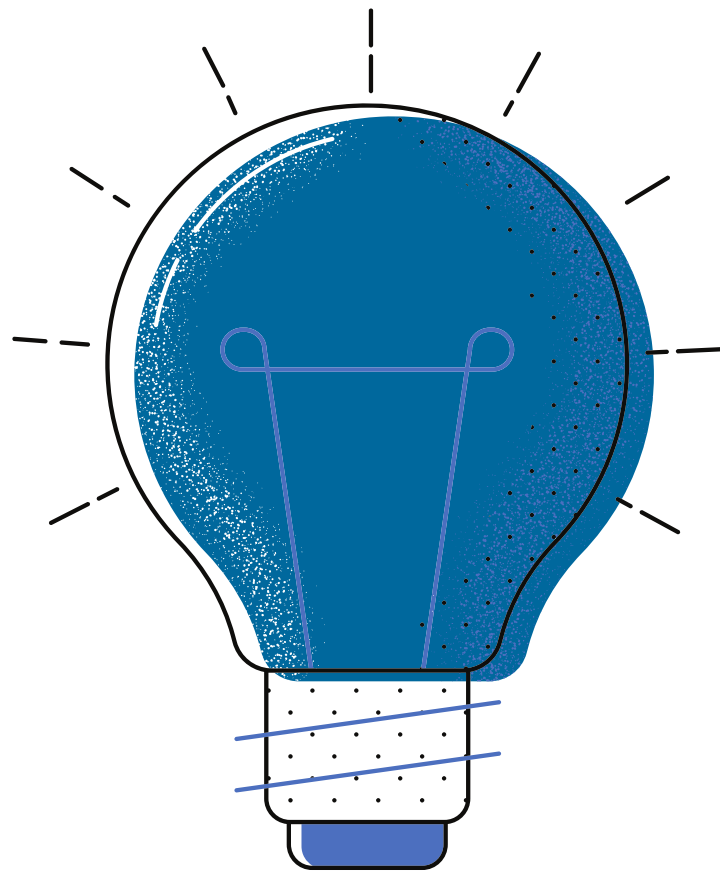
Priority	Notes

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?

“Skip Division” Meeting

Find someone in another department and ask each other the following questions (groups of 2 or 3):



1. How do you think our department is going to change in the next year? 3 years?
2. What's worrying our department right now?
3. Do you have any feedback on the {last project} our team finished?
4. How best do you think I can win over executive support when proposing a project?
5. Who do you think I can learn the most from in our dept.?



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.

What is Most Important Right Now?

Thematic Goal (One area of primary focus)

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

--

Defining Objectives

If we achieved our thematic goal, what would we have accomplished? (begin with verbs)

Green / Yellow / Red Status	Defining Objective

Doing our work better

Everyday Objectives

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

Green / Yellow / Red Status	Everyday Objective

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?

What is Most Important Right Now?

Thematic Goal (One area of primary focus)

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

Defining Objectives

If we achieved our thematic goal, what would we have accomplished? (begin with verbs)

Green / Yellow / Red Status	Defining Objective

Doing our work better

Everyday Objectives

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

Green / Yellow / Red Status	Everyday Objective

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)

What is Most Important Right Now?

Thematic Goal (One area of primary focus)
If every other area of our operation remained the same, what is the one area where change would have the biggest impact on our team's success?

Defining Objectives

If we achieved our thematic goal, what would we have accomplished? (begin with verbs)

Green / Yellow / Red Status	Defining Objective

Doing our work better

Everyday Objectives

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

Green / Yellow / Red Status	Everyday Objective

Doing our work

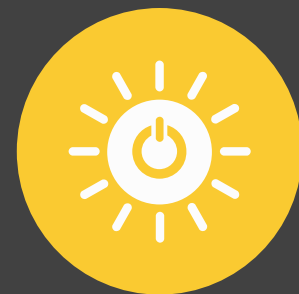
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— THE 6 TYPES OF —
Working Genius



with Mark Kenny



Reflection

How action will you take to leverage your genius for results?

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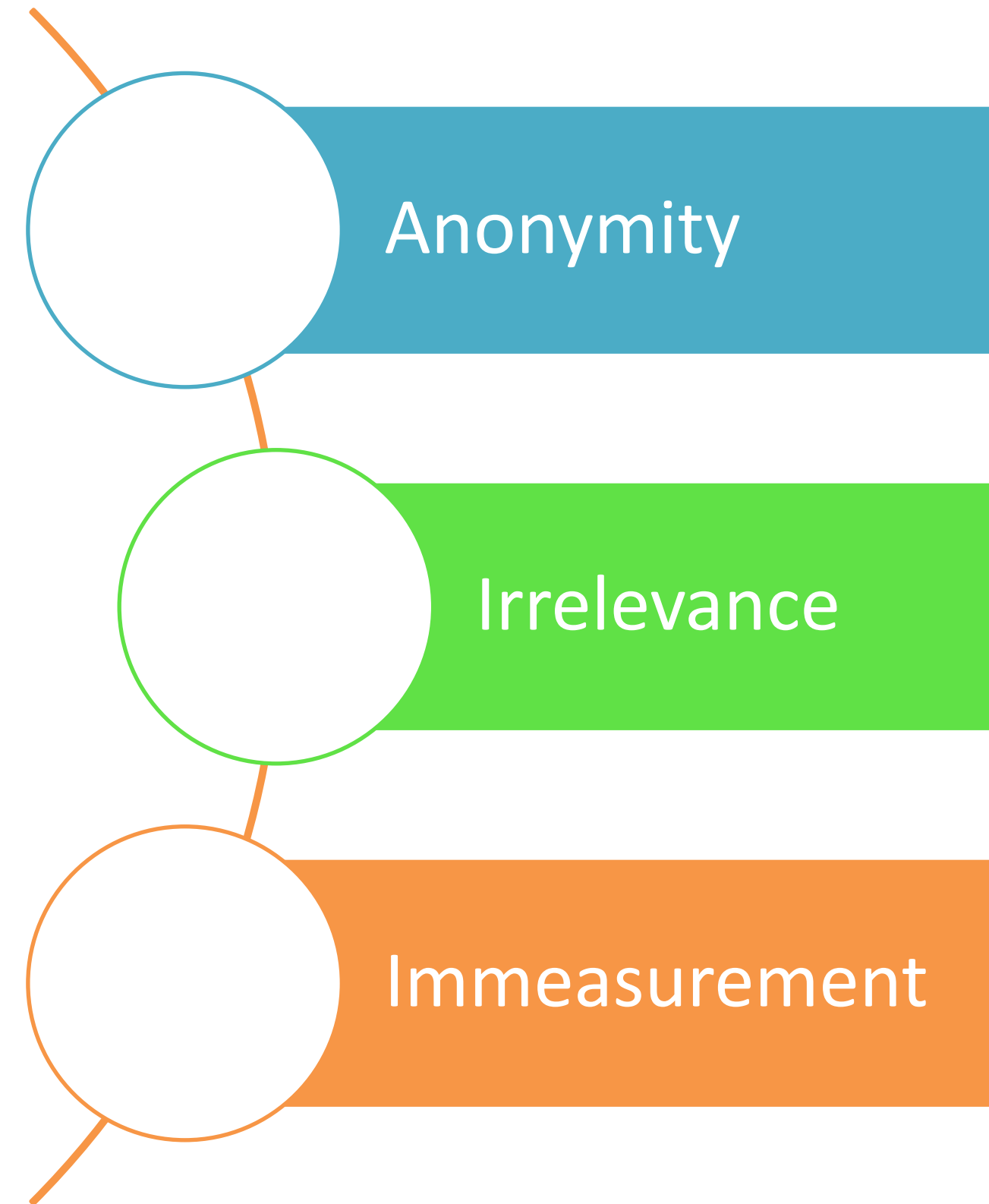


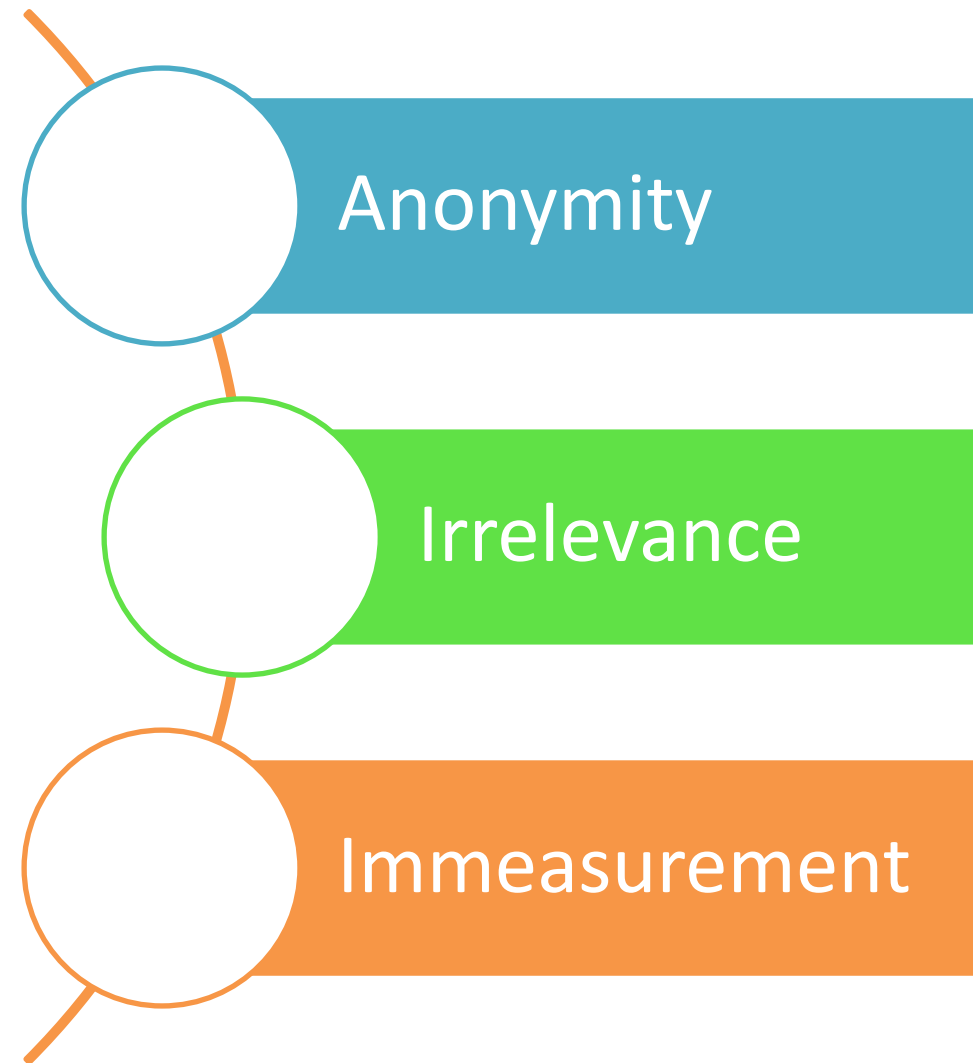
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Patrick Lencioni's 3 Types of Job Misery



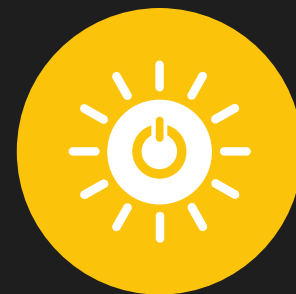


Activity: On Your Own

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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Drive for Results