

**Results Rule!®**  
*Build a Culture that Makes Your Team a Hero*

**Participant Guide**  
**3 Hour Program**

Based upon the book by Randy G. Pennington  
©2010, The Pennington Group Inc.

Preview Only

---

---

### Copyright Notice

This Guide is copyright free and may be copied and distributed as needed within the organization that purchased this program.

© 2010 by Pennington Performance Group. All rights reserved.

Purchase of the accompanying program includes a license to duplicate this guide for in-house use.

Results Rule! is a registered trademark of Pennington Performance Group. Rights to use the name are limited to conducting this manager education session unless granted in writing by Pennington Performance Group.

# **RESULTS RULE!<sup>®</sup>**

## **PARTICIPANT GUIDE**

### **3 HOUR PROGRAM**

## **Table of Contents**

Introduction	1
Session Objectives	2
Session Ground Rules and Logistics	3
Program Notes: The Importance of Culture	4
Program Notes: Pursue the Best Over the Easiest	5
Program Notes: Focus the Energy	6
Program Notes: Leverage the Power of Partnerships	7
Discussion Questions: Part 1	8-10
Building a Results Rule Culture Reference Guide	11
Program Notes: Tell Yourself the Truth	12
Program Notes: Learn, Grow, and Adapt	13
Program Notes: Show the Courage of Accountability	14
Discussion Questions: Part II	15-17
Building a Results Rule Culture Reference Guide	18
My Commitments	19
Program Evaluation	20-21
About Randy Pennington	22

## INTRODUCTION

Results Rule! it is the standard for measuring success if you are competing on the tennis court or in the district court; in the classroom or in the board room. And it applies to everyone at every level in every organization.

So what separates the heroes in every marketplace from the has-beens and wanna-bes? The difference isn't products, services, or price. There is competition everywhere—even for the government. And yet, there are businesses, government agencies, and non-profits that don't just compete with the others, they blow them away in areas like product and service quality, innovation, execution, and most important, results.

Your competitors don't hire all geniuses while you are left with the dunces. Their computer systems, compensation, and operational processes are not dramatically different from yours. When they sit around talking strategy, the words on their flip charts are not significantly more insightful than yours. The difference is, ultimately, an intangible. It is the culture.

The Results Rule! DVD multi-media learning system will provide you with strategies and techniques you can use immediately to help your operation deliver results and stand out. The information in this course is based on a set of principles that can be adapted and applied to groups of any size in any industry or profession.

Building an enduring culture takes work. You don't have to be a senior executive or even part of a large organization. You do have to understand and appreciate that the success of your team, department, or company depends on your ability as a leader to support and nurture an environment where people are motivated and committed to deliver amazing results for your customers.

You will meet and see a variety of different organizations and leaders who have built successful organizations by focusing on developing and sustaining vibrant cultures. You will be most successful if you adapt the ideas presented here to your situation rather than adopting and implementing a specific tactic from another organization.

We want to hear about the results you produce and the impact a strong culture has on your operation. Drop us an email at [VideoTraining@resultsrule.com](mailto:VideoTraining@resultsrule.com).

**Results Rule!**

## SESSION OBJECTIVES:

This course includes approximately 44 minutes of video and a number of discussion questions and activities designed to help you build a culture that consistently delivers results.

### **At the end of the first section, you will be able to:**

- Determine the gaps between your existing culture and a culture where everyone is committed to delivering results
- Discuss the importance of pursuing the best, over the easiest
- Discuss the fundamental expectations for your operation and the opportunities to be distinctive
- Discuss actions to focus the energy within your operation
- Discuss ways to improve relationships and build partnerships with your team
- Discuss ways to get everyone on your team to be open, honest, and candid about how to make your operation better
- Discuss ways to motivate and encourage others to change
- Discuss ways to promote personal accountability within your organization

Preview Only

### **Note:**

All of the learning objectives are important, but there will probably be one or two that are the most relevant to your current situation. Take a moment as you read the objectives to place a (\*) by the learning objectives that are most critical to your success today.

## SESSION GROUND RULES

**This session will be most effective if we all honor certain ground rules:**

- Questions are appropriate at any time
- Support and help your colleagues by actively participating in the discussions
- Be here mentally and physically
- Discussions should be open, honest, and appropriate
- Work hard and have fun

## SESSION LOGISTICS

<ul style="list-style-type: none"><li>• The session will end at _____.</li><li>• Breaks will be _____.</li><li>• Restrooms are located _____.</li><li>• Fire exits are located _____.</li></ul>
---

Preview Only

# PART I PROGRAM NOTES

## THE IMPORTANCE OF CULTURE

<p>The secret to consistently delivering amazing results is</p>	<p>_____.</p>
<p>You can identify a culture that delivers consistent results because of these three things:</p>	<ol style="list-style-type: none"><li>1. A commitment to turning every customer encounter into _____.</li><li>2. Everyone stepping up to make sure the work is _____.</li><li>3. Every person at every level is responsible and accountable for meeting _____, _____, and _____.</li></ol>
<p>Delivering results and building a great culture is a choice:</p>	<ul style="list-style-type: none"><li>• Choices define our _____.</li><li>• Actions form _____.</li><li>• Habits, over time, form our _____.</li></ul>

# PART I PROGRAM NOTES

## PURSUE THE BEST OVER THE EASIEST

<p>The first question you have to ask yourself is</p>	<p>_____.</p>
<p>The decision to be the best is extremely important. It should drive</p>	<p>_____.</p>
<p>In today's world, pursuing the best means that:</p>	<ul style="list-style-type: none"> <li>• Fundamentals are the _____.</li> <li>• Being distinctive is the _____.</li> </ul>
<p>Two of the obstacles to pursuing the best over the easiest in every area of your operation are:</p>	<ul style="list-style-type: none"> <li>• _____.</li> <li>• _____.</li> </ul>
<p>Pursuing the best and developing a culture that consistently delivers result is not about a mission statement, a vision statement, or a poster to hang on the wall.</p>	<p>It is a way of _____ about every aspect of your business.</p>



## PART I PROGRAM NOTES

### FOCUS THE ENERGY

<p>There are three crucial actions you can take to focus your group's energy to deliver results:</p> <p>The best expectations are:</p> <p>Asking people to work for a year—or even for six months—without receiving feedback on the performance is like asking them to</p> <p>The primary purpose of the morning meeting at Sewell Motors is to do which of the following:</p>	<ol style="list-style-type: none"> <li>1. Setting _____.</li> <li>2. Refining _____.</li> <li>3. Measuring _____ and _____.</li> </ol> <ul style="list-style-type: none"> <li>• Clear and _____.</li> <li>• An extension of your _____ and _____.</li> <li>• Linked to something more than just the _____.</li> </ul> <p>_____</p> <ol style="list-style-type: none"> <li>A. Pump everyone up</li> <li>B. Let everyone know where they are on meeting their weekly objectives at the beginning of each day</li> <li>C. Talk about new company policies</li> <li>D. Spend some time hanging out so everyone feels good about working there</li> </ol>
--	--

# PART I PROGRAM NOTES

## LEVERAGE THE POWER OF PARTNERSHIPS

<p>It is estimated that 22 million U.S. workers are actively disengaged at a cost of</p>	<p>\$_____ to \$_____ per year.</p>
<p>To build partnerships with your team you must do these three things:</p>	<ol style="list-style-type: none"><li>1. Build _____.</li><li>2. Create a great _____.</li><li>3. Show people that you _____.</li></ol>
<p>The top three causes of mistrust in the workplace are:</p>	<ol style="list-style-type: none"><li>1. Not doing _____.</li><li>2. Openness of _____.</li><li>3. Amount and availability of _____.</li></ol>
<p>The dolphin trainer mentioned in Randy's story spends</p>	<p>about _____% of her time working on the performance and about _____% of her time working on the relationship.</p>

## RESULTS RULE! PART I

### DISCUSSION QUESTIONS

Why is it important for every area of our organization to create a culture where every individual is committed to delivering meaningful results?

What do you think gets in the way or makes it more difficult for your team to consistently deliver amazing results?



You heard Carl Sewell say that the decision to pursue the best must drive every aspect of your operation. What are some examples of when we settle for doing what is easy rather than pursuing the best?




The “fundamentals” are the basic expectations you or your customers have for you operation.

What are the fundamental or basic expectations you have for you team and its performance?	
What are the fundamental or basic expectations your customers (either internal or external) have for your team’s performance?	

You heard Ron Whitehead say that being kind and delivering exceptional service is what the Town of Addison does to be distinctive.

What would make your team truly distinctive to the customers you serve?	
---	--

<p>How can we more effectively use processes and measures to focus the energy within our organization?</p> 
--

## How would you rate the trust level on your team?

1	2	3	4	5
Very low – my team doesn't trust me, and I don't trust them.	Low – there are pockets of trust on my team, but the problem areas clearly outweigh the instances where we get it right.	Moderate – we are in the middle. There are about as many instances where trust exists as there are where it doesn't.	High – my team and I trust each other. In the rare situation where trust is hurt, we resolve it quickly.	Very high – my team knows that they can always count on me, and I know that I can always count on them.

What prevents the trust level from being higher on your team?

What are one or two actions you can take to improve the trust level on your team? If you rated the trust level as a "5," what are the one or two most important steps you can take to maintain that level?



# **BUILDING A RESULTS RULE CULTURE**

## **REFERENCE GUIDE – PART I**

- The secret to your team consistently delivering amazing results is an intangible—it is the culture.
- You can identify a culture that delivers consistent results because of these three things:
  1. A commitment to turning every customer encounter into an experience to remember
  2. Everyone stepping up to make sure the work is done right the first time
  3. Every person at every level is responsible and accountable for meeting budgets, timelines, and performance standards
- Delivering results and building a great culture begins with a choice. That is because:
  - Choices define our actions
  - Actions form habits
  - Habits—over time—form our culture
- The three choices that were discussed in Part I of this program are:
  1. Pursue the best over the easiest
  2. Focus the energy
  3. Leverage the power of partnerships

**PART II PROGRAM NOTES**  
**TELL YOURSELF THE TRUTH—**  
**VALUE CANDOR & HONESTY**

<p>3-D Vision can get in the way of seeing the need to change. This stands for the following:</p>	<p>D _____  D _____  D _____</p>
<p>Gathering the information you need to help your team and organization succeed requires leaders to do the following:</p>	<ol style="list-style-type: none"> <li>1. Create the _____ for people to relax and feel comfortable to talk with you.</li> <li>2. Build and sustain relationships built on _____ so that big issues become small issues.</li> <li>3. Providing everyone an opportunity to get away from the _____ to talk about bigger picture issues that affect the organization and the culture.</li> </ol>
<p>Your organization can be a hero today and a has-been tomorrow, or vice versa.</p>	<p>The only way to continually make results rule is to create an environment where people continually _____.</p>

## PART II PROGRAM NOTES

### LEARN, GROW, AND ADAPT

<p>You don't have to change. You do have to _____.</p>	<p>_____.</p>
<p>The ability to change is based on readiness. Intellectual understanding is not the same as _____.</p>	<p>_____.</p>
<p>Heroes understand that there is a natural tension created when there is a compelling vision compared with the _____.</p>	<p>_____ of the current situation or environment.</p>
<p>No one wants to change, but everyone _____.</p>	<p>wants to _____.</p>
<p>If we want to motivate people to do things differently on a continual basis – to learn, grow, and adapt – we have to look at what's on top of our refrigerator.</p>	<p>To keep people excited about change you must show them the _____ on top of your refrigerator.</p>



## PART II PROGRAM NOTES

### SHOW THE COURAGE OF ACCOUNTABILITY

<p>You have to be relentless and unwavering when it comes to looking at:</p>  <p>Any conversation designed to build individual accountability must do these three things:</p>   <p>The real culprit in holding people accountable for performance that delivers results and behavior that demonstrates our values is:</p>   <p>Before we can hold others accountable for their performance and behavior</p>	<p>The contribution people make in terms of the _____ and delivering _____ being equal to their ability to live and practice the organization's _____.</p> <ol style="list-style-type: none"> <li>1. Bring the issue to the individual's attention in a _____, behavioral, and _____ manner.</li> <li>2. Gain _____ about the nature of the performance issue and the individual's responsibility for resolving it.</li> <li>3. Look forward positively to what the person will _____ in the _____ to live up to their obligations and expectations.</li> </ol> <p>The natural unwillingness to _____ people and performance.</p> <p>One outcome of our reluctance to confront others is that _____ problems grow and grow until they take on a life of their own.</p>  <p>we must show the courage of _____ to address performance issues that don't meet expectations as soon as they come up.</p>
---	---

## RESULTS RULE! PART II

### DISCUSSION QUESTIONS

Henry Givray, CEO of SmithBucklin, said: “Every organization has a culture, by definition. The question is, ‘Is it the right one, and is it one that endures consistently?’”

Think about the challenges your organization and team are facing today and will face in the future.

What is the right culture we need to succeed in that environment?

What are examples where you have seen or experienced 3D Vision (Denial, Distortion, and Delusion) in an organization or team? What was the impact on the organization’s performance, culture, and results?

The three individuals interviewed in this section talked about the importance of communication and trust in gathering the truth about what is really happening in the organization. What are at least three things you could do to create an environment where employees shared information openly and honestly so you could help be more successful?



Randy Pennington said that the ability to change is based on readiness and that intellectual understanding is not the same as emotional readiness.

What do you think that means?

What are some ways to create emotional readiness for your team to change?  
What are some tools or techniques within your control that create rewards or incentives for people to continually learn, grow, and adapt?

Preview Only



What are examples of 79-cent problems growing into larger performance issues that create bigger challenges within the organization?



What are the barriers that prevent managers from addressing performance and behavior issues when they first arise?



Preview Only

## **BUILDING A RESULTS RULE CULTURE REFERENCE GUIDE – PART II**

- Every organization has a culture. The leader's responsibility is to ensure that it is the right one to contribute to sustainable results.
- The three choices that were discussed in Part I of this program are:
  1. Tell yourself the truth – value candor and honesty.
  2. Learn, grow, and adapt.
  3. Show the courage of accountability.
- Great cultures value candor and honesty. That means you must create an environment where people are willing and able to speak the truth about how the organization is performing and opportunities for improvement.
- To be successful in the future, every individual within the organization must continually learn, grow, and adapt. The leader's job is to create an environment for this to occur and set the example by his/her personal performance.
- People change based on emotional readiness not intellectual understanding. Show them the cookies on top of their refrigerator.
- Organizational accountability begins with individual accountability from the leader.
- Don't allow 79-cent problems to grow. Hold a conversation as soon as you detect performance or behavior that does not contribute to results or model your values.
- You have to be relentless and unwavering in looking at your own contributions and the contributions of others.

## MY COMMITMENTS

Based on what I learned in this session, the biggest gaps between my team's existing culture and the culture we need to consistently deliver results are:

The three things I will do to close those gaps are:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_



Preview Only

# RESULTS RULE!<sup>®</sup>

## 3 HOUR PROGRAM COURSE EVALUATION

**Your feedback is important.**

Please take a few moments to review the workshop objectives and rate your ability to put them into practice.

	Not at all		Somewhat		To a great degree
<b>I can do the following:</b>	1	2	3	4	5
<ul style="list-style-type: none"> <li>Determine the gaps between my team's existing culture and a culture where everyone is committed to delivering results.</li> </ul>					
<ul style="list-style-type: none"> <li>Discuss the importance of pursuing the best rather than the easiest.</li> </ul>					
<ul style="list-style-type: none"> <li>Discuss the fundamental expectations for my operation and the opportunities to be distinctive.</li> </ul>					
<ul style="list-style-type: none"> <li>Discuss actions to focus the energy within my operation.</li> </ul>					
<ul style="list-style-type: none"> <li>Discuss ways to improve relationships and build partnerships with my team.</li> </ul>					
<ul style="list-style-type: none"> <li>Discuss ways to get everyone on my team to be open, honest, and candid about how to make our operation better.</li> </ul>					
<ul style="list-style-type: none"> <li>Discuss ways to motivate and encourage others to change.</li> </ul>					
<ul style="list-style-type: none"> <li>Discuss ways to promote personal accountability within my organization.</li> </ul>					
<ul style="list-style-type: none"> <li>Discuss my plan to build a culture committed to delivering results in my operation.</li> </ul>					

**We would also appreciate your feedback in the following areas:**

What was the most beneficial part of the training?	What was the least beneficial part of the training?	What additional information or skills do you need to help you build a culture in that delivers results?

	Not at all		Somewhat		Definitely
	1	2	3	4	5
Were the techniques and exercises useful?					
Were the workshop materials and handouts useful?					
Was the instructor knowledgeable?					
Did the instructor show enthusiasm for the subject?					
Did the instructor answer your questions and make you feel a part of the class?					

	Poor		Average		Excellent
	1	2	3	4	5
What is your overall evaluation of this workshop?					
What is your overall evaluation of the instructor?					

**Thank You!**



## ABOUT RANDY G. PENNINGTON



Randy Pennington helps leaders and organizations build cultures focused on results, relationships, and accountability. He is a twenty-year business performance veteran, author, and consultant who has worked with many of this country's best-known organizations including: Alabama Power Company, LaSalle Bank, SmithBucklin, Hyatt Hotels and Resorts, Texas A&M University, Marathon Oil, Sprint, Huntsman Chemical, Progressive Insurance, AEGON Direct Marketing Services, and DFW Airport in addition to government agencies at the local, state, and national level. Additionally, he serves as

an adjunct instructor in the Cox Business Leadership Center at Southern Methodist University.

Pennington is author of two books: *Results Rule!*, which received the 2007 Best Books Award from USA Book News, and *On My Honor, I Will*. He is a frequent radio talk show guest/commentator with appearances in *The New York Times*, *Entrepreneur*, *Executive Excellence*, on CNN, Fox News, the BBC, the ABC radio network, and in numerous professional and trade association journals.

Randy's background is a unique blend of line, staff, and consulting experiences ranging from hourly employee to senior management. He holds a Bachelor and Masters Degree in Psychology and completed Postgraduate work in Organization Administration and Management. He is a past Chairman of the Board for the American Heart Association, Texas Affiliate, and the National Speakers Association Foundation as well as a founding member of the Texas Council on Disease and Stroke. Randy was inducted into the Speaker Hall of Fame by the National Speakers Association and earned the Certified Speaking Professional (CSP) designation.

**For additional information about Randy Pennington, visit us on the Internet at [www.penningtongroup.com](http://www.penningtongroup.com) or [www.resultsrule.com](http://www.resultsrule.com).**