

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

**Program Leader's Guide
Part I**

Based upon the book by Randy G. Pennington
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RESULTS RULE![®]

PROGRAM LEADER'S GUIDE

Table of Contents

Introduction	1
Course Overview	2
Learning Objectives	3
Session Agenda	4
Preparing for Your Session	5
An Overview of the Results Rule! Concepts	6-8
Program Leader's Materials Part I	9-40
About Randy Pennington	41

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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 managers and supervisors with strategies and techniques they can use immediately to help their operation deliver sustainable 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 organization 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—however you define them.

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. Participants will be most successful if they adapt the ideas presented here to your situation rather than adopting and implementing a specific tactic from another organization. Adapting—rather than adopting—should be a theme as you lead this course.

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.

Results Rule!

COURSE OVERVIEW

The Results Rule!® course is a two-program DVD multi-media learning package designed for an instructor-led training (ILT) session.

The preferred format for teaching this course is in two sessions of approximately three and one-half hours in length (seven hours total). You can also teach it as a single session of six to six and one-half hours in length or view the video as part of another training session. The supporting video components are approximately 24 minutes in Part I and 20 minutes in Part II.

Part I — this section — of the course focuses on the importance of an organization's culture to its long-term success. It introduces the idea that our choices ultimately create the habits that define the culture. It also discusses three critical choices that every leader (regardless of position in the organization) must make to build a culture that consistently delivers results.

Part II of the course — in a separate Program Leader's Guide — covers three additional choices that provide tools for creating open communication; motivating others to change; and fostering accountability.

Your instructor's material provides everything you need in for delivering the training course, and we have provided ideas for using the material in alternate/shorter formats in a separate folder on this CD-ROM.

Like any course, the program will be better if you customize the principles and strategies for your specific environment. Please watch the entire video with the materials in front of you to identify areas where you can adapt the material to your specific situation. Also, a copy of the book, *Results Rule! Build a Culture that Blows the Competition Away*, is included for your reference. You will find additional information and examples you can use in the book.

You will find the Microsoft PowerPoint® presentation on the CD-ROM to be a great tool for reinforcing key points. You are encouraged to customize the PowerPoint® presentation to make the program even more relevant. Your purchase of this training course includes a license to duplicate all the learning materials for use within your organization.

I know you will have a great session.

Randy Pennington

LEARNING OBJECTIVES

By the end of this program, participants will be able to:

Part I:

- Define the three components that identify a culture that delivers consistent results
- 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
- Describe three crucial actions to focus the energy within your operation
- Describe the role that processes play in delivering consistent results
- Discuss ways to improve relationships and build partnerships with your team

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SESSION AGENDA

PART I

SESSION LENGTH: 3 HOURS 40 MINUTES

Note to Program Leader: Part I of this program begins with the Opening section of the DVD and runs through Chapter 3 (Leverage the Power of Partnerships).

Introduction and Pre-test Includes Session Objectives, Session Ground Rules, and Session Logistics	30 minutes
View Program 1/Section 1 and Discuss: The Importance of Culture	25 minutes
Break	10 minutes
View Program 1/Section 2 and Discuss: Pursue the Best Over the Easiest	35 minutes
View Program 1/Section 3 and Discuss: Focus the Energy	35 minutes
Break	10 minutes
View Program 1/Section 4 and Discuss: Leverage the Power of Partnerships	45 minutes
Commitment to Action, Session Wrap Up, and Post-test	25 minutes

PREPARING FOR YOUR SESSION

Prior to the session, make sure you:

- Review both programs several times and become familiar with the content.
- Review the Program Leader's Guide and determine which agenda will be appropriate for your organization.
- Read the *Overview of the Results Rule! Concepts* section of this guide and the book, *Results Rule! Build a Culture that Blows the Competition Away*.
- Create an outline for your presentation, considering your audience and objectives. We have found that creating a working version of the participant material that includes your notes is an excellent way to plan your presentation.
- Review the exercises and identify places in the materials where you have a personal story or example to add to the program. Using examples from within the organization is a great idea. Just make sure that you are not violating any confidences or sharing information that could create a backlash from within the organization.
- Review the PowerPoint® slides and determine if they need to be customized for your organization.
- Secure the location and A/V supplies you will need to conduct the class. You will need the following equipment and materials:
 - Flip chart and markers
 - TV/DVD player with remote control
 - Computer and screen (if you choose to display the PowerPoint® slides on screen)
 - Participant learning materials (provided on the CD-ROM)
 - Tent cards for participant names if necessary
- Identify the number of attendees making sure you have appropriate accommodations for any participants with disabilities. This course works well with group of up to 18 in size.

AN OVERVIEW OF THE RESULTS RULE! CONCEPTS

Please read the book, *Results Rule! Build a Culture that Blows the Competition Away* prior to delivering this course. In addition, you will find the following article to be a useful tool in understanding why culture is important to your organization's long-term success;

It's the Culture! You Can Deliver Amazing Results By Randy G. Pennington

What separates the marketplace heroes from the has-beens and wanna-bes?

It can't be just products, services, or price. There is competition everywhere. 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 and leave you with the dunces. Their computer systems, compensation, and operational processes are not dramatically different from yours. When they discuss strategy, the words on their flip charts are not significantly more insightful than yours. The difference is, ultimately, an intangible. It is a culture where every person at every level is focused on and committed to delivering meaningful results.

And that's the leader's job—to build a compelling culture that becomes the intangible that sets their organization apart.

Why Culture Matters More Than Ever

We have known about the importance of organizational culture for decades. Yet, the role your culture plays in success has never been more crucial. Here's why:

- We live in a “me too” world where products and services are interchangeable. You are destined for a life of mediocrity (or worse) unless your organization is capable of continuously adapting, growing, and improving. Marketplace heroes focus on building a dynasty, not having a single great season.
- Wanna-be organizations confuse tools and goals. It is the tendency to practice MBBS—Management by Best Seller—rather than do the hard work of executing day in and day out. Great cultures, on the other hand, have a disciplined commitment that sets them apart.
- There is a danger of confusing participation and activity with accomplishment. The generation entering today's workplace has a skill set and world view enabling them to achieve amazing things. But, they have also been sheltered and made to feel special. Trophies and ribbons are awarded for everything to promote self-esteem. Organizations have a

similar tendency. We reward for achieving performance measures with no connection to meaningful results.

- Talented people have a choice. The companies that are consistently beating you in the marketplace are creating environments where talented people appreciate the opportunity to contribute and succeed. They take the extra time to hire for fit. And, they think in terms of talent development rather than performance management. You might score the occasional upset without a culture that attracts and nurtures talented people, but consistent excellence will be difficult.

What the Best Do Differently

The MSN Encarta Dictionary defines “culture” as, “the patterns of behavior and thinking that people living in social groups learn, create, and share.”

In short, culture is the habits your organization displays over time. Habits are built by repeated action. And, actions are driven by the choices we make in every area of the business.

Leaders who develop great cultures make different choices than their competitors in every area of the business. As a result, their organizations don't simply compete—they dominate their markets. Here are six choices that will enable you to develop a culture that shouts Results Rule!

- **Tell yourself the truth and value candor and honesty.** Despite our belief that we embrace the cold, hard truth, many leaders are guilty of 3-D Vision: Denial, Distortion, and Delusion. They deny reality; distort their performance; and delude themselves into blaming their lousy results on everyone but themselves. The cure for 3-D Vision is the continuous search for and acknowledgement of the truth. You don't have to be brutal. You do have to be relentless and unwavering. Nothing ever changes until we tell ourselves the truth.
- **Pursue the best over the easiest in every situation.** Carl Sewell, CEO of Sewell Motors, said that the choice to be the best was the most important decision his company ever made. Making this choice, according to Sewell, “made life simpler, more fun, and definitely more profitable.” Considering that his auto dealerships are perennially ranked at or near the top compared with their peers in the United States, Sewell's advice is worth taking to heart. Every decision—strategy, resource allocation, operational goals, product and service delivery, hiring, information systems, education and training—should be made on the basis of the pursuit of the best over the easiest.
- **Leverage the power of partnerships both internally and externally.** Do your customers love you so much they sell for you? Do your employees volunteer their commitment to go beyond the minimum in product quality or service? If you answered no to either question, you are not leveraging the power of partnerships. Engaged employees do not automatically

equate to loyal customers. Other factors such as price or convenience can have an impact. But all other factors being equal, your ability to build partnerships with employees affects your ability to grow customers who love you.

- **Focus the energy to make the main things the main thing.** Processes, metrics, rewards, and performance expectations—these are all tools most organizations use to focus the energy. The challenge is not knowing how to focus but rather knowing on what to focus and maintaining the discipline to stay at it. In today's world, fundamentals are the minimum. Being distinctive is the difference. If you don't deliver the customer's fundamental expectations, it doesn't matter how distinctive your product or service. If you settle for only delivering the fundamentals, you provide no compelling reason to choose you.
- **Learn, grow, and improve every day.** Tom Peters and Bob Waterman, Jr. changed the world of business books in 1982 with the publication of *In Search of Excellence*. They profiled 43 companies identified as excellent. Two years later, *Business Week* magazine questioned the authors' choices. It's true. Some of the excellent companies fell from grace very quickly. Others held on for a while before slipping into obscurity. And some, like Intel, Wal-Mart and Marriott, continue to thrive. The difference between consistent excellence and random brilliance is the ability to learn, grow, and adapt. Past success proves you were right once. Leaders that consistently deliver amazing results know that they are only as good as tomorrow's performance.
- **Show the courage of accountability.** There is a line from the often-quoted "Unknown" that applies here, "If you really want to do something, you will find a way; if you don't, you'll find an excuse." Top performers in every walk of life show the courage of accountability in their personal performance. Top leaders show the courage to hold others accountable as well. Imagine the improvements that would occur in your business if everyone simply took responsibility for delivering results that everyone knows are important.

There is no six, ten, or even twelve step plan for building a culture that sets you apart in the marketplace. And, these six choices are not revolutionary. The difference between you and the competitor who is beating you is the discipline to make these choices more often and effectively on a regular basis. Delivering results is more about what you do than what you know.

So what are you waiting for? Isn't it time you stopped standing in the way of your own success?

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PROGRAM LEADER'S MATERIALS

PART I

Introduction and Pre-Session Test

Participant Guide Pages 1—2

Time and Materials Needed:

- 25 minutes
- PowerPoint® Slides #1 - 3
- Participant Guides

Session Administration Details:

- Before participants arrive, DISTRIBUTE the participant guides to the tables.
- DISPLAY slide #1 and have it showing as participants arrive.
- WELCOME participants to the training and make any necessary introductions.
- SAY: Today we are going to talk about results. Specifically, how to build and sustain an organization that consistently delivers results year after year. At the end of the day, we evaluate the success of our favorite sports teams based on the results rather than simply how hard they played. Likewise, we judge the quality of a musical performance or other artistic work by the result rather than the effort the artist put into it. Yes, effort is important, but effort without execution does not make you a hero in the minds of those you serve.
- SAY: The overall theme of this course is simple—the difference that separates the heroes, has-beens, and wanna-bes in every industry is an intangible, and that intangible is a culture where everyone is committed to delivering meaningful results.
- SHOW slide #2 and SAY: This course is comprised of two sessions of 3½ hours in length (or one session of six hours in length). We will be utilizing a video narrated by Randy Pennington, author of the book *Results Rule! Build a Culture that Blows the Competition Away*. The video includes interviews with leaders from a variety of different organizations, and we will use this material to identify and discuss the application of these concepts in our organization. But first, let's test your knowledge about building strong organizational cultures.
- REFER participants to page 2 in their Participant Guide, and ASK them to complete the Pre-Session Test. It should take approximately 8 minutes to complete the test.

PART I PRE-SESSION TEST

Participant Guide Page 2

How much do you know about building a culture that sets you and your organization apart? The following quiz is designed to test your knowledge about the importance of building an organization that consistently delivers results and what it takes to make that commitment to results an enduring part of your operation's culture.



	True	False
1. The secret to delivering great results is building processes that allow you to drive costs out of the business.		X
2. A positive organizational culture makes the workplace more fun and engaging.	X	
3. Developing a strong culture in my operation is mostly about making sure employees have fun and feel appreciated.		X
4. To build a strong culture, you have to let employees have a say in everything that affects them in their jobs.		X
5. In the best cultures, the customer is #2, and the employees are #1.	X	X
6. Consistency in your team's performance is one way to know that you have a strong culture.	X	
7. Setting clear expectations is an important part of establishing a culture that delivers consistent results.	X	
8. It is impossible to define an organization's culture.		X
9. The most important factor in earning your team's trust is doing what you said you would do.	X	
10. I have very little opportunity to influence my operation's culture.		X

Pre-Session Test Debriefing Notes

After participants have completed the Pre-Session Test, go through each question and ask the class for their responses. Some participants may question the rationale for the correct answer. The following discussion points will assist you in answering any questions.

PPT Slide 3 is available for use to provide answers to the test if desired.

Question	Answer	Rationale
1. The secret to delivering great results is building processes that allow you to drive costs out of the business.	False	Strong processes are critical to every organization's success, but great processes have an opportunity to fail unless they are supported by a strong culture of commitment to delivering results.
2. A positive organizational culture makes the workplace more fun and engaging.	True	A fun and engaging workplace doesn't mean that people play games all day. People enjoy their work more when they feel as if their contribution makes a difference and have the opportunity to work in a positive environment.
3. Developing a strong culture in my operation is mostly about making sure employees have fun and feel appreciated.	False	Everyone likes to feel appreciated for their contribution, and we will devote time to that topic in this course. Likewise, it is always nice when our work can be fun. But, reality tells us that there will be times when doing the work isn't necessarily fun. And, a fun environment that doesn't produce results is called a party not a workplace.
4. To build a strong culture, you have to let employees have a say in everything that affects them in their jobs.	False	It is true that people tend to support what they help create. But, there will be times when you may not be able to let everyone have a say. The important thing is that your team feels as if they have a say in the areas in which it is appropriate to do so AND that their questions and opinions can always be appropriately shared without fear of repercussion.
5. In the best cultures, the customer is #2, and the employees are #1.	True & False	This is something of a trick question so either answer is basically correct. There are a number of organizations that have adopted the approach that the customer is #2 and employees are #1 with great success (Southwest Airlines is a good example). And, there are also examples of very successful organizations where there is no doubt that the customer is #1. The important thing is for your staff to demonstrate commitment to performance that sets you apart in the hearts, eyes, and mind of those you serve.

6. Consistency in your team's performance is one way to know that you have a strong culture.	True	Consistent performance and results is the hallmark of the best in any field of endeavor. The best organizations have created a legacy of consistent results that becomes a sense of pride.
7. Setting clear expectations is an important part of establishing a culture that delivers consistent results.	True	It will be difficult - if not impossible - for your team to deliver consistent results if your expectations are not clear and consistent.
8. It is impossible to define an organization's culture.	False	It is not only possible, but it is desirable to define the culture you want for your team. If you can't define it, you will have a difficult time achieving it.
9. The most important factor in earning your team's trust is doing what you said you would do.	True	There are a number of factors that contribute to your ability to earn trust, but research conducted by Pennington Performance Group showed that doing what you said you would do is the number one factor that contributes to trust.
10. I have very little opportunity to influence my operation's culture.	False	Leadership has little to do with position and everything to do with your willingness and ability to influence others. You have opportunities to influence the culture every day if you choose to take advantage of them.

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Session Objectives, Ground Rules and Logistics *Participant Guide Pages 3—4*

Time and Materials Needed:

- 5 minutes
- PowerPoint® Slides #4 - 5

Session Administration Details:

- SHOW #4.
- SAY: Please turn to page 3 in your Participant Guide to review the Session Objectives for this portion of the program.
- REVIEW the session objectives.
- DIRECT participants' attention to the Note at the bottom of page 3, and ask them to place an asterisk (*) by the one or two key objectives to which they intend to pay particular attention.
- SHOW slide #5.
- SAY: Let's take a moment to review the Session Ground Rules and Logistics.
- REVIEW the Ground Rules and Logistics with the class.

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SESSION OBJECTIVES:

Participant Guide Page 3

Section I of this course includes approximately 22 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:

- Define the three components that identify a culture that delivers consistent results
- 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
- Describe three crucial actions to focus the energy within your operation
- Describe the role that processes play in delivering consistent results
- Discuss ways to improve relationships and build partnerships with your team

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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">• The session will end at _____.• Breaks will be _____.• Restrooms are located _____.• Fire exits are located _____.

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The Importance of Culture

Participant Guide Pages 5—6

Time and Materials Needed:

- 25 minutes
- PowerPoint® Slides #6 - 9

Session Administration Details:

- SAY: This program is built on the philosophy that an organization's culture is the ultimate factor that distinguishes it as a hero to those it serves. We are now going to view the first section of the video program. In it, you will meet Randy Pennington, author of the book *Results Rule!* and creator of this program. This section will discuss the importance of an organization's culture and show how our choices influence our culture. Please turn to page 5 in your Participant Guide and fill in the blanks as you watch the video.
- SHOW DVD Part I: The Importance of Culture (3:17).
- DISPLAY slide #6: The Importance of Culture.
- SAY: Let's take a few moments to review the key concepts we saw in this section of the video.
- REVIEW material on Participant Guide page 5 with the class using slides #7 - 9 as resource information. Correct answers are provided on the sample Participant Guide page that follows.
- SAY: We saw the criteria to identify a culture committed to delivering results. Let's talk about how this applies to your team. Please turn to page 6 in your material. Please take the next five minutes to complete the discussion questions on this page for yourself. We'll discuss your responses after you have answered the questions.
- GIVE participants five minutes to complete the discussion questions on this page. Make sure to monitor their progress in case the group completes the material in less than the five minutes allotted.
- REVIEW and DISCUSS participant answers to the discussion questions on page 6 of their Participant Guide. Begin by asking them to share how they rated their team/operation on the three factors listed at the top of the page. CONTINUE the discussion by asking participants what would be different in the culture if their operation was a "10" and the barriers that get in the way or make it more difficult to consistently deliver amazing results.
- RECORD their responses to the questions about what would be different if their operation was a "10" and the barriers to delivering results on a flip chart pad.
- Be prepared that some responses to the barriers could be things that are not in their control such as rates of pay or some other organizational policy. If you received responses that place responsibility for barriers on factors that are not under their control, acknowledge the response if it is true and factual. RE-FOCUS the group on any barriers that are under their

control. If they cannot (or will not) acknowledge any barriers that are under their control as supervisors and managers, SAY: It is true that barriers can exist that you may not be able to remove. So let's look at the benefits for improving the culture in your area. The benefits you listed are important and meaningful. And while you may not have complete authority to remove a barrier, you do have the responsibility to improve your team's performance. With these in mind, let's look at the first choice— to pursue the best over the easiest. In this section, you are going to meet leaders who have used this choice to guide every decision in their operation. But first, it is time for a break. Let's take 10 minutes.

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PROGRAM NOTES

THE IMPORTANCE OF CULTURE

<p>The secret to consistently delivering amazing results is</p> <p>You can identify a culture that delivers consistent results because of these three things:</p> <p>Delivering results and building a great culture is a choice.</p>	<p><u>an intangible. It is the culture.</u></p> <ol style="list-style-type: none">1. A commitment to turning every customer encounter into <u>an experience to remember.</u>2. Everyone stepping up to make sure the work is <u>done right the first time.</u>3. Every person at every level is responsible and accountable for meeting <u>budgets, timelines, and performance standards.</u> <ul style="list-style-type: none">• Choices define our <u>actions.</u> <p>! Actions form <u>our habits.</u></p> <p>λ Habits, over time, form <u>our culture.</u></p>
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DISCUSSION QUESTIONS

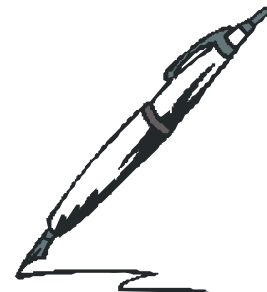
THE IMPORTANCE OF CULTURE

Think of the operation you manage. On a scale of 1 to 10, with 10 being the best, how would you rate your team’s culture in terms of the following?

<ul style="list-style-type: none"> • A commitment to turning every customer encounter—for both internal and external customers—into an experience to remember. 	<p>_____</p>
<ul style="list-style-type: none"> • Everyone stepping up to make sure the work is done right the first time. 	<p>_____</p>
<ul style="list-style-type: none"> • Every person at every level of your team being responsible and accountable for meeting budgets, timelines, and commitments. 	<p>_____</p>

What would be different if the culture in your operation was a “10” on the three items listed above?

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



Pursue the Best Over the Easiest

Participant Guide Pages 7—8

Time and Materials Needed:

- 35 minutes
- PowerPoint® Slides #10 - 16

Session Administration Details:

- SAY: Welcome back from your break. Thank you for returning on time. Please turn to page 7 in your Participant Guide and fill in the blanks as you watch the video. This section is on the choice to pursue the best over the easiest. You are going to meet two very different organizations who exemplify what happens when you make this choice.
- SHOW DVD Part I: Pursue the Best Over the Easiest (7.16).
- DISPLAY slide #10: Pursue the Best Over the Easiest.
- SAY: Let's take a few moments to review the key concepts we saw in this section of the video.
- REVIEW material on Participant Guide page 7 with the class using slides #11 - 15 as resource information. Correct answers are provided on the sample Participant Guide page that follows.
- SHOW slide #16 and SAY: The choice to pursue the best over the easiest sounds very simple. And yet, there are times when we fail to meet that standard. Let's talk about how the concepts from this section apply to your team. Please turn to page 8 in your material. Please find three to five people with whom you would like to work on this section. Take the next 10 minutes to discuss the questions on this page with your group then we will review your responses in the class.
- GIVE participants 10 minutes to complete the discussion questions on this page in small groups. If your class is less than seven, you can give participants 5-7 minutes to answer the questions individually and then discuss them in the class. REMEMBER to circulate among the discussion groups during this exercise to answer questions and make sure the groups stay on track.
- REVIEW and DISCUSS participant answers to the discussion questions on page 8 of their Participant Guide. Begin by asking them to share examples of when we do what is easy rather than pursuing the best. It will be helpful to have a few examples available such as performance reviews, annual goal setting, or giving people feedback on their performance.
- CONTINUE the discussion by asking participants to share what they believe are fundamental expectations for their areas and what would make them distinctive. Again, be prepared with examples of what could make a group or team distinctive. If the group is struggling with examples, ask them to think of a business they believe offers a distinctive product or service. Ask participants to explain why they believe that product or service is distinctive. After collecting a few responses, SAY: If other

- organizations can provide a distinctive product or service, so can you. What can we learn and apply from looking at the examples you provided?
- RECORD their responses to the fundamental expectations and what makes the group distinctive on a flip chart to reinforce that there are things they can do to help their team pursue the best over the easiest.
 - SAY: You heard Randy Pennington say that pursuing the best over the easiest is a way of thinking about every aspect of your business from goal setting, to how you develop your people, to the processes you put in place. In the next section, we will look at how to focus your team's energy to make sure that you are turning those good intentions into action.

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PROGRAM NOTES

PURSUE THE BEST OVER THE EASIEST

<p>The first question you have to ask yourself is</p> <p>The decision to be the best is extremely important. It should drive</p> <p>In today's world, pursuing the best means that:</p> <p>Two of the obstacles to pursuing the best over the easiest in every area of your operation are:</p> <p>Pursuing the best and developing a culture that consistently delivers results is not about a mission statement, a vision statement, or a poster to hang on the wall.</p>	<p><u>how good do you want to be.</u></p> <p><u>every decision you make.</u></p> <p>Note: You may want to expand on this by mentioning the following examples:</p> <ul style="list-style-type: none"> • How you will allocate resources; • Who you hire as an employee – and the attention you pay to their development. • The processes to ensure that the work is done right; and even the goals you set. <ul style="list-style-type: none"> • Fundamentals are the <u>minimum</u>. • Being distinctive is <u>the difference</u>. <ul style="list-style-type: none"> • <u>Values that promote short-term thinking over a long-term approach to success.</u> (Sewell talked about it as family values versus Wall St. Values) • <u>Lack of consistency.</u> <p>It is a way of <u>thinking</u> about every aspect of your business.</p>
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DISCUSSION QUESTIONS

PURSUE THE BEST OVER THE EASIEST

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?	
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Focus the Energy

Participant Guide Pages 9—11

Time and Materials Needed:

- 35 minutes
- PowerPoint® Slides #17 - 21

Session Administration Details:

- SAY: Please turn to page 9 in your Participant Guide and fill in the blanks as you watch the video. This section is on the choice to focus the energy. This choice allows you to turn your good intentions about pursuing the best into action.
- SHOW DVD Part I: Focus the Energy (6:47).
- DISPLAY slide #17: Focus the Energy.
- SAY: Let's take a few moments to review the key concepts we saw in this section of the video.
- REVIEW material on Participant Guide page 9 with the class using slides #18 - 21 as resource information. Correct answers are provided on the sample Participant Guide page that follows.
- SAY: You heard Randy Pennington say that the choice to focus the energy drives the "day-to-day, roll up your sleeves activities that make sure you are delivering results." The discussion questions on pages 10 and 11 give you a chance to examine two leadership activities in more depth: Using processes and measures. Please turn to page 10 in your material. I'll give you about 10 minutes to answer the questions on pages 10 and 11 for yourself. Then, we'll discuss them in class.
- GIVE participants 10 minutes to complete the discussion questions on pages 10 and 11 individually.
- REVIEW and DISCUSS participant answers to the discussion questions on page 8 of their Participant Guide. Begin by asking them to share their responses to each of the questions on pages 10 and 11. Make sure that everyone has an opportunity to share their responses.
- SAY: You heard Jaquita Jackson say that they review their results with the team every day. Before we leave the discussion questions on page 11, let's talk about what it would take for you to provide more effective and meaningful feedback to your team.
- ASK participants to share ways they could increase the use of measures and metrics to provide more meaningful feedback to their teams. At the end of the discussion, ask participants to look at the responses they gave to the last discussion question on page 11. ASK participants if they can think of anything that would prevent them from taking the actions they listed. Then SAY: If you are serious about taking the actions you listed, please take your pencil or pen and do the following: Cross out the words "What could you do" and write in the words "Here are actions I will take" and cross out the word "your" and write in the word "my." The statement

should now read “Here are the activities I will take to improve the amount, timing, and quality of feedback my team receives.”

- SAY: You heard Randy Pennington say at the end of this section that it takes something takes open communication and building partnerships to make this type of feedback work. In the next section, we will explore ways to leverage the power of partnerships with your staff. But first, it is time for another 10 minute break.

Preview Only

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>Two places to go to learn about the best processes you should implement are:</p> <p>Asking people to work for a year—or even for six months—without receiving feedback on their 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"> 1. Setting <u>expectations</u>. 2. Refining <u>processes</u>. 3. Measuring <u>progress</u> and <u>performance</u>. <ul style="list-style-type: none"> • Clear and <u>understandable</u>. • An extension of your <u>beliefs</u> and <u>values</u>. • Linked to something more than just the <u>bottom line</u>. <ol style="list-style-type: none"> 1. Other <u>outstanding performers</u>. 2. Asking your <u>customers</u> what they want. <p><u>bowl an entire game blindfolded</u>.</p> <ol style="list-style-type: none"> A. Pump everyone up B. Let everyone know where they are on meeting their weekly objectives at the beginning of each day C. Talk about new company policies D. Spend some time hanging out so everyone feels good about working there
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DISCUSSION QUESTIONS

FOCUS THE ENERGY

Participant Guide Page 10

You heard Carl Sewell and Jaquita Jackson discuss the importance role processes play in helping everyone to focus their energy on the important activities that lead to results.

Think of how processes are used in your operation or team and answer the following questions:

- Are our processes designed to meet the customer's minimum requirements or, are they designed to exceed the customer's minimum requirements? How does that decision help or hurt our ability to deliver consistent results?
- When we are not meeting our goals, is the first thought to change the process or change the goal? How does that decision help or hurt our ability to deliver consistent results?
- Are our processes primarily designed based on what we think we can deliver or on what our customer wants and needs us to deliver? How does that help or hurt our ability to deliver consistent results?
- What are the one or two most important processes that my team needs to develop or improve to increase our ability to deliver results? What are the steps I should take now to make that happen?



DISCUSSION QUESTIONS

FOCUS THE ENERGY – CONTINUED

Let's talk about measures and feedback.

Which statement best describes how often the people on your team receive feedback on how well they are doing:

- A. **Every day** – we review our performance as a team and take action to make sure we are meeting our goals. I spend time with individual team members to help them fine tune their performance to meet or exceed expectations.
- B. **Once a week** – we have weekly staff meetings to discuss how we are progressing toward our goals, and I meet with individuals to help them improve their performance.
- C. **Once a month** – we review the last month's performance, and I give the team goals to shoot for in the coming month. I speak with individuals as needed, but I leave it to each person to know how they are doing.
- D. **Once a quarter** – we meet to review the last quarter's performance, talk about areas to improve, and celebrate the things we did well. I meet with individuals to go over their personal performance and development goals at least one time per quarter.
- E. **Twice a year** – I meet with each person to do a performance review two times per year. We look at how the individual is doing on their performance goals, discuss opportunities for improvement, and recognize accomplishments. I meet with my team about every six months to look at how we are doing.
- F. **Once a year** – we set and review team goals at the beginning of the year. I conduct annual performance reviews with my staff.
- G. **Rarely or never** – we don't spend a lot of time on reviewing our performance. I expect people to know how they are doing and manage themselves.

Which of the approaches described above would best enable your team to deliver the results that are important to their success?

What could you do to improve the amount, timing, and quality of feedback your team receives?



Leverage the Power of Partnerships

Participant Guide Pages 12—15

Time and Materials Needed:

- 45 minutes
- PowerPoint® Slides #24 - 31

Session Administration Details:

- **SAY:** Welcome back from break. Thank you again for being on time. This section is on the choice to leverage the power of partnerships. This choice focuses on engaging your staff to help the team deliver results. Please turn to page 12 in your Participant Guide and fill in the blanks as you watch the video.
- **SHOW DVD Part I:** Leverage the Power of Partnerships (6:08).

NOTE: Part I of the video continues immediately following the section on Leveraging the Power of Partnerships. This summarizes the first three choices and sets the stage for Part 2 of the course. You may allow the video to run through the Part I summary or stop it at the end of the material on Leveraging Partnerships. If you choose to stop the video, please watch carefully. The summary material begins approximately 45 seconds prior to the end of this section.

- **DISPLAY** slide #24: Leverage the Power of Partnerships.
- **SAY:** Let's take a few moments to review the key concepts we saw in this section of the video.
- **REVIEW** material on Participant Guide page 12 with the class using slides #25 - 28 as resource information. Correct answers are provided on the sample Participant Guide page that follows.
- **SHOW** slide #29 and **SAY:** You heard Randy Pennington say that trust plays an important role in a leader's ability to build and sustain partnerships. Please turn to page 13 in your Participant Guide and complete the questions on that page individually. Once you have done so, find 3 to 5 people with whom you would like to work and discuss your responses in your small group. You will have five minutes to complete your responses and another 7 minutes to discuss them in your small group.
- **REMEMBER** to help the class stay on track by circulating during the discussion and letting them know how much time they have left.
- **ASK** participants at the end of the discussion to share a few of the things they identified that would help them build and maintain strong relationships with their team (approximately 3 minutes, but you can adjust based on the time remaining).
- **ASK** participants to turn to page 14.
- **SHOW** slide #30 and **SAY:** One of the most effective tools for building partnerships with your staff is providing recognition and encouragement.

- REVIEW the criteria for effective recognition and ASK participants if they have questions about the material presented.
- ASK participants to turn to page 15 of their Participant Guide.
- SHOW slide #31 and REVIEW the case study material.
- ASK participants to work in small groups of 3 to 5 to develop their response to the Karen Smith case study.
- GIVE participants 5 minutes to complete this case study and DISCUSS the small group responses in the class. The class discussion should take 3 to 4 minutes. REMEMBER to reinforce responses that are consistent with what could be done to recognize Karen's performance within your current organizational culture.

Preview Only

PROGRAM NOTES

Participant Guide Page 12

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 build partnerships with your team you must do these three things:</p> <p>The top three causes of mistrust in the workplace are:</p> <p>The dolphin trainer mentioned in Randy's story spends</p>	<p><u>\$250</u> to <u>\$300 billion</u> per year.</p> <ol style="list-style-type: none">1. Build <u>trust</u>.2. Create a <u>great environment</u>.3. Show people that you <u>care</u>. <ol style="list-style-type: none">1. Not doing <u>what you said you would do</u>.2. Openness of <u>communication</u>.3. Amount and availability of <u>communication</u>. <p>about <u>50%</u> of her time working on the performance and about <u>50%</u> of her time working on the relationship.</p>
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DISCUSSION QUESTIONS

LEVERAGE THE POWER OF PARTNERSHIPS

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 out weigh 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?

The trainer in Randy's story said that she spends about 50% of her time with the dolphins focused on the performance and about 50% of her time focused on building relationships. Think of the time you spend with the members of your team.



What percentage of your time is invested in helping them improve their performance? _____%

What percentage of your time is invested in building or maintaining the working relationship? _____%

What are the barriers that prevent you from investing more time building and maintaining strong working relationships with your team?

What are 2-3 things you could do to invest more time in building and maintaining strong relationships with your team (both individually and as a group)?

DISCUSSION QUESTIONS

Participant Guide Page 14

LEVERAGE THE POWER OF PARTNERSHIPS - CONTINUED

One of the most effective tools for building partnerships with your staff is providing recognition and encouragement. The best recognition meets the following criteria:

- **Performance-based and credible:** Be specific. Describe what the person did rather than a generic “Good Job!”
- **Immediate:** Don’t wait. Give the recognition or encouragement as soon as you notice or hear about the good performance.
- **Consistent:** Don’t play favorites with your recognition and encouragement. It might not always be possible or even appropriate to make sure that you are equal in your praise, but you can always strive to be consistent in recognizing every act that is worthy of recognition. Remember—even a broken watch is right twice per day.
- **Individualized:** Some people like being recognized in front of a group. Others find that to be uncomfortable. Look for ways to recognize and encourage performance that fits the other person’s preferences.
- **Proportional:** Make your recognition and encouragement proportional to the situation. Performance that saves or earns the company millions of dollars should be different from the recognition that comes from something minor.

DISCUSSION QUESTIONS

Participant Guide Page 15

LEVERAGE THE POWER OF PARTNERSHIPS - CONTINUED

CASE STUDY: Providing Recognition

You are a Department Manager. Karen Smith is your administrative assistant. She has worked with you for the past nine months after transferring from another area. Karen's technical skills are not exceptional, but she is dependable and works hard.

This morning, Karen prevented a problem and, in the process, made you look good.

Your manager called while you were in a staff meeting and requested budget information that she needed for a meeting in two hours. The problem was that your meeting was scheduled to last for another hour. There is no way you could have compiled the information and met your manager's deadline.

Karen dropped everything, gathered the information, and presented it to you for analysis and approval at the end of your staff meeting. It was like she read your mind. Every piece of information that you could have asked for was included and correct. As a result, you were able to send the information to your manager with time to spare.

What could you do to recognize and encourage Karen's performance?



Part I Wrap Up

Participant Guide Pages 16—20

Time and Materials Needed:

- 20 minutes
- PowerPoint® Slides #32 - 35

Session Administration Details:

- SAY: We have reached the end of Part I for this course, and I want to thank you for your participation. We have discussed a number of important concepts and actions that you can take to help your team consistently deliver solid results.
- SHOW slide #32 and SAY: Please turn to page 16 of your Participant Guide. You will find a summary of the key learning points that you can use as a reminder.
- SHOW slide #33 and SAY: We began our session with a Pre-Session Test. Let's see how much you have learned in our time together today. Please take the Post-Session Test. It should take about 5 minutes to complete.
- REVIEW the answers to the test (approximately 6 minutes).
- ASK participants to turn to page 18 in their Participant Guide.
- SHOW slide #34 and ASK participants to take the next 5 minutes to think about the gaps between their team's existing culture and the culture they need to consistently deliver results.
- ASK participants to complete the MY COMMITMENTS exercise.
- SHOW slide #35. THANK participants again, and ask them to complete the course evaluation for PART I. Tell participants the date and time when Part II of the program is scheduled.

BUILDING A RESULTS RULE CULTURE

REFERENCE GUIDE – PART I

Participant Guide Page 16

- 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 I POST-SESSION TEST

Let's see what you have learned. The following quiz is designed to test your current knowledge about the importance of building an organization that consistently delivers results and what it takes to make that commitment to results an enduring part of your operation's culture.



	True	False
1. A culture where everyone is committed to delivering consistent positive results is the intangible that will set your operation apart in the minds of those we serve.	X	
2. A positive organizational culture makes the workplace more fun and engaging.	X	
3. You can't have a culture that delivers consistent positive results without a commitment to flawless execution.	X	
4. To build a strong culture, you have to let employees have a say in everything that affects them in their jobs.		X
5. In the best cultures, supervisors actively help their team members meet and exceed expectations.	X	
6. Consistency in your team's performance is one way to know that you have a strong culture.	X	
7. Clear expectations, strong work processes, and consistent measures are vital to creating focus.	X	
8. It is useful for the leader to define the type of culture that he/she wants to create in the team.	X	
9. Leaders earn trust when they do what they said they would do, share information, and openly communicate.	X	
10. I can influence the culture on my team.	X	

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. _____



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RESULTS RULE![®]

PART I 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
I can do the following:	1	2	3	4	5
<ul style="list-style-type: none"> Define the three components that identify a culture that delivers consistent results. 					
<ul style="list-style-type: none"> Determine the gaps between my team's existing culture and a culture where everyone is committed to delivering results. 					
<ul style="list-style-type: none"> Discuss the importance of pursuing the best rather than the easiest. 					
<ul style="list-style-type: none"> Discuss the fundamental expectations for my operation and the opportunities to be distinctive. 					
<ul style="list-style-type: none"> Describe three crucial actions to focus the energy within my operation. 					
<ul style="list-style-type: none"> Describe the role that processes play in delivering consistent results. 					
<ul style="list-style-type: none"> Discuss ways to improve relationships and build partnerships with my team. 					

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 or www.resultsrule.com.