



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

Leader's Guide
3 Hour Program

Based upon the book by Randy G. Pennington
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Results Rule!®

LEADER'S GUIDE 3 HOUR PROGRAM

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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 24 minutes in Part I and 20 minutes in Part II.

Part I 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 covers three additional choices that provide tools for creating open communication; motivating others to change; and fostering accountability.

This version of the program is three hours in length and is condensed from the seven-hour program. Your instructor's material provides everything you need for delivering the training course, and we have provided ideas for using the material in alternate/shorter formats as well.

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:

- 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

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SESSION AGENDA

3 HOUR PROGRAM FORMAT

Introduction Includes Session Objectives, Session Ground Rules, and Logistics	10 minutes
View Part I of the Results Rule! video	24 minutes
Review key points for Results Rule! Part I	15 minutes
Complete discussion questions for Part I of the Results Rule! video	30 minutes
Break	15 minutes
View Part II of the Results Rule! video	20 minutes
Review key points for Results Rule! Part II	15 minutes
Complete discussion questions for Part II of the Results Rule! video	30 minutes
Commitment to Action and Session Wrap Up	20 minutes

PROGRAM LEADER NOTE:

- You can use this same format for a 2 1/2 hour program by either removing the Program Notes pages (pp 4-7 and 12-14) from the 3 Hour Program Participant Guide or by providing the answers to fill in the blanks for those pages.
- You can conduct a 2-hour program by showing the video and reducing the discussion questions.

PREPARING FOR YOUR SESSION

Prior to the session, make sure you:

- Review the video program several times and become familiar with the content.
- Review the Program Leader's Guide.
- 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

Participant Guide Pages 1—3

Introduction

Time and Materials Needed:

1. 25 minutes
2. PowerPoint® Slides #1 - 3
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 program 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: Please turn to page 2 in your Participant Guide. This program is divided into two parts, and each is supported by a video which is narrated by Randy Pennington, author of the book *Results Rule! Build a Culture that Blows the Competition Away*. Before we begin the material, let's review the Session Objectives, Ground Rules, and Logistics.
- SHOW slide #2 and REVIEW the Session Objectives. Ask participants to place an asterisk by the objectives that they believe are most critical.
- SHOW slide #3 and REVIEW the Session Ground Rules and Logistics.
- ASK participants if there are any questions at this point.

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

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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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Results Rule! Part 1

Key Learning Points

Participant Guide Pages 4—7

Time and Materials Needed:

- 15 minutes
- PowerPoint® Slides #4 - 22

Session Administration Details:

- SAY: Pages 4 through 7 in your Participant Guide are set up to allow you to capture the key points from each section. Please fill in the blanks with the appropriate words as you watch the video. We will review these after this section of the video.
- SHOW Results Rule! DVD Part I (24:00).
- ASK participants to turn back to page 4 in their Participant Guide and REVIEW the key learning points. LOOK for ways to make this interactive by asking the class and/or specific individuals to give you their responses.
- 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 pages 4 - 7 with the class using slides #4 - 22 as resource information. Correct answers are provided on the sample Participant Guide page that follows.
- SAY: You have had an opportunity to see the video and review the key learning points. Now let's look at how this information applies to our organization.
- ASK participants to turn to page 8 in the material.

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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>• Actions form <u>our habits.</u>• Habits, over time, form <u>our culture.</u>
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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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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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PROGRAM NOTES

Participant Guide Page 7

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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Results Rule! Part I Discussion Questions

Participant Guide Pages 8—11

Time and Materials Needed:

- 30 minutes

Session Administration Details:

- **SAY:** Please divide into small groups of three to five. You will be working together to complete the Discussion Questions on pages 8 through 10 in your Participant Guide. You will have 15 minutes to complete the questions, and then we will discuss your responses as a group.
- **GIVE** participants 15 minutes to complete the discussion questions on pages 8 through 10. Remember to **CIRCULATE** within the groups to answer questions and ensure that everyone is staying on track.
- **REVIEW** and **DISCUSS** participant answers to the discussion questions. Make sure that everyone has an opportunity to share their responses.
- **RECORD** participant responses on a flip chart to capture important comments. You can summarize the responses from the flip chart after the class as an effective reminder of the discussion.
- **SAY:** We have discussed a number of key concepts so far. Please refer to page 11 in your Participant Guide. Before you take a 15-minute break, please note these key ideas one more time.

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RESULTS RULE! PART I

DISCUSSION QUESTIONS

Participant Guide Page 8

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

Participant Guide Page 11

- 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

Results Rule! Part II

Key Learning Points

Participant Guide Pages 12—14

Time and Materials Needed:

- 35 minutes
- PowerPoint® Slides #23 - 36

Session Administration Details:

- SAY: Thank you for returning from break on time. Part 2 of this program focuses on choices you can make as a leader to create and sustain the culture you want. Pages 4 through 14 in your Participant Guide are set up to allow you to capture the key points from each section. Please fill in the blanks with the appropriate words as you watch the video. We will review these after this section of the video.
- SHOW Results Rule! DVD Part I (20:00).
- ASK participants to turn back to page 12 in their Participant Guide and REVIEW the key learning points .
- 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 pages 12 - 14 with the class using slides #23 - 36 as resource information. Correct answers are provided on the sample Participant Guide page that follows.
- LOOK for ways to make this interactive by asking the class and/or specific individuals to give you their responses.
- SAY: You have had an opportunity to see the video and review the key learning points. Now let's look at how this information applies to our organization.
- ASK participants to turn to page 15 in the material.

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>Gathering the information you need to help your team and organization succeed requires leaders to do the following:</p> <p>Your organization can be a hero today and a has-been tomorrow, or vice versa.</p>	<p>Denial</p> <p>Distortion</p> <p>Delusion</p> <ol style="list-style-type: none"> 1. Create the <u>forum/opportunity</u> for people to relax and feel comfortable to talk with you. 2. Build and sustain relationships built on <u>trust</u> so that big issues become small issues. 3. Provide everyone an opportunity to get away from the <u>job/work</u> to talk about bigger picture issues that affect the organization and the culture. <p>The only way to continually make results rule is to create an environment where people continually <u>tell you and themselves the truth.</u></p>
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PROGRAM NOTES

LEARN, GROW, AND ADAPT

<p>You don't have to change. You do have to</p> <p>The ability to change is based on readiness. Intellectual understanding is not the same as</p> <p>The heroes understand that there is a natural tension that is created when there is a compelling vision compared with the</p> <p>No one wants to change, but everyone</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><u>adapt.</u></p> <p>Follow-up question: What is the difference between changing and adapting?</p> <p><u>emotional readiness.</u></p> <p><u>reality</u> of the current situation or environment.</p> <p>wants <u>to improve.</u></p> <p>Follow-up question: Do you believe that is true? If not, what percentage of people don't really want to change and improve? What are the consequences if we treat everyone like the small percentage who don't want to improve rather than treating everyone like the majority of employees who do want to succeed in their job?</p> <p>To keep people excited about change you must show them <u>the cookies</u> on top of your refrigerator.</p> <p>Follow-up question: What would your team say is on top of your refrigerator? Cookies or brussel sprouts? Why do you think that?</p>
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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 <u>mission</u> and delivering <u>results</u> being equal to their ability to live and practice the organization's <u>values</u>.</p> <ol style="list-style-type: none">1. Bring the issue to the individual's attention in a <u>specific</u>, behavioral, and <u>non-threatening</u> manner.2. Gain <u>agreement</u> about the nature of the performance issue and the individual's responsibility for resolving it.3. Look forward positively to what the person will <u>do</u> in the <u>future</u> to live up to their obligations and expectations. <p>The natural unwillingness to <u>confront</u> people and performance.</p> <p>One outcome of our reluctance to confront others is that <u>79-cent/small</u> problems grow and grow until they take on a life of their own.</p> <p>we must show the courage of <u>accountability</u> to address performance issues that don't meet expectations as soon as they come up.</p>
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Results Rule! Part II

Discussion Questions

Participant Guide Pages 15—17

Time and Materials Needed:

- 30 minutes

Session Administration Details:

- **SAY:** Please divide back into small groups of three to five. You will be working together to complete the Discussion Questions on pages 15 through 17 in your Participant Guide. You may want to work with a different group in this portion of the program to gain the perspective of different colleagues. You will have 15 minutes to complete the questions, and then we will discuss your responses as a group.
- **GIVE** participants 15 minutes to complete the discussion questions on pages 15 through 17. Remember to **CIRCULATE** within the groups to answer questions and ensure that everyone is staying on track.
- **REVIEW** and **DISCUSS** participant answers to the discussion questions. Make sure that everyone has an opportunity to share their responses.
- **RECORD** participant responses on a flip chart to capture important comments. You can summarize the responses from the flip chart after the class as an effective reminder of the discussion.
- **SAY:** Please turn to page 18 in your Participant Guide to review the key points from this section of the program.
- **REVIEW** key points from the Reference Guide.

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RESULTS RULE! PART II

DISCUSSION QUESTIONS

Participant Guide Page 15

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?

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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?



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BUILDING A RESULTS RULE CULTURE

REFERENCE GUIDE – PART II

Participant Guide Page 18

- 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:
 4. Tell yourself the truth – value candor and honesty.
 5. Learn, grow, and adapt.
 6. 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.

Results Rule! Part II Wrap Up

Participant Guide Pages 19—21

Time and Materials Needed:

4. 20 minutes
5. PowerPoint® Slides #37 - 38

Session Administration Details:

- SAY: I want to thank you for your participation in this program. We have discussed a number of important concepts and actions that you can take to help your team build a culture that consistently delivers solid results.
- SHOW slide #37 and SAY: Please turn to page 19 of your Participant Guide.
- ASK participants to complete the MY COMMITMENTS exercise.
- ASK participants to share their commitments if time is available. You can ask for one or two volunteers, OR you can ask each participant to share at least one action they intend to take. The preference is to ask everyone for at least some contribution, but you should customize your approach based on the group dynamics and the time available.
- SHOW slide #38 and THANK participants again.
- ASK participants to complete the course evaluation and leave them when they are finished.
- COLLECT and REVIEW the course evaluations and leave your training room as you found it.

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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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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
I can do the following:	1	2	3	4	5
<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"> Discuss actions to focus the energy within my operation. 					
<ul style="list-style-type: none"> Discuss ways to improve relationships and build partnerships with my team. 					
<ul style="list-style-type: none"> Discuss ways to get everyone on my team to be open, honest, and candid about how to make our operation better. 					
<ul style="list-style-type: none"> Discuss ways to motivate and encourage others to change. 					
<ul style="list-style-type: none"> Discuss ways to promote personal accountability within my organization. 					
<ul style="list-style-type: none"> Discuss my plan to build a culture committed to delivering results in my operation. 					

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.