

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

Participant Guide Part I

Based upon the book by Randy G. Pennington
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PARTICIPANT GUIDE

PART I

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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 you with strategies and techniques you can use immediately to help your operation deliver results and stand out. The information in this course is based on a set of principles that can be adapted and applied to groups of any size in any industry or profession.

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

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

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

Results Rule!

PART I PRE-SESSION TEST

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

SESSION OBJECTIVES:

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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PROGRAM NOTES

THE IMPORTANCE OF CULTURE

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

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?

- A commitment to turning every customer encounter—for both internal and external customers—into an experience to remember. _____
- Everyone stepping up to make sure the work is done right the first time. _____
- Every person at every level of your team being responsible and accountable for meeting budgets, timelines, and commitments. _____

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?



PROGRAM NOTES

PURSUE THE BEST OVER THE EASIEST

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

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?

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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?

PROGRAM NOTES

FOCUS THE ENERGY

<p>There are three crucial actions you can take to focus your group's energy to deliver results:</p>	<ol style="list-style-type: none"> 1. Setting _____. 2. Refining _____. 3. Measuring _____ and _____.
<p>The best expectations are:</p>	<ul style="list-style-type: none"> • Clear and _____. • An extension of your _____ and _____. • Linked to something more than just the _____.
<p>Two places to go to learn about the best processes you should implement are:</p>	<ol style="list-style-type: none"> 1. Other _____. 2. Asking your _____ what they want.
<p>Asking people to work for a year—or even for six months—without receiving feedback on the performance is like asking them to</p>	<p>_____</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"> 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

DISCUSSION QUESTIONS

FOCUS THE ENERGY

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?



PROGRAM NOTES

LEVERAGE THE POWER OF PARTNERSHIPS

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

DISCUSSION QUESTIONS

LEVERAGE THE POWER OF PARTNERSHIPS

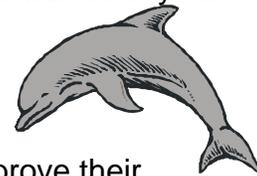
How would you rate the trust level on your team?

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

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

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?



BUILDING A RESULTS RULE CULTURE REFERENCE GUIDE – PART I

- The secret to your team consistently delivering amazing results is an intangible—it is the culture.

- You can identify a culture that delivers consistent results because of these three things:
 1. A commitment to turning every customer encounter into an experience to remember
 2. Everyone stepping up to make sure the work is done right the first time
 3. Every person at every level is responsible and accountable for meeting budgets, timelines, and performance standards

- Delivering results and building a great culture begins with a choice. That is because:
 - Choices define our actions
 - Actions form habits
 - Habits—over time—form our culture

- The three choices that were discussed in Part I of this program are:
 1. Pursue the best over the easiest
 2. Focus the energy
 3. Leverage the power of partnerships

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

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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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.