



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

Participant Guide Part II

Based upon the book by Randy G. Pennington
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PARTICIPANT GUIDE

PART II

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INTRODUCTION

Welcome to Part II of the Results Rule! DVD multi-media learning course. After completing Part I, you may find yourself saying:

“I get it—building a culture where everyone in my operation is committed to and focused on delivering results that set us apart is important. But, how do I make Results Rule! the mantra by which my team lives?”

That’s a great question, and we will give you ideas and strategies to do just that in this section of the course.

Remember that building an enduring culture takes work. And, the first step in making the change is to be completely honest about where you are and where you want to be. This section will also give you ideas on creating an environment where people continuously look for opportunities to improve and on increasing accountability at every level.

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 see and hear from a few of the leaders you met in Part I of the training course, and you will meet some new faces as well.

One final reminder: It is more important that you adapt the ideas presented here to your situation rather than adopting and implementing a specific tactic from another organization.

Enjoy Part II, and don’t forget to drop us an email at VideoTraining@resultsrule.com if you have questions or comments.

Results Rule!

PART II PRE-SESSION TEST

Let's do a quick assessment on your current knowledge about the ideas we will cover in Part II of this program.



True False

- | | | |
|---|-------|-------|
| 1. Organizations and individuals often avoid the truth about how they are performing and what they need to do to improve. | _____ | _____ |
| 2. An environment in which everyone feels that they can say what needs to be said is crucial to a culture that delivers results. | _____ | _____ |
| 3. A manager should be brutally honest with those who are not meeting expectations for performance or behavior. | _____ | _____ |
| 4. Fear is the best motivator to convince people to change. | _____ | _____ |
| 5. Most people are willing to speak up and tell the boss what they really think. | _____ | _____ |
| 6. Getting people away from the work they are performing to talk about what's going on in your operation is a good way to build candor and honesty. | _____ | _____ |
| 7. Most people will make the effort to change and grow in their jobs if given a good reason to do so. | _____ | _____ |
| 8. Holding discussions about performance that does not meet expectations is one of the most difficult parts of a leader's job. | _____ | _____ |
| 9. The most important person that a leader can hold accountable is themselves. | _____ | _____ |
| 10. The members of my team will never buy in to making the changes necessary for us to build a culture that delivers results. | _____ | _____ |

SESSION OBJECTIVES:

Section II 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 and discuss the current culture in your operation
- 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
- Prepare for and hold a conversation that promotes and reinforces accountability
- Identify situations where small challenges grow into large problems that affect how individuals and the team performs
- Discuss your plan to build a culture committed to delivering results in your operation

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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 _____. |
|---|

DISCUSSION QUESTIONS

TELL YOURSELF THE TRUTH

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?

What do you think gets in the way or makes it more difficult for managers to take these actions? What will it take for you to overcome these barriers?

PROGRAM NOTES

LEARN, GROW, AND ADAPT

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

DISCUSSION QUESTIONS

LEARN, GROW, AND ADAPT

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 examples of where you have seen this principle at work in either business or life away from work?

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?

This section ended with Randy Pennington saying that your employees want to know that you are willing to change—to learn, grow, and adapt.

What are the steps you can take to show your team that you are willing to try new ideas and create an environment where people are motivated to innovate and improve?

PROGRAM NOTES

SHOW THE COURAGE OF ACCOUNTABILITY

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

DISCUSSION QUESTIONS

SHOW THE COURAGE OF ACCOUNTABILITY

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?

DISCUSSION QUESTIONS

SHOW THE COURAGE OF ACCOUNTABILITY – CONT'D

The video described three things that must be accomplished in any conversation designed to build personal accountability:

1. Bring the issue to the individual's attention in a specific, behavioral, and non-threatening manner.
2. Gain agreement about the nature of the performance issue and the individual's responsibility for resolving it.
3. Look forward positively to what the person will do in the future to live up to their obligations and expectations.

The following actions will help you accomplish these goals:

| Action Steps | |
|---------------------------|---|
| Prior to the conversation | <ul style="list-style-type: none"> • Define the desired performance or behavior in specific, measurable, and action-oriented terms. • Define the existing performance or behavior in specific and factual terms. • Identify the good business reasons why the performance or behavior needs to change or improve. • Identify the logical consequences that an individual should expect if this type of performance or behavior continues. |
| During the conversation | <ul style="list-style-type: none"> • Open the conversation in a non-threatening manner such as "I need to speak with you about your performance," OR "There is something I need to discuss with you." • Describe the desired and actual performance. • Ask the individual for her/his agreement to resolve the issue. • If the individual does not agree, describe the good business reasons for improvement and ask for agreement again. If the individual still does not agree to be accountable, describe the logical consequences for continuing the behavior or performance. • Any time the person agrees to take responsibility, thank him/her and ask what they intend to do to live up to obligations in the future. |
| After the conversation | <ul style="list-style-type: none"> • Summarize the individual's agreement and commitment. • Document the issue and conversation using your organization's policy or procedure. |

DISCUSSION QUESTIONS

SHOW THE COURAGE OF ACCOUNTABILITY – CONT'D

CASE STUDY: Discussing Performance that Doesn't Meet Your Expectation

Think of a situation where one of your team members is not being accountable for performance. It can be something as easy as habitually coming to work late or as challenging as undercutting others to make it more difficult for everyone to succeed.

Remember not to use any person's name in the class. We want to maintain appropriate levels of confidentiality.

Please complete the following questions when you have identified the situation on which you want to work.

- **What is the nature of the performance issue?** Write the problem or challenge as you see it in not more than three sentences.
- **What specifically do you want the person to do?** Describe your expectations in specific, attainable, and measurable terms.
- **What is this person actually doing?** Be as specific as possible. For instance, say: "Joe has been late by at least 10 minutes three times in the past eight weeks" rather than "Joe is always late."

DISCUSSION QUESTIONS

SHOW THE COURAGE OF ACCOUNTABILITY – CONT'D

- **What is the impact of this performance or behavior on your team and its ability to deliver consistent results?** What are the good business reasons why this person needs to be accountable?
- **What are the logical consequences this person should expect if the performance or behavior continues?** Don't immediately jump to termination as a consequence. That might occur, but there are probably other consequences as well—such as loss of respect from team members or limiting the ability to be promoted.
- **What other factors should you consider in determining your course of action?** For instance, is this a major or minor problem? Has the individual been a good performer over a long period of time, or has she/he had other performance challenges? How have you and others in your organization handled this type of performance challenge in the past?

Congratulations! You have now completed the preparation necessary to hold a discussion designed to build individual responsibility and accountability. Find a colleague in the class and review your responses. Give each other feedback on how to improve and discuss how you would handle this conversation.

BUILDING A RESULTS RULE CULTURE REFERENCE GUIDE – PART II

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

PART II 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. 3D Vision—Denial, Distortion, and Delusion—often prevents organizations and individuals from seeing the truth about how they performing and what they need to do to improve. | _____ | _____ |
| 2. Leaders must create an environment in which everyone feels that they can say what needs to be said is crucial to a culture that delivers results. | _____ | _____ |
| 3. A manager should be brutally honest with those who are not meeting expectations for performance or behavior. | _____ | _____ |
| 4. Fear is the best motivator to convince people to change. | _____ | _____ |
| 5. Most people are willing to speak up and tell the boss what they really think. | _____ | _____ |
| 6. Getting people away from the work they are performing to talk about what's going on in your operation is a good way to build candor and honesty. | _____ | _____ |
| 7. Most people will make the effort to change and grow in their jobs if they can see the cookies on top of their refrigerator. | _____ | _____ |
| 8. Holding discussions about performance that does not meet expectations is one of the most difficult parts of a leader's job. | _____ | _____ |
| 9. The most important person that a leader can hold accountable is themselves. | _____ | _____ |
| 10. The members of my team will never buy in to making the changes necessary for us to build a culture that delivers results. | _____ | _____ |

MY COMMITMENTS

Based on what I learned in this session, the biggest gaps between how I would like to perform as a leader who consistently delivers results and my current performance are:

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

1. _____

2. _____

3. _____



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PART II 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 and discuss the current culture in my operation. | | | | | |
| <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"> Prepare for and hold a conversation that promotes and reinforces accountability. | | | | | |
| <ul style="list-style-type: none"> Identify situations where small challenges grow into large problems that affect how individuals and the team perform. | | | | | |
| <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 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.