

GETTING RESULTS THROUGH OTHERS

The Art of Developing & Managing Your Most Valuable Resource

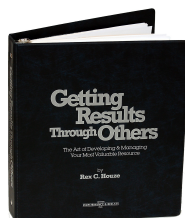
Program Overview

Getting Results Through Others is the key to growth, productivity improvement, and profit. Anyone who manages or supervises others will benefit from the action-packed ideas in this program. Participants will learn to improve productivity, motivate people to produce, delegate, and build a high-performance team.

Session Overview

Helping Team Members be Productive

- Defining Productivity
- Managing Versus Doing
- Problems That Prevent Optimum Productivity
- Five Ingredients for Improving Productivity
- Principles for Helping People Produce Desired Results
- Characteristics of Effective Managers
- Getting People to Follow Your Lead
- Developing Personal Accountability
- Instill the Pursuit of Excellence in Your Team Members



Communicating Effectively

- Communication Factors
- Intent versus Impact
- Barriers to Effective Communication
- How to Improve Communication
- The Answers Are in the Questions
- The Role of Words, Questions, and Phrasing
- Principles of Asking Effective Questions
- The Role of Active Listening
- Levels of Listening
- Empathy/Ego Balance
- Dealing with Negative People and Resistance
- Dealing with Criticism
- Success is Dependent on Relationships

Activity and Results

- The Relationship Between Behavior and Results
- The 80/20 Rule
- High Payoff Activities
- Using Time Effectively
- Encourage Change
- Keeping Score for Greater Success
- How to Know What to Keep Score On
- Scorekeeping Principles
- Using Delegation to Get Results Through Others
- Benefits of Effective Delegation
- Basic Rules of Delegation
- Steps to Effective Delegation
- Levels of Delegation

Clarifying Goals and Expectations

- Change the Way People Think to Achieve New Goals
- Clarify Expectations to Improve Performance
- Eliminate "Mutual Mystification"
- Goals are the Key to Productivity Improvement
- Why People Resist Setting Goals
- The Goal Setting Process
- How to Keep the Goals Process Alive
- Helping Team Members Become Goal Directed
- The Importance of Balance
- Communicating Goals to Your Team

Motivating People to Produce

- The Bottom-line of Motivation



- The Importance of Attitude in Motivation
- Developing a Motivational Environment
- Principles of Effective Motivation
- Create "Want to" Versus "Have To"
- The Proper Use of Authority
- Frequent Feedback Prevents Problems
- Types of Feedback
- Gaining Commitment
- Positive Confronting
- Confrontation versus Criticism

Training Techniques that Work

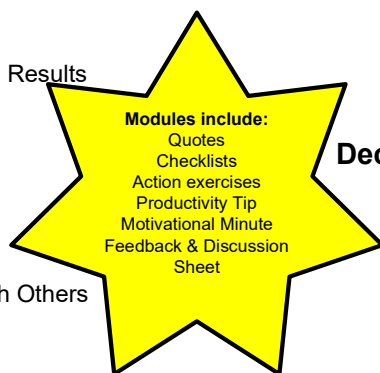
- The Role of Knowledge, Skill, and Talent
- The Role of Teaching and Coaching in Training
- Stages of Learning
- Help Team Members Develop Their Talents
- Reduce Interference to Improve Performance
- "No News" Kills Behavior
- Taking Disciplinary Action
- Types of Disciplinary Action
- Inspect What You Expect

Decision Making & Problem Solving

- The Power of Decision Making
- Deciding How You'll Decide
- Defining Problems
- Dealing With People Problems
- Principles for Dealing With People Problems
- The Six-step Process for Dealing With People Problems
- Root Cause Analysis
- Problem Solving Procedure
- Problem Prevention

Creating Synergistic Teamwork

- Barriers to Effective Team Performance
- Huddles
- Building a High-Performance Team
- Develop an Abundance Mentality
- Focus on Strengths
- Celebrate Diversity
- Summary



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