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*Notes for review, reinforcement and continuous learning*

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*Notes for review, reinforcement and continuous learning*

## **LESSON ONE**

### **Leading from the Front – Secrets of Top Leaders**

Leadership today is one of the most pressing needs of our nation and of our civilization. We need more and better leaders to enable each of us, our organizations, and our country to survive, to thrive and to move toward the fulfillment of all our possibilities and potentials.

- 1) Leaders are made, not born. There may be natural born leaders, but there are so few of them, that they make no difference in the great scheme of things.
- 2) Leaders have a sense of mission, an overarching vision of something greater, bigger beyond and outside of themselves.
- 3) Leaders have goals that excite and inspire people.
- 4) A visionary goal unifies people into a cohesive, capable team.
- 5) The best goal is one that aims to accomplish something great, to “be the best.”
- 6) Action orientation: Leaders are innovative, entrepreneurial, and forward-thinking.
- 7) Leaders move quickly when opportunity presents itself.
- 8) Courage: The willingness to make hard decisions and take firm action.

- 9) Offensive strategy: Leaders move to engage the competition (the enemy) in the marketplace, rather than waiting for the competition to come to them.
- 10) Courageous patience: Leaders have the courage to “stay the course” when the going gets tough and when their outcome looks uncertain.
- 11) Strategic thinkers: Leaders are continually thinking through and planning their next moves and the consequences of those moves. Leaders think before acting; they consider all the possible consequences of a decision.
- 12) They can react quickly to changes in the situation; they remain flexible.
- 13) Leaders have the ability to inspire and motivate, to elicit emotion from their followers.
- 14) Leaders inspire trust and confidence in themselves and their mission by believing in themselves and in their followers.
- 15) Leaders are committed to victory and to ultimate success.
- 16) Leaders never use the word “failure;” instead, they use expressions like, “learning experiences.”
- 17) Leaders encourage and inspire everyone around them to think in terms of success.
- 18) Leaders are excellent communicators; they know how to get their mission across.

- 19) Leaders are excellent low-pressure sales people; they're always selling their ideas and their views of the situation.
- 20) Leaders put meaning and purpose into their work.
- 21) They focus attention on why people are doing what they are doing.
- 22) They make the customer, internal or external, the focus of attention.
- 23) Leaders are always visible, always in the field, close to the action.
- 24) They get regular, timely information through continuous interaction with their people.
- 25) Leaders have the ability to bring together and field winning teams.
- 26) Leaders surround themselves with good people – the best they can find.
- 27) Leaders have a commitment to excellence and personal pride in themselves and their organizations.
- 28) Leaders are always results-focused rather than activity-focused.
- 29) Leaders have an intense desire to lead; they see themselves as the leaders in every situation.
- 30) Leaders have high levels of self-esteem and positive self-images; they see themselves in favorable terms in relation to others.
- 31) Leaders have high levels of self-honesty; they're willing to be real, to be themselves, and to be natural with others.

- 32) Leaders are excellent role models; they set a good example in their behavior and their conduct.
- 33) Leaders take responsibility for keeping themselves motivated by setting higher goals, and by striving to exceed their previous levels of accomplishment.
- 34) Leaders are primarily self-made; they never stop growing and developing themselves.
- 35) They work to build on their strengths, to make themselves better and more effective.
- 36) Leaders are excellent at eliciting the cooperation of others.
- 37) They identify the key people, inside and outside their organizations, whose help or influence might be needed.
- 38) Leaders lead by consensus, rather than by command or demand.
- 39) They recognize that a person's commitment to a goal is in direct proportion to his or her participation in setting it.
- 40) The best leaders spend 50% or more of their time listening carefully when others speak.
- 41) They listen without interruptions or distractions – from telephones or drop-in visitors.
- 42) Leaders possess high integrity; they keep their promises to their followers and to everyone else.

*Notes for review, reinforcement and continuous learning*

## LESSON TWO

### **Managerial Excellence – Achieving Superior Results**

An excellent manager is someone who achieves superior results by getting the very best out of himself or herself and the people entrusted to him or her.

Management, however, is an inexact science; there are no answers that are right all the time. But there are some powerful methods and techniques that work most of the time, based on years of experience. If you use these ideas regularly, you can be more effective and achieve far greater results than ever before.

- 1) The starting point of managerial effectiveness is asking and answering the right questions, over and over.
- 2) Why are you on the payroll?
- 3) What specific, measurable results have you been hired to achieve?
- 4) What can you – and only you – do, that if done well, will make a real difference?
- 5) And the most important question of all: What results are expected of you?
- 6) Define your key result areas clearly. These are your most significant areas of potential contribution.

- 7) The KRAs of business are: Customer needs, economics, quality, productivity, innovation, people growth, and organizational development.
- 8) You must set standards of performance (SOPs) for each job, for each function in your area of responsibility.
- 9) Standards of performance must be the basis for rewards, recognition and advancement.
- 10) What gets rewarded gets done.
- 11) Concentrate your powers; apply the Pareto Principle, the 80/20 Rule, to your work at all times.
- 12) Key question: What is the most valuable use of your time right now?
- 13) Increase your output by making incremental improvements in each of the vital functions of management.
- 14) The seven vital functions of management are: Planning, organizing, staffing, leading, communicating, decision making and controlling.
- 15) Manage by objectives to increase your output and build your subordinate is self-confidence and confidence.
- 16) Agree on the results expected and how results will be measured.
- 17) Leave a team member free to do the job; review progress at prearranged times.



- 18) Use *management by exception* as an excellent time saver and a people builder.
- 19) Only require your employee to come back to you if the job is not on schedule and on budget.
- 20) Delegate effectively to expand your work from what you can do to what you can control.
- 21) Build peak performers by treating people so that they feel terrific about themselves and their relationships with their superiors.
- 22) To enjoy their work, people need: Challenge, freedom, respect, control, success experiences and positive expectations.
- 23) Leverage the quality and quantity of your output relative to your input so that you can multiply your productivity as a manager.
- 24) Batch your tasks. Do things you are better at. Teach, train and delegate to others. Do more important things. Simplify your work.
- 25) Take the time to hire the right people in the first place.
- 26) Describe the job in writing in terms of the results expected. List the skills and personal qualities required for the job. Remember that past performance is the best indicator of future performance.
- 27) Learn how to fire and get rid of the wrong people for your business.
- 28) Firing is the most stressful job in management, but if you cannot fire incompetent people, you cannot be successful.

- 29) Zero-based thinking: Is there anyone working for you who, knowing what you now know, you would not hire back again today?
- 30) Hold meetings that are effective, efficient and productive.
- 31) Meetings are an unavoidable necessity of organizational life; they must be made effective.
- 32) Always have an agenda. Start and stop on time. Ask for closure and a decision on each item before moving on.
- 33) Learn how to build team spirit, commitment and motivation.
- 34) Mutually establish an overarching goal or mission for the unit; something challenging.
- 35) Encourage a climate of harmony, goodwill and open communication.
- 36) Develop the ability to make good decisions quickly.
- 37) Decisiveness is a key quality of effective managers.
- 38) Clearly define the problem in writing; clarity is essential.
- 39) 80% of all decisions should be made when the questions come up.
- 40) Often, any decision is better than no decision at all.
- 41) Remove the obstacles and limit the steps to getting the job done.
- 42) Identify the constraints that set the speed at which you complete the job. Focus your intelligence and energy on removing the key constraints.

- 43) Become a role model; set the standard for the entire work unit.
- 44) Demonstrate good work habits. Practice good time management. Demonstrate a sense of urgency. Continually ask, *“What kind of a company would my company be, if everyone in it were just like me?”*
- 45) Hold regular brainstorming sessions with your staff to solve problems and generate innovative solutions.
- 46) The ideal number is 4 - 7 people; the ideal time is 15 - 45 minutes.
- 47) Managers are involved in a continuous process of negotiating conflicting interests and views; your job is to become excellent at this process.
- 48) 85% of managerial success is contained in the manager’s ability to communicate effectively with others.
- 49) Learn to sell your ideas to others; develop the ability to persuade others to your point of view.
- 50) Dedicate yourself to becoming an absolutely excellent manager throughout your career.
- 51) Set standards of excellent performance everywhere in your area of responsibility.
- 52) Encourage, reward and recognize quality work.
- 53) Practice, practice, practice. Every excellent manager was once a poor manager who learned these skills and practiced them over and over.

*Notes for review, reinforcement and continuous learning*

## LESSON THREE

### Strategic Planning – Vision, Values, Mission and Goals

The ability to set and implement business strategy is the key skill of leadership. It determines everything else that happens within the organization. With a clear strategy, you can accomplish vastly more than a competitor with a vague or unclear strategy.

- 1) There are seven military principles of strategy that were practiced by Alexander the Great at the Battle of Arbela in 323 BC.
- 2) The strategies that lead to victories on great military battlefields are the same strategies that lead to victories on a competitive business battlefield.
- 3) **Objective:** You need a clear vision of what you want to accomplish and why.
- 4) **Offensive:** Great generals initiate the attack and thereby take control of the battle. They are active versus passive.
- 5) **Concentration of force:** The best leaders are able to concentrate their resources to achieve their most important objectives.
- 6) **Economy:** Leaders accomplish their business goals with the least expenditure of men and resources.

- 7) **Maneuver:** Leaders remain flexible and fluid, and shift direction when the situation changes. They are flexible.
- 8) **Surprise:** Look at doing something completely new, different, or unexpected from that of your competition.
- 9) **Exploitation:** Once you achieve a business or market breakthrough, throw all your resources into exploiting this opportunity before your competition catches on.
- 10) There are four reasons for setting business strategy.
- 11) First, to increase return on equity invested; to organize and reallocate your resources to increase your bottom line profitability.
- 12) To reposition yourself relative to your competitors.
- 13) To capitalize on your strengths and opportunities; take advantage of changes in your marketplace.
- 14) To form a basis for making action decisions; all strategy must lead to immediate action.
- 15) Whenever you must rethink the direction of your organization, there are five questions that you must consider.
- 16) Where are you now? What is your current situation?
- 17) How did you get to where you are? What were the factors and decisions that led to your current situation?

- 18) Where do you want to go from here? Could you describe your ideal desired business goals and outcomes?
- 19) How do you get from where you are to where you want to go? What are the steps that you must take?
- 20) Finally, what additional knowledge, skills or resources will you require to achieve your strategic objectives?
- 21) All the people necessary for carrying out the strategy should be involved in the strategic planning session and process.
- 22) The corporate mission is a clear definition of why the company exists. It describes the values and purposes that guide decision making at every level of the company.
- 23) What does the company stand for and believe in? What are its values?
- 24) Clear values guide decision making throughout the company.
- 25) Describe and define the ideal reputation you desire for your company. Determine your driving force, the single factor that determines the scope of products and markets for your company.
- 26) The driving forces may be: Products or services offered; market needs; technology; production capability; method of sales; method of distribution; natural resources; size and growth goals; return and profit goals.

- 27) Concentrate the strengths of your organization in such a way so that you can achieve the maximum advantage in a competitive marketplace.
- 28) Use zero-based thinking as a critical management tool for evaluation of the past, present and future of the business.
- 29) Knowing what you now know, if you had to do it over again, what products or services, markets or agreements, would you not enter into again today?
- 30) Knowing what you now know about your people, if you had to do it over again, which of them would you decide not to hire?
- 31) Every strategic decision requires the investment of money, time and resources.
- 32) What business areas should you be getting into, or getting out of?
- 33) *Crisis anticipation* is the ability to think ahead and anticipate negative events that may threaten the health of the enterprise.
- 34) What is the worst possible thing that could happen to any external environment in terms of the future of your business? What is the worst possible thing that could happen internally that could threaten the survival of your enterprise?
- 35) What steps could you take right now to guard against a potential future crisis?

- 36) Use the four boxes of the market share / market growth matrix to analyze the strengths and weaknesses of your various products and services.
- 37) *Cash cows* are products or services with high market share but limited possibilities for market growth.
- 38) *Stars* are products or services with high market share and high market growth rates.
- 39) *Question marks* are products or services that are growing at the same rate as the market is growing, but are not particularly profitable.
- 40) *Dogs* are products or services with low market share, low market growth, and low potential.
- 41) Group your products and services into separate strategic business units (SBUs). Each SBU requires its own strategic plan and mission statement.
- 42) Choosing your strategy means choosing whom you will compete against.
- 43) Be clear about your financial objectives for a market share, market growth, sales, and profitability.
- 44) Who or what is your competitor for these various objectives?
- 45) There are five strategic areas for consideration for each product grouping and for each strategic business unit.



- 46) **Markets:** What products or services will you offer and where will you offer them?
- 47) **Finances:** How much money will you need, and where will you get it?
- 48) **People:** How do you find the people you require? Develop them? Promote them? Pay them? Replace them?
- 49) **Technology:** What new, better, cheaper or more efficient technology will you require, and how will you acquire it?
- 50) **Production:** What quality standards will you set? Where will you produce your products? What cost controls will you put in place?
- 51) Use the Strategy / Operations Matrix to run your business with greater efficiency and effectiveness.
- 52) Answer the four important strategic questions on a regular basis.
- 53) What is your business? What exactly do you do? Why do you do it?
- 54) What *will* it be? If we continue in our current direction, what will our business look like in 5 years? What *could* it be? What are the potentials and possibilities for our business? What *should* it be? What are the potentials and possibilities inherent in the future?
- 55) There are four bottom line financial objectives of setting strategy.
- 56) Return on equity invested in the business.
- 57) Return on investment, or before-tax profitability.

- 58) Return on sales. What is your objective?
- 59) Net profit goals. What is your objective?
- 60) There are three major strategies for profitability, based on studies of more than 600 companies.
- 61) Companies with a market perception of *higher quality* are more profitable.
- 62) Companies with a market perception of excellent customer service are more profitable.
- 63) Companies having market leadership are more profitable.
- 64) Quality leadership is an indispensable key to long-term success in the marketplace.
- 65) Why does your customer buy from you?
- 66) Why does your customer buy from your competition?
- 67) What do you have to do to be perceived as the quality leader in your market?
- 68) There are four central concepts in strategic planning.
- 69) **Specialization:** Find and achieve excellence in a specific and profitable niche.

- 70) **Differentiation:** Determine your area of uniqueness. In what tangible and intangible ways are you different from and superior to your competition?
- 71) **Segmentation:** To what specific customers, and in what specific markets, are the answers to the two questions above the most valuable?
- 72) **Concentration:** Bring all of your powers and resources to bear on achieving market dominance in your chosen niche.
- 73) The companies and executives that succeed in a dynamic marketplace are invariably those who have the clearest vision of who they are, what they stand for, where they are going and how they are going to get there.

*Notes for review, reinforcement and continuous learning*

## LESSON FOUR

### Magical Marketing – Getting More Customers

Marketing is the art and science of determining what your customers and future customers really want, need, can use and are able to afford – and then helping them to get it by creating and structuring your products or services in such a way that they satisfy the specific needs of the customers you have identified.

The primary reason for the success or failure of a business is the success or failure of the marketing effort. Business success is the ability to attract new and better customers in a steady, predictable and profitable way.

- 1) The purpose of a business is to *create and keep a customer*; profits are the results of creating and keeping customers in a cost-effective way.
- 2) The purpose of marketing is to *differentiate* your product or service from your competitors, in the hearts and minds of your customers.
- 3) Create utility and satisfy the needs of your customers. What need of your customers does your product or service satisfy?
- 4) Bring your products or services into the price range of your customers.
- 5) Adapt to the customer's reality, social and economic needs.
- 6) Make it easy for your customer to buy, and buy again.

- 7) Deliver what represents true value to the customer, as the customer defines it. What represents true value to your customers?
- 8) There are three key questions for market planning: 1) Is there a market? 2) Is the market big enough to make it worth pursuing? 3) Is your market concentrated enough?
- 9) Successful marketing is based on careful analysis and accurate answers to market research and market intelligence questions.
- 10) What is the demographic profile of your customer? (Age? Education? Interests? Income? Family profile? Etc.)
- 11) Where is your customer located?
- 12) How does he or she purchase your product or service?
- 13) Why does he or she buy your product or service?
- 14) What value does he or she see?
- 15) People buy products and services to satisfy needs, to relieve a “felt dissatisfaction.”
- 16) People buy products or services to improve their conditions in some way, to achieve a state of greater satisfaction.
- 17) People buy *benefits*, not products. What benefits does your product or service offer your customers?
- 18) People buy *solutions* to their problems. What problems do your products or services solve for your customers?

- 19) People buy products to save money or time, or to gain money or time. How does your product or service save or gain time or money for your customers?
- 20) People buy the *feeling* that they anticipate enjoying as a result of owning or using your product or service. What emotion does your product or service offer to satisfy?
- 21) Competitive analysis is the starting point of differentiating your product or service from all others.
- 22) Who or what is your competition?
- 23) Why *don't* people buy your product or service in the quantities you desire?
- 24) Why do customers buy from your competition? Why are they *not* buying from your competition?
- 25) Why would or should your potential customers switch from what they are using now to your product or service?
- 26) The purpose of marketing is to create perceptions of *unique added value* in the minds of your customers.
- 27) Every product and service offering must have some clear, distinct, competitive advantage in the marketplace.
- 28) How is your product or service different from or better than any other similar product or service offered in your marketplace?

- 29) What could be your competitive advantage?
- 30) What is your *unique selling proposition*?
- 31) Discovering, developing, promoting your “uniqueness” is the key to market leadership and to superior profitability.
- 32) Sales and marketing strategy means choosing who you will compete against and on what basis.
- 33) What are the strengths and weaknesses of your product or service relative to those of your competition?
- 34) What do you have to do differently to survive, grow and succeed?
- 35) Choosing your area of competitive advantage means choosing your competitor.
- 36) The actions and reactions of your competitors determine your growth, market share, and profitability.
- 37) How can you utilize your strengths to gain a superior position in the marketplace?
- 38) The effective marketing plan begins with you clearly determining the four parts of the marketing mix: **Product, Place, Price, and Promotion.**
- 39) Successful marketing is based on accurate determination of the correct marketing mix.
- 40) A single change in one element of the marketing mix can change your sales results immediately.

- 41) “Firstest with the mostest” is an excellent market strategy for a new product or service with a distinct competitive advantage.
- 42) This aims at market leadership from the first day.
- 43) A good strategy is “hitting them where they ain’t.”
- 44) Do something different and unexpected in the existing marketplace.
- 45) Learn from your competitors and do them one better.
- 46) Add something new to your existing product or service that increases value and changes customer perceptions of your company.
- 47) Find a small market that you can dominate by being the high-quality, unique supplier.
- 48) Offer a product or service that everybody needs to be in a particular business.
- 49) Offer a unique product or service that dramatically improves the speed or quality of the work of others.
- 50) Successful marketing places the customer at the center of all planning and decision-making.
- 51) Stay close to the customer; develop an obsession with customer service.
- 52) Focus on customer satisfaction; use continual personal contact and market research.



- 53) Positioning your product in the market relative to your competition is the key to rapid growth.
- 54) How do you want your product, service or company to be viewed and to be talked about by your customers?
- 55) How can you position your product or service to stand out from the products or services of your competitors?
- 56) There are several questions you can ask for creative marketing and growth strategies.
- 57) How could you sell more of your existing products or services in your existing markets?
- 58) What new products or services could you sell in your existing markets?
- 59) What new markets could you find or develop for your existing products or services?
- 60) What new products or services could you develop for new markets?
- 61) In what other ways can you sell your product or service?  
There are 24 different ways to move a product or service into the market. Most companies use only one or two.
- 62) Look upon your company as a bundle of resources that has the capacity to produce a variety of products and services and sell them to a variety of customers in a variety of markets.

- 63) Distribution channels are often more important than products. It is often a good strategy to design products and services that fit existing distribution channels rather than vice versa.
- 64) What additional products or services can you sell via your existing distribution channels?
- 65) What additional distribution channels could you develop for your existing products or services?
- 66) What new products or services could you sell through new distribution channels?
- 67) You can reduce your product development cycle by 75% by doing market testing for fast feedback.
- 68) Develop a bias for action.
- 69) Avoid paralysis by analysis.
- 70) Instill a sense of urgency at all levels.
- 71) Ask a customer what he or she thinks about your product or service idea.
- 72) The only real test is a market test.
- 73) Only real, live customers can tell you if your product or service offering is appropriate.
- 74) The essence of successful marketing is contained in four concepts.

- 75) **Specialization:** Pick a product or service that you can produce in an excellent fashion.
- 76) **Differentiation:** Make your product or service stand out from your competitors on the basis of quality, utility, service, beauty or something else.
- 77) **Segmentation:** Aim your product or service at those market niches that will pay the most for your unique selling proposition and your special competence. What are the most profitable markets for your product or service?
- 78) **Concentration:** Focus all of your efforts on achieving market domination in your chosen market segment with your differentiated product or service that specializes in a particular area of customer utility.
- 79) All market strategy is aimed at increasing profitability by doing the right things first.

*Notes for review, reinforcement and continuous learning*

## LESSON FIVE

### **Building Peak Performers – The Magic of Motivation**

The greatest untapped national resource and the most expensive in any organization is people. It is estimated that the average person works at less than 50% of capacity. In a recent confidential study of managers, only 5% felt that they were producing at full capacity.

- 1) Ninety-five percent of your success as a manager will be determined by selecting the right people in the first place.
- 2) Hire as much for attitude, personality and character as you do for job skills. Take your time in hiring. Apply the **Law of Three**. Interview at least three candidates, at least three times, under at least three different sets of conditions.
- 3) Get rid of difficult people. They poison the attitudinal climate and demotivate others.
- 4) Start them strong; new employees are the most willing and open to positive influences. People like work that is challenging, interesting and suited to their individual talents and abilities. Communicate clear expectations. People need to know what you expect of them.
- 5) People want to feel like winners, and this is a key job of managers.
- 6) People need clear goals to aim for.

- 7) Set measurable performance standards, and mutually agree upon them.
- 8) Set deadlines for all assignments. Inspect what you expect.
- 9) Use participative management as a tool to build involvement, commitment, loyalty and ownership of the task.
- 10) Hold regular meetings to discuss the job – work in progress, work to be done.
- 11) A person's commitment to quality work is in direct proportion to their involvement in setting the goals and standards in the first place.
- 12) The three basics of motivation are recognition, rewards, and reinforcement.
- 13) Excellent performance must be the sole basis for recognition, rewards and reinforcement.
- 14) Manage by values – tell people why they are doing what they are doing.
- 15) Explain how the work benefits others and contributes to their lives and work.
- 16) Give people the “big picture;” always explain the reason for a job or task.
- 17) Use Management by Objectives (MBO) with competent staff members.

- 18) Specify the desired outcome of the task, not the specific process to be followed.
- 19) Leave the staff member free to determine the method and approach.
- 20) Management by exception is a valuable management tool to be employed at every opportunity.
- 21) Only require reporting when something goes wrong – a problem arises or a schedule cannot be met.
- 22) According to the Pareto Principle, 80% of the value of what you do comes from 20% of your activities.
- 23) Focus on the vital few tasks, rather than the trivial many.
- 24) Set clear priorities on work for your staff so they are always working on what represents the most valuable use of their time.
- 25) A key management responsibility is teaching and training your staff to do their jobs.
- 26) Your job is to grow people by teaching, guidance and feedback.
- 27) A positive self-concept is the key to peak performance. To have positive self-concepts, employees need seven things.
- 28) **Challenge:** Give people jobs that make them stretch.
- 29) **Autonomy:** Give people sufficient autonomy to work without close supervision.

- 30) **Control:** Set regular times for review and feedback.
- 31) **Listen:** Even if you don't act on them, listen to others' opinions.
- 32) **Warmth:** Treat people in a friendly manner.
- 33) **Success experiences:** Give people jobs that they can perform successfully at their levels of experience.
- 34) **Positive expectations:** Continually tell people that you believe in them and that you expect them to do well.
- 35) Make an organization-wide commitment to excellence; practice the "zero defects principle."
- 36) Set high standards of quality for everyone; reward and recognize quality work at every opportunity. The quality circle is a Japanese technique that is very effective if used sincerely and consistently with support from top management.
- 37) Staff members meet weekly to discuss possible ways of improving their work.
- 38) The quality team is composed of peers who select their own leader for the group.
- 39) The group requires specific questions and problems that demand concrete, practical answers.
- 40) The group leader reports on agreed upon recommendations to management.

- 41) Brainstorming is one of the fastest ways to unleash creative thinking and build motivation in the organization.
- 42) A brainstorming session should be led by the manager once per week.
- 43) The ideal group size is four to seven people, and 15 to 45 minutes in length.
- 44) Pose a question and focus on the quantity of ideas rather than the quality.
- 45) Brainstorming releases a torrent of good ideas. It builds involvement, commitment, loyalty, creativity and enthusiasm.
- 46) The Winning Edge Theory: Certain areas of competence have an inordinate impact on overall performance.
- 47) Small marginal differences in competence can translate into enormous differences in results.
- 48) Identify key result areas, and focus attention on superior performance in these areas.
- 49) Concentration on a few critical areas is the key to success.
- 50) Continuous training and education is the key to high performance, motivation, enthusiasm and commitment.
- 51) There is an estimated 30 to 1 payoff in improved performance and profitability from proper training.



- 52) Continuous personal and professional growth is the most dependable motivator of human behavior.
- 53) Become a guide, a counselor to younger employees by becoming a mentor.
- 54) Individual attention by a senior person is a major motivator of performance.
- 55) Lead by example: A powerful way to motivate staff members is to be the kind of person they admire and respect.
- 56) Listen to your staff: The average manager spends 60% or more of his time in conversation with staff members and superiors.
- 57) People need to communicate their thoughts and feelings to their bosses.
- 58) Listen attentively; don't allow interruptions.
- 59) Listening builds trust between two people.
- 60) The Friendship Factor: Friendship is the key relationship quality that leads to peak performance.
- 61) The quality of the relationship between the employer and the employee is the key determinant of motivation and performance.
- 62) The Friendship Factor is based on the three Cs: Consideration, Caring, and Courtesy.

- 63) **Practice Golden-Rule Management:** Treat people the way you would like to be treated by your superiors.
- 64) By continually striving to create a high self-esteem, constructive work environment, you build yourself into a high performance personality.
- 65) Your success as a manager will be determined by your ability to elicit extraordinary performance from people; your ability to build a winning team by motivating others to give their very best toward the achievement of the goals of the organization.

*Notes for review, reinforcement and continuous learning*

## **LESSON SIX**

### **Finding and Keeping the Best People**

Hiring and firing are two of the most important tasks of the manager, the person who has to get results through others. The first is complex and difficult; the second is stressful and difficult. Both sets of skills must be learned through study and experience if a manager is to contribute his full potential to the organization.

- 1) The selection process is the key to your success and the success of your company.
- 2) 95% of the success of any enterprise is determined by the people chosen to work in the enterprise in the first place.
- 3) Hiring is an art; it cannot be rushed. You must take your time in making hiring decisions.
- 4) Poor selection is very expensive; your lost time, your lost money, and your lost productivity.
- 5) Before you start a search for a new employee, take time to think through the job carefully.
- 6) What are the output responsibilities of the job?
- 7) What results are expected of the person to be hired?

- 8) What is the person expected to accomplish, day in and day out?
- 9) What skills will the ideal candidate be required to have?
- 10) Writing the job description: Stand back and think through what the individual will be doing from the time he or she starts in the morning until the time he or she finishes in the evening.
- 11) Set priorities on the job requirements from very important to not so important.
- 12) Write out a clear, detailed description of the ideal candidate for the position.
- 13) Finding suitable candidates: You need to generate a sufficient number of suitable candidates from which to choose.
- 14) Start by conducting an internal search. Make the position available to existing staff.
- 15) Personal contacts: Your own and those of others. Ask your existing staff if they know anyone who would be suitable.
- 16) Use executive recruiters and placement agencies.
- 17) Use Internet ads, Craig's List, Monster.com, Careerbuilder.com and specialized websites for specialized jobs.
- 18) Plan the interviewing process and the interviewing sequences in advance, before you meet with the first candidate.
- 19) Write out and follow a logical sequence in the interview.

- 20) Put the candidate at ease by telling him or her that this is just an exploratory interview.
- 21) Look for achievement or results-orientation, intelligent questions, willingness to work hard, and a sense of urgency.
- 22) Apply the Law of Three: Interview at least three candidates for any job, interview the candidate you like at least 3 times, and in at least three different locations.
- 23) Past performance is the very best predictor of what the candidate is likely to do in the future.
- 24) Hire based on proven past performance only.
- 25) Do not expect to hire and train an inexperienced person for a new and important job. This is high-risk policy for any but the largest and richest firms.
- 26) Checking resumes and references is an essential part of the hiring process.
- 27) Resumes: Look for simplicity, honesty. Focus on accomplishments and achievements. Check references by phoning personally, asking about strengths and accomplishments, and any weaknesses the candidate might have.
- 28) You can always ask, "Is there anything else I should know?"
- 29) The "family member method" of selection works excellently for many positions.

- 30) The corporate climate, and the people mix, play a vital part in a new employee's future performance. Will he or she fit in?
- 31) Would you invite him or her home to have dinner with your family?
- 32) Would you put your son or daughter to work under this person?
- 33) Do you genuinely like this person?
- 34) Would you want to be working with this person over the next 20 years?
- 35) The best predictor of success is self-selection. That is, the candidate concludes that he or she really wants to work for you and your company.
- 36) Always ask, "Why do you want to work here?"
- 37) Ask the candidate, "Specifically, how do you feel you could contribute to this company?"
- 38) How to negotiate salary: Get the very best person at the very best possible price for the company.
- 39) Ask around and determine what the job is worth in the current market.
- 40) Determine how much you can afford to pay for someone in this position.
- 41) Ask the candidate, "What do you feel this position is worth?"

- 42) Start the person at lower than requested but agree to increase his or her salary within 90 days, based on performance.
- 43) Whenever possible, specify that he or she will be on a ninety day probation or trial period.
- 44) Don't be afraid to pay well for talented people (you get what you pay for.)
- 45) Start them off strong: New employees require a "hands-on" approach to the new job.
- 46) Introduce the new employee around. Familiarize him or her with the company.
- 47) At the beginning either you or someone else should spend a lot of time with him or her.
- 48) Future performance is significantly improved when a new employee is started right.
- 49) Starting them strong: A new employee is eager, willing and ready to get into the new job and get going.
- 50) Give him or her lots to do: Work overload makes the job challenging and interesting.
- 51) There are a variety of problems that can arise that are not the fault of the employee.

- 52) Often problems are temporary, or passing, and are caused by external events.
- 53) Employee problems are often the fault of the company or the supervisor, or they result from misunderstanding.
- 54) The two key problems in the world of work are: 1) Lack of direction and 2) Lack of feedback.
- 55) There are five simple steps for improving performance.
- 56) Explain clearly what the new employee is expected to do.
- 57) Set measurable standards of performance for the job.
- 58) Never assume understanding; ask the employee to feed it back to you.
- 59) Give regular feedback on performance. "Feedback is the breakfast of champions."
- 60) Inspect what you expect – on a regular basis.
- 61) It is quite common for performance problems to arise in an employee's work or in a relationship in the office.
- 62) Discuss the problem in private, with the door closed.
- 63) Be specific. Give concrete examples of the problem you are discussing.
- 64) Hear him or her out; listen carefully to his or her side of the problem.
- 65) Agree together on how his or her performance is to change and by how much.



- 66) Monitor, follow-up, give feedback and additional help when necessary.
- 67) Keep adequate notes and records of the discussion. It is often best to have someone else sit in as a witness during a discussion with a problem employee.
- 68) There are two basic reasons for employee failure: 1) The employee is not motivated – for whatever reason; and 2) The employee is not competent.
- 69) Use zero-based thinking as a management tool to honestly evaluate your situation with regard to a problem employee.
- 70) Key question: If you had not hired this person, knowing what you now know about him or her, would you hire this person now?
- 71) If the answer is no, what steps can you begin taking immediately to correct this mistake?
- 72) When firing appears inevitable, be prepared to protect yourself and your company.
- 73) Prepare thoroughly. Whenever possible, get documentation to support the firing.
- 74) Review the firing interview scenario in your own mind. Then go over it with someone else. In advance, think through and prepare a severance package. Summon your courage; resolve to do what must be done, and then do it as soon as possible.

- 75) Firing is always stressful, but it is essential to the growth of an excellent organization.
- 76) Firing is best done in the morning on Monday, Tuesday, or Wednesday.
- 77) The best location is an office or meeting room other than yours.
- 78) Don't beat around the bush: Tell the employee that you are letting him or her go.
- 79) Tell the person that "He or she is not right for the job" or "The job is not right for him or her."
- 80) At all costs, protect the self-esteem of the individual. Firing can be very traumatic even if the employee neither likes nor wants the job.
- 81) Memorize the following paragraph: "You are a good person. You have done some good things here, but I no longer feel that this job is right for you, and I think you will be happier somewhere else."
- 82) Be Kind, empathetic, and firm. Be gentle. Do not hold out false hope.
- 83) The severance package should be designed to reduce the immediate trauma of losing a job.
- 84) The purpose of the severance package is to provide a financial cushion between jobs.
- 85) Usually the severance package is an amount of one week's pay per year of service. Anything more than that depends on your generosity.

- 86) If the separation is amicable, agree on a “cover story” to protect the person’s self-esteem.
- 87) If it is an acrimonious firing, insist that the de-hired employee clear out of the premises immediately, and supervise them until they leave the office.
- 88) The ZEN of Firing: Almost everyone gets fired at one time or another during the course of his or her career. And almost everyone has to fire someone in the course of his or her career.
- 89) Remember the law of sowing and reaping: What goes around comes around.
- 90) Practice the Golden Rule. De-hire others as you would like to be de-hired. Remember, most firings end up with the employee finding a better job at a better salary, quite to your amazement.
- 91) Hiring is vital to the success of your business.
- 92) Firing is very stressful, but it can be done, and it must be done, with grace and dignity. In both cases, the result will be that the individual and the company will be better off.

*Notes for review, reinforcement and continuous learning*

## **LESSON SEVEN**

### **Maximizing the Performance of Your Team**

#### **Delegating and Supervising**

Delegation is one of the essential skills of effective management.

Management has been defined as “getting results through others,” and that requires effective delegation of tasks, duties, and responsibilities to your staff. Your ability to delegate is crucial to your advancement and to your success in business.

Supervision is the skill set that enables you to assure that the job you have delegated is done on time and on budget. Both are essential. Both skills complement each other.

- 1) Your most valuable resources are the human resources entrusted to you to get the job done.
- 2) Excellent managers are those who are capable of eliciting the highest quality performance from the people they manage.
- 3) The manager’s job is to get the maximum return on the company’s investment in people.
- 4) The manager’s job is to grow people – by challenging them, by causing them to stretch.

- 5) Delegation is how you develop the potential of your staff so that they, and you, make a maximum contribution to your company.
- 6) Delegation is how you fulfill your personal potential.
- 7) There are several myths that block effective delegation that you must deal with and eliminate.
- 8) **Myth 1:** There is not enough time to delegate – it's easier to do it yourself.
- 9) **Myth 2:** The staff member is not competent enough.
- 10) **Myth 3:** If you want it done right, you have to do it yourself.
- 11) **Myth 4:** People will think that you are not at the top of your job if you delegate important tasks.
- 12) **Myth 5:** If you are particularly good at something you should do it yourself. (failure to delegate, however, means that you will always have to do it yourself).
- 13) The starting point of delegation is hard, clear thinking about the job.
- 14) Think through the job; what exactly has to be done?
- 15) Make a list of everything that has to be done in the completion of a task or the achievement of an objective.
- 16) Match the activities to the people and the skills they possess.

- 17) The Factory Model of Management: Each person and each work unit made up of individuals can be used as a factory with inputs, processes, and outputs.
- 18) The productivity of a factory is judged solely on the basis of the quality and quantity of its outputs, not its activities.
- 19) The focus on the results expected is the key to excellent performance. What results are expected of you? Of others?
- 20) Effective delegation enables you to increase, even multiply results by making your human resources more productive.
- 21) Determine your key result areas: Why is your unit (or company) on the payroll?
- 22) Why are you on the payroll? What specific results have you been hired to accomplish?
- 23) Why is your staff on the payroll? What results are expected of each of them? What are their key result areas?
- 24) Set standards of excellent performance: Each person must know why he is on the payroll, what he is expected to accomplish, and what constitutes excellent performance.
- 25) The job of the manager is to define excellent performance, setting it like a target so that everyone can aim at it.
- 26) What gets measured gets done. Make standards of performance measurable.

- 27) The key motivators to improve performance are recognition, rewards and reinforcement for doing an excellent job.
- 28) Management by objectives (MBO) is a powerful technique to be used with competent employees for planning work over extended time periods.
- 29) The three qualities of the best bosses are based on surveys of more than 32,000 employees.
- 30) Consideration: Employees felt that their bosses really cared about them as people, as individuals.
- 31) The best bosses are those who are clearest about what is to be done, who is to do it and to what standard.
- 32) Freedom to perform: Employees describe the best bosses as people who largely left them alone to get the job done.
- 33) There are seven keys to effective delegation.
- 34) **Delegate to the right person.**
- 35) **Delegate gradually.** Build up capacity and competence step by step.
- 36) **Delegate the whole task.** Having 100% responsibility for a task is a major motivator of performance.
- 37) **Delegate for specific results.** Make sure the results are measurable and time bounded.

- 38) **Delegate with participation and discussion.** Instill ownership in the job or out of the job by explaining what is to be done and why and inviting discussion.
- 39) **Delegate authority over resources commensurate with the responsibility being assigned.**
- 40) **After delegating leave the subordinate alone.** Don't "take the job back" by interfering.
- 41) Management by exception is a technique to minimize unnecessary monitoring, controlling and reporting.
- 42) Set clear goals, measurements and time standards for the task.
- 43) Require staff members to report only exceptions, deviations from the plan, or problems that arise.
- 44) The manager as teacher: Use delegation as a teaching tool.
- 45) A major function of the manager is to teach the junior employees how to do the job.
- 46) Take the time to explain your preferred method of doing the job, and explain why this is the best way that you know.
- 47) Teaching people how to do particular jobs is an effective way of multiplying your own output.
- 48) Build confidence in your staff; minimize the fear of a person starting a new job and maximize the motivation.



- 49) Positive expectations are a major confidence builder.
- 50) After delegating a job, say, "I know you'll do a good job on this."
- 51) Say, "You can do it. I have complete confidence in you." Your staff will try not to disappoint.
- 52) Give continual encouragement and reinforcement toward the accomplishment of the job.
- 53) Delegating decision-making: This is the only way to develop wisdom, judgment and foresight in your subordinates.
- 54) When someone comes to you with a problem, have him define the problem clearly in writing before he comes.
- 55) Have him determine the causes of, or the reasons for, the problem, in writing.
- 56) Have him identify all the possible solutions to the problem that he would recommend.
- 57) Have him select one of the solutions and give you his reasons for making that choice.
- 58) Then, have him come to you only if your input is still required at this point.
- 59) Inspect what you expect; this is how you keep on top of what is going on.

- 60) Control: Your inspection conveys to your employees that you consider the job to be important.
- 61) Delegation is not abdication; you are still accountable to your superiors for the results.
- 62) Management by wandering around (MBWA) gives you timely information on what is going on in your work unit.
- 63) Negative feedback from the boss is the key source of motivation to employees.
- 64) Feedback should be non-judgmental – simply presented as information on performance.
- 65) Catch them doing something right. Praise is the greatest of all motivators in the workplace.
- 66) Let small mistakes pass. “To err is human; to forgive divine.”
- 67) Motivating your staff: Each person needs to feel important, to feel like a winner.
- 68) Set clear targets for your people to aim at so that they can win by hitting those targets.
- 69) Set clear standards and make them measureable and achievable so they know what winning looks like.
- 70) Success experiences: Structure the work so that everyone wins on a regular basis.

- 71) Recognition: Give everyone public praise and recognition for a job well done.
- 72) Comparison: People like to compare themselves favorably with others. Whenever possible, show people how they are superior to others, especially others in other companies.
- 73) Situational leadership: Different work situations require different styles of leadership for maximum effectiveness.
- 74) An important determinant of leadership style is the task relevant maturity or experience of the employee.
- 75) Low task-relevant maturity: The employee is new to the job and, therefore, requires a hands-on approach.
- 76) Medium task-relevant maturity: The employee is now familiar with the job and he requires clear job descriptions, goals, and standards.
- 77) High task-relevant maturity: The employee is now thoroughly competent at his job and the role of the manager is merely counselor, mentor and guide.
- 78) For maximum effectiveness the manager needs to understand the four different personality types, and the different approach required for each.
- 79) **The Relater personality:** This person is people-oriented, with a low task focus. He or she is sensitive, and indecisive. He or she places a high emphasis on “getting along with others,” cooperation, teamwork, friendliness and harmony.

- 80) The Relater requires low-key management style, lots of friendly slow paced interaction, and no surprises.
- 81) **The Thinker personality:** This person has a low task focus, low people focus, is very concerned about details, precision, accuracy, being thorough and correct. (accountants and bookkeepers).
- 82) The Thinker requires a management style that is specific, to the point, accurate and detail oriented.
- 83) **The Director personality:** This person has a high task orientation and a low people orientation. He is most concerned with getting things done. Impatient. Achievement oriented, job focused. Makes decisions quickly. Tends to be in a hurry.
- 84) The best management style is for you to be accurate, factual, to the point, quick and to clearly specify the results required.
- 85) **The Expressive personality:** This is the “Socializer type” – outgoing, friendly, enthusiastic. The Expressive tends to be a generalist – sees the big picture. Impatient with details. Likes lots of human interaction.
- 86) The most effective management style to keep him on track is to focus his energies where he can make the greatest contribution. Have others take care of the details.
- 87) Three leadership styles have been analyzed to find the most effective style in a dynamic situation where maximum performance is expected of each person.

- 88) Autocratic style: The dictator. This person is rigid, authoritarian, demanding, inflexible and insistent on being the boss, being obeyed, and being respected.
- 89) People with this type of boss are generally intimidated and do only the minimum amount of work necessary to avoid getting into trouble.
- 90) The Free Reign style: Likes the laissez-faire type of management. The boss gives complete freedom to the staff to determine their jobs, standards, their work hours, their modes of interaction and their ways of doing the job.
- 91) Levels of harmony are relatively high but productivity is low.
- 92) Democratic style: The boss and the staff work together to determine goals and objectives and standards of measurement.
- 93) Tasks and responsibilities are assigned with considerable discussion, interaction and agreement.
- 94) Result: High level of responsibility is encouraged. When the boss is absent, the work is performed at high levels of output. Each person feels personally responsible for the overall productivity of the work unit.
- 95) The research shows that the democratic style of leadership is best; it is neither autocratic nor anarchic, but a general team approach to getting the job done.
- 96) Avoiding reverse delegation: Reverse delegation usually results from an ego problem on the part of the boss.

- 97) The boss falls for reverse delegation because it appears as a compliment to his superior abilities.
- 98) Employees are masters at reverse delegation, at getting the boss to take on some part of the work that needs to be done.
- 99) Once the boss has agreed to do a part of the work, the employee does not have to continue working on the task until the boss has completed his contribution. If there is too much reverse delegation, the boss begins doing the work for all of the employees.
- 100) There are five keys to managerial effectiveness, and they are the basics of effective delegation and supervision.
- 101) Accept complete responsibility for yourself and for your staff.
- 102) Look upon your staff as younger members of your own family, and treat them with the same concern and respect.
- 103) Remember that the "Friendship Factor" is the key to employer/employee relationships.
- 104) Practice the Golden Rule; treat your staff as you would like to be treated by your boss.
- 105) Remember that human resources are precious and you have the capacity to bring out the best in each person who reports to you.
- 106) A major part of your success will be determined by your ability to delegate effectively and to supervise your staff once you have delegated tasks to them. When you treat your people with care, patience and kindness you will be well along the way to becoming a master manager.

*Notes for review, reinforcement and continuous learning*

## LESSON EIGHT

### **Managing Time Management – Doubling Your Productivity**

Your ability to manage your time, as much as any other practice in your career as an executive, will determine your success or failure. Time is the one indispensable and irreplaceable resource of accomplishment. It cannot be saved, nor can it be recovered once lost. Everything you have to do requires time and the better you use your time, the more you will accomplish, and the greater will be your rewards.

It is possible for you to gain two productive hours each working day, or even double your output and your productivity, by using the ideas and methods taught in this program.

- 1) **The Psychology of Time Management:** Your self-esteem goes up when you are working efficiently, and your self-esteem goes down when you are not.
- 2) Visualize yourself as an excellent time manager – organized, efficient, in control of your life.
- 3) Act as if you are already a good time manager; think of yourself as being well organized.
- 4) Affirm over and over, “I am an excellent time manager; I am superbly organized.”

- 5) Determining your values: Time management begins with an examination of your values.
- 6) Why are you doing what you are doing?
- 7) What do you value most in life?
- 8) Key Questions in time management: What are you trying to do? How are you trying to do it? Could there be a better way?
- 9) Take 30 minutes each day to review your goals, your plans, and your progress – to think, plan, dream, and create. The first hour of the morning is the best.
- 10) One good idea can save you months, and even years, of hard work.
- 11) Program evaluation and review techniques: Determine the goals and objectives you must achieve to enjoy the outcomes you desire.
- 12) Start by determining your goals, and then work backward to the present moment. Write them down – clearly, specifically – in terms of outcomes and results desired.
- 13) Set specific deadlines – when is it to be accomplished?
- 14) Draw a chart with each of your objectives or goals plotted backward from the required date of completion.
- 15) Determine the steps you will have to take to get to your goal, and when you will have to complete each step.
- 16) Make detailed plans to accomplish each goal or objective.



- 17) List every activity that must be engaged in, and every minor task that must be accomplished to achieve the main goal.
- 18) Organize the activities in terms of time and priority. Which must be done first, and which is more important?
- 19) Action without planning is the cause of every failure.
- 20) Think on paper: All top managers think on paper and make a list before they begin.
- 21) Any time management system is better than no time management system at all.
- 22) Every minute that you invest in planning before you begin will save you 5 – 10 minutes in execution.
- 23) Setting priorities: Use the 80 / 20 Rule – 80% of the value of what you do comes from 20% of your activities.
- 24) What are the top 20% of your activities, the activities that account for most of your results?
- 25) Use the ABCDE method to organize your tasks in order of priority:
  - A = Essential tasks; must be done
  - B = Should be done if enough time
  - C = Low priority tasks
  - D = Delegate

E = Eliminate

- 26) Put a letter next to each of the tasks on your to-do list.
- 27) Take your A tasks and organize them by priority – A1, A2, A3...
- 28) Begin on your A1 task, and refuse to work on any other task until it is completed.
- 29) Staying on track: Keep asking, “What is the most valuable use of my time right now?”
- 30) Your top priority tasks will always be both vital and urgent.
- 31) Learn to say no to any demand on your time that takes you away from your most vital and urgent tasks.
- 32) Knowing your key result areas is vital to executive effectiveness.
- 33) Why are you on the payroll? What results have you been hired to accomplish?
- 34) What can you, and only you do well that can make a real difference to your organization?
- 35) Everyone in the organization must be clear about the most valuable contribution they can make to your organization.
- 36) Single-minded concentration is an essential requirement for all great achievement.
- 37) Do first things first and second things not at all.

- 38) Do things one at a time, and stay with them until they are completed.
- 39) Overcoming procrastination requires the replacement of a bad habit with a good habit.
- 40) Break the task down into bite sized pieces.
- 41) “Salami slice” – that is, to get started, do one small part of the task.
- 42) Repeat, “Do it now! Do it now! Do it now!” over and over.
- 43) Develop a “sense of urgency” – one of the rarest of all human qualities.
- 44) You require unbroken blocks of time for maximum achievement.
- 45) Creative time is your internal prime time.
- 46) Operational time is your external prime time.
- 47) Creative work and administrative work must be done separately.
- 48) What steps can you take immediately to begin creating blocks of time so that you can complete your most important tasks?
- 49) Interruptions are the major time waster.
- 50) Stand up and move to leave when an unwelcome visitor comes into your office.
- 51) Meet unexpected visitors outside your office; set a time limit at the beginning of the discussion.

- 52) Control telephone interruptions and use the telephone more effectively.
- 53) Use the telephone as a business tool; get on and off quickly.
- 54) Have your calls held; call them all back at once.
- 55) Turn off your cell phone; refuse to be a slave to a ringing phone.
- 56) Effective meeting strategies: 25 to 50% of management time is spent in meetings.
- 57) Meetings are a key management tool and must be used effectively.
- 58) Avoid meetings whenever possible – if you don't have to attend, don't.
- 59) Have a good reason for calling any meeting. Look upon each meeting as an investment with an expected return.
- 60) Always follow an agenda. Start and stop on time.
- 61) Summarize the results of the meeting, the actions agreed upon, who is responsible, and when action is to be completed.
- 62) Batch your tasks, do several things at once and use the "learning curve."
- 63) Answer all correspondence at one time.
- 64) Make all telephone calls at the same time.
- 65) Perform any other group of similar tasks at the same time.

- 66) Reading faster: Keep current with your reading requirements.
- 67) Learn to speed read; take a course in which you can learn how to read faster and more efficiently.
- 68) Skim newspapers; read only what is relevant to you.
- 69) Read magazines selectively; review the table of contents, and go straight to the article.
- 70) Review books carefully before deciding to read them at all.
- 71) Go straight to the most relevant chapter of the book and read what is important to you.
- 72) Subscribe to Soundview Book Summaries and other book review periodicals.
- 73) Personal development must be an ongoing continuous part of your time usage every day.
- 74) Work on developing and improving yourself daily.
- 75) Listen to educational audio programs when you are commuting.
- 76) Attend seminars and workshops given by people with practical experience in their fields.
- 77) Organize your workspace: Clear your desk.
- 78) Have only one item in front of you whenever possible.
- 79) Assemble all necessary materials before beginning work.

- 80) Use a Dictaphone whenever possible; save 80% of your time on correspondence.
- 81) Delegating: Delegate everything you possibly can to others.
- 82) Delegate tasks, duties, and responsibilities.
- 83) Delegate problem solving and decision making.
- 84) Delegate information gathering and research.
- 85) Delegation expands your output from what you can do to what you can control.
- 86) If you practice the ideas, methods and techniques in this program, you will become a master time manager. But remember, the purpose of learning and practicing time management is to enhance and increase the overall quality of your life, the amount of pleasure and happiness you experience.

*Notes for review, reinforcement and continuous learning*

## LESSON NINE

### **Innovation and Creativity – Do Things Better, Faster, Cheaper**

Creative thinking skills are vital to your success. The average manager spends 50% or more of his time solving problems, either alone or with others. Your ability to deal with difficulties and solve problems will more than anything else, determine everything that happens to you in your career.

Creativity is a skill, like riding a bicycle or operating a computer, that can be learned and developed with practice. There seems to be a direct relationship between the quantity of new ideas that you generate in your work and the level of success that you achieve. One new idea or insight can be sufficient to change the direction of an entire company.

- 1) The best single definition of creativity is “Improvement.”
- 2) Every single idea that improves the way we live and work, in large or small ways, is an act of creativity.
- 3) Line of Sight Theory: In his line of sight, each worker sees improvements that can be made.
- 4) Successful companies encourage a steady flow of suggestions and ideas for improving the way their work is done.

- 5) Small incremental improvements to cut costs, increase quality, and boost customer satisfaction, can translate into huge increases in profitability.
- 6) The root source of creativity is high self-esteem and self-confidence.
- 7) Companies that create positive corporate environments receive a steady flow of ideas from everyone on the staff.
- 8) Happy, valued employees and executives are more creative.
- 9) Comfort Zone: People have a natural tendency to resist new ideas, to say no.
- 10) Optimism, cheerfulness, positive expectancy and laughter all trigger creativity.
- 11) Normal creativity is stimulated by three things: 1) Intensely desired goals; 2) Pressing problems; 3) Focused questions.
- 12) The more precise and focused the questions, the more rapidly the creative reflex operates to generate workable answers. An excellent way of asking focused questions is to test assumptions.
- 13) Continually ask yourself, "What are my assumptions? What if they were wrong?"
- 14) An organized method of problem solving is more effective in generating high quality solutions than no method at all.



- 15) Begin by defining the problem clearly in writing. Then ask, “What else is the problem?”
- 16) Beware of a problem for which there is only one definition.
- 17) Read, research, gather information, get the facts. Many problems exist simply because no one has gathered sufficient information about them.
- 18) Discuss the problem with others; ask questions of informed people. Consult experts and others who may have had a similar problem in the past.
- 19) Try consciously to solve the problem. Consider every possible alternative.
- 20) Generate as many solutions as possible. Then, ask, “What else is the solution?”
- 21) Beware of a problem for which there is only one solution.
- 22) If you still have not found a solution, turn the problem over to your subconscious and superconscious minds and get your conscious mind busy elsewhere.
- 23) Review the problem just before sleeping and ask your subconscious for a solution.
- 24) Be prepared to get up and write down the answer and then act on it when it appears.

- 25) Mindstorming is one of the most powerful ways ever discovered to solve problems and achieve goals.
- 26) Write your most pressing problem or most keenly desired goal at the top of a page in the form of a clear question.
- 27) Discipline yourself to write 20 answers to the question without stopping.
- 28) Review the answers and select at least one idea for immediate implementation.
- 29) The more you practice the Mindstorming Method, the more creative and alert you will become.
- 30) The creative mind is stimulated and triggered into action by focused questions.
- 31) What result or outcome do you desire?
- 32) What would be your ideal or perfect result or solution to your existing situation?
- 33) Develop qualities of genius; it is more a way of acting and thinking than of inborn intelligence.
- 34) Geniuses have the ability to concentrate single-mindedly, 100% on one thing, to the exclusion of all distractions.
- 35) Geniuses have the ability to see the big picture. They remain open-minded, flexible, and almost childlike in approaching a problem.

- 36) Geniuses take a systematic, orderly approach to solving each problem.
- 37) There are some key questions that you can ask to stimulate your creativity.
- 38) What are your three most important goals in life right now?
- 39) What are your three most pressing problems right now?
- 40) Describe the ideal or perfect outcome you desire from a problem facing you right now.
- 41) What one great thing would you dare to attempt if you knew you could not fail?
- 42) Creativity must be focused on removing the most important obstacle to your success.
- 43) What is the major obstacle that stands between you and the achievement of your major goal right now?
- 44) What could you do immediately to begin removing it?
- 45) Each person has three different minds with which to think, solve problems, and achieve goals.
- 46) The conscious mind: The objective, analytical, rational, critical pragmatic mind. This mind takes in information, analyzes, compares, and decides.

- 47) The subconscious mind: The storehouse of memory. Records and recalls data, remembers everything, is capable of accessing and combining existing information into new forms and patterns.
- 48) The superconscious mind: Often called the universal mind. The source of all creative breakthroughs, insights, intuition, inspiration and imagination.
- 49) The Law of Superconscious Activity: Any thought, plan, goal or idea held continuously in your conscious mind will be brought into reality by your superconscious.
- 50) Your superconscious mind is stimulated by clarity of goals or problems, commitment, conviction and desire.
- 51) The way you think either inhibits or liberates your inborn creativity.
- 52) Mechanical thinker: Is rigid, inflexible, fearful and prefers to continue doing what he or she has always done. Rejects new ideas.
- 53) Adaptive thinker: Is optimistic, cheerful, flexible in thinking, open-minded, and creative. He is willing to look at a variety of different approaches to a question or problem.
- 54) Verbal thinker: Likes to see things written down on paper, with words, graphs, charts and other illustrations.
- 55) Auditory thinker: This person requires hearing, discussion, sounds and music. He has to “hear” the problem described in order to solve it.

- 56) Each person has a dominant thinking style, a specific way of processing information.
- 57) Visual thinker: Thinks in terms of pictures, written words, images, charts and graphs. He has to “see” the problem in order to understand.
- 58) Kinesthetic thinker: This person is attuned to feelings, emotions, movement, and touch. He has to get a “feeling” for the problem or situation.
- 59) Zero-based thinking: If we had to do it over, knowing what we now know, would we go into it again?
- 60) Ask this question about every problem or situation, every product or service, and business process.
- 61) If the answer is “no,” then the next question is: “How do we get out of this situation, and how fast?”
- 62) A systematic problem solving methodology keeps emotions out of the process as long as possible.
- 63) First, assume a logical solution. Approach each problem or difficulty as though there were a logical, practical solution just waiting to be found.
- 64) Second, use positive language to describe the problem. Use words like “situation, challenge, or opportunity.”

- 65) Third, define the situation clearly; what exactly is the situation (or problem)?
- 66) Fourth, identify all the possible causes of this problem situation.
- 67) Fifth, what are all the possible solutions?
- 68) Sixth, make a decision. Eighty percent of all decisions should be made at the time the situation first comes up.
- 69) Seventh, assign specific responsibility to the person or persons who are expected to carry out the solution.
- 70) Eighth, set a deadline. A decision without a deadline is simply a meaningless discussion.
- 71) Ninth, take action now. Do something to begin implementing the solution immediately.
- 72) Brainstorming is the most powerful technique of all for developing synergy in the organization.
- 73) Brainstorming a specific question calls for practical answers.
- 74) Ask a clear question like, "How can we reduce costs by 10% over the next 90 days?"
- 75) Four to seven people are the ideal number for brainstorming.
- 76) Fifteen to forty-five minutes is the ideal time period for brainstorming.
- 77) Focus on quantity of ideas rather than quality.

- 78) Refrain from evaluating or commenting on any particular answer during the session.
- 79) Record every idea for evaluation later, and encourage as many ideas as possible.
- 80) There are seven sources of innovation for business.
- 81) First, the unexpected success, failure or outside event that leads to or indicates a new business opportunity.
- 82) Second, an incongruity between the reality of what is and what “ought to be” Keep an eye open for events that don’t seem to make sense.
- 83) Third, developing a new product or process to overcome a problem or shortcoming inside the business.
- 84) Fourth, changes in the industry structures or markets that catch people unaware.
- 85) Fifth, demographic changes such as aging populations, movements from the north and east to the south and west.
- 86) Sixth, changes in perception, mood, meaning or values in sectors of society.
- 87) Seventh, new knowledge, scientific and non-scientific – creating new economic trends, opportunities and even whole new industries.
- 88) Nominal group technique: Used in brainstorming or Mindstorming to elicit creative answers to specific problems.

- 89) The best example of nominal group technique is sentence-completion exercises.
- 90) Complete the sentence: "We could double our sales if..."
- 91) Complete the sentence: "We could cut our costs by 20% in this area if..."
- 92) Complete the sentence: "We could outsell our competition in the marketplace if..."
- 93) Lateral thinking forces the mind out of comfortable or conventional ways of thinking. Example: Reversal of key words or phrases. Call a problem an opportunity. Instead of saying "Sales are down," say "Purchases are down."
- 94) Random association: Take a word such as an orange or artichoke and describe your business or problem as the word. For example, "Our market is like an orange because..."
- 95) Dominant idea: Shift your thinking away from the dominant idea. For example, rather than saying, "We need to sell more," say, "Our customers need to buy more."
- 96) Other person's viewpoint: Examine the question from the viewpoint of the other person – your competitor, your adversary, or your customer.
- 97) Fantasize: Imagine you had a magic wand that you could wave to remove all obstacles to achieving your objectives. What would your situation then look like? What would you do first?



- 98) Ask questions about your products or services to stimulate ideas to make them more marketable or profitable.
- 99) Could your product or service be put to other uses?
- 100) Could you adapt your product or service to other uses?
- 101) How could you modify your product or service? Change it? Add a new twist to it?
- 102) Magnify? Could you add something to your product or service? Make it stronger? Higher? Longer?
- 103) Minimize? Could you make your product smaller? Shorter? What could you remove from it or subtract?
- 104) Substitute? Who else could do it? What else instead? What could you replace or change?
- 105) Re-arrange? Could you interchange various components of your product or service to make it better, cheaper, easier to use?
- 106) Reverse? What if you did the opposite of what you are now doing, turned what you are doing upside down? Approached it from a totally different direction?
- 107) What ingredients could you combine? Ideas? Purposes? Appeals? Products? Services? Could you create a new combination?
- 108) Value engineering is a simple method of evaluating the usefulness of a new product.

- 109) What is it? What does it do? What does it cost? What else would do the job? What does that cost?
- 110) Evaluating your ideas: 80% of new products fail, and 99% of ideas are impractical.
- 111) Before falling love with your ideas, subject them to rigorous evaluation.
- 112) Is it effective? Will it work? Will it make a meaningful difference?
- 113) Is it efficient? Is it a significant improvement over the status quo?
- 114) Is it compatible with human nature?
- 115) Is it compatible with your goals?
- 116) Is the timing right? Is it practical now?
- 117) Is it feasible? Is it worth it? Can it be brought to the market and sold in sufficient quantities profitably?
- 118) Is it simple? All great innovations tend to be simple.
- 119) Each person becomes a genius to the degree to which he exercises his creative faculties. Regularly applying the questions and exercises in this workbook to your personal and business activities can make you one of the most creative people of your generation.

*Notes for review, reinforcement and continuous learning*

## LESSON TEN

### **Negotiate the Best Deal – Buying and Selling**

Life may be viewed as one long, extended negotiating session, from the cradle to the grave. Negotiation never stops. It is a major part of the business of living and communicating with others. It is the way that individuals with differing values and interests find constructive ways to live and work together in harmony. The ability to negotiate successfully is essential to your success in all your interactions with other people.

When you take the time to apply these ideas to your negotiating life, you will be astonished at the quality of the results that you achieve.

- 1) Everything is negotiable: There are very few fixed prices or terms on anything, even if they are written down or printed.
- 2) Continually look for opportunities to improve the deal or situation in your favor.
- 3) “Ask your way to success.” Ask for better terms, to get more, to get it cheaper.
- 4) All prices are set arbitrarily; therefore, all prices are negotiable.
- 5) The fear of rejection, the fear of being told, “NO!” – holds people back and causes them to accept less than they need to.

- 6) The purpose of business negotiating is: “To reach an agreement so that all parties have their needs satisfied to the degree to which they are internally motivated to fulfill their commitments and enter into subsequent negotiations and transactions with the same party.”
- 7) At the end of a good negotiation, both parties are satisfied and willing to negotiate with the other again in the future.
- 8) There are six negotiating styles that can be used between two parties, A & B.
- 9) Win – Lose: A gets what he or she wants. B does not.
- 10) Lose – Win: B gets what he or she wants. A does not.
- 11) Lose – Lose: Neither party gets what he or she wants from the negotiation.
- 12) Compromise: Some wants of each party are fulfilled. Others are not.
- 13) No deal: Both parties agree to disagree and not to enter into an arrangement with each other.
- 14) Win – Win: The parties work together to discover a third alternative that satisfies the needs of both.
- 15) No one will negotiate with you seriously unless he feels that you have the power to help him get something he wants, or the power to hurt him in some way.

- 16) Create the perception of power – by feigning indifference, suggesting scarcity or acting with authority.
- 17) The power of commitment: You have an advantage if the other party perceives that you are totally committed to getting the best deal.
- 18) The power of expertise: The person who is most knowledgeable about the subject often has a distinct advantage.
- 19) The power of knowledge of the other's needs: Knowing the needs of the other party gives you a tremendous amount of power.
- 20) The power of identification: Be able to genuinely empathize with the other person's position or situation.
- 21) The power of reward and punishment: The ability to confer a reward and the ability to punish the other party financially by withdrawing a reward will cause them to want to negotiate with you.
- 22) The power of investment: The more time and money that has been spent on the deal to date, the greater the commitment to completion.
- 23) Emotions, especially the emotions of desire, greed, fear or anger, can help or hurt you.
- 24) Desire is usually the critical element in negotiating.
- 25) How badly do you want it? How badly does the other person want it?
- 26) Rule: The person who gets the most emotionally involved in a negotiation has the least power.

- 27) Time is a key factor in negotiating.
- 28) The more urgent the need, the less effective the negotiator.
- 29) Delay. Whenever possible, put off serious decisions for 24 hours. Don't allow yourself to be rushed.
- 30) In a negotiation, you are only as free as your developed options.
- 31) The more alternatives you have, the stronger your negotiating position.
- 32) Do your homework. Develop as many alternatives as possible.
- 33) Think through your ideal desired outcome in advance.
- 34) What do you want? What are you prepared to give to get it?
- 35) The person who knows exactly what he or she wants has a distinct advantage over the person who is vague or unsure.
- 36) 80% of success in negotiating is based on solid preparation.
- 37) What is the subject to be discussed, the objectives of each party, the issues of difference, and the positions each party takes at the beginning?
- 38) Clarifying your position: Think through your position in advance.
- 39) What are your essentials, your limits, your maximums, and your minimums?

- 40) What tie-in concessions can you require to achieve agreement or to get concessions?
- 41) To give yourself a broader view of the negotiation, reverse the situation.
- 42) Try and see the situation through the other person's eyes.
- 43) Question assumptions: "Errant assumptions lie at the root of most failures."
- 44) What are your assumptions? What if your assumptions were not true?
- 45) What are the other person's assumptions? "Why do you feel we are here, and what would you ideally like to accomplish in this meeting?"
- 46) According to the Law of Four, there are usually four main issues to be decided in any negotiation.
- 47) 80% of the importance of a negotiation is contained in four issues or less.
- 48) Of the four main issues, one is usually primary, and the other three are secondary.
- 49) How can you tell if you are a successful negotiator?
- 50) The successful negotiator views negotiation as a lifelong process – that is, never-ending. The best negotiators are open-minded, flexible, and cooperative.

- 51) There are several suggestive factors that influence your thinking, feeling, emotions and opinions in a negotiation. These are location, personality, positioning, and timing.
- 52) Persuasion by reciprocation: Reciprocity – giving and receiving – is the most powerful way to gain agreement and commitment.
- 53) Use the Socratic Method: Determine all areas of agreement first, before going on to areas of disagreement.
- 54) Tit for tat: Ask for and expect concessions on your issues in exchange for agreeing to concessions on small issues of the other party.
- 55) Use social proof to influence and persuade the other to accept your arguments.
- 56) Use facts, numbers, names, and statistics to show that others are making similar agreements.
- 57) Assertions are not proof. Provide documentation for your claims. Demand documentation for their claims.
- 58) Practice price-negotiating tactics until they become second nature.
- 59) Use the flinch: “That is too much!”
- 60) Question: “Can’t you do better than that?”
- 61) Assertion: “I can get it cheaper somewhere else.”
- 62) Question: “What’s the very best you can do if I make a decision today?”



- 63) In most cases, the walk away method is a powerful way to get the lowest possible price.
- 64) Be prepared to get up and walk away if the price is unacceptable.
- 65) Harvard Negotiation Project: Four keys – key elements to successful negotiating.
- 66) People: Separate the personalities from the problem and the issues at hand. Stay unemotional.
- 67) Interests: Identify the underlying needs of each party.
- 68) Options: Generate a variety of possibilities. Use brainstorming methods to develop alternative approaches.
- 69) Criteria: Agree to base the result on some objective criteria agreed to by both.
- 70) Negotiations are never final – they are an ongoing process.
- 71) With new information, ask to reopen the negotiation.
- 72) Start with thinking through the benefits that the other party will enjoy by re-negotiating.
- 73) If you are unhappy with the results of the negotiation, go back and ask for changes.
- 74) Good negotiators are made, not born. Negotiating is a learnable skill and a lifelong process. You can learn to be an excellent negotiator by studying the subject, by applying what you have learned in this lesson, and by practicing these techniques over and over until they become second nature.

*Notes for review, reinforcement and continuous learning*

## LESSON ELEVEN

### **Maximizing Meeting Effectiveness – Getting Results Every Times**

As a manager, one quarter or more of your career will be spent in meetings. Meetings are an essential part of the life of every organization. The more people there are, and the greater the complexity required for the performance of interrelated tasks, the more necessary it is for people to meet in groups to solve problems, make decisions, share information, and exchange views and opinions.

It is estimated that half the time spent in meetings is wasted, but nobody knows how to eliminate the unnecessary half. The purpose of this lesson is to show you how to manage and participate in meetings more effectively so that you get the maximum return on time invested in meeting with other people.

- 1) The starting point of making meetings more effective is to determine what kind of a meeting is being held and then to structure the meeting in such a way that you maximize the time of the participants.
- 2) Information sharing meetings: The participant's role is to bring others up to date on his or her activities.
- 3) Problem solving meetings: The purpose of this meeting is to find a solution to a specific problem.

- 4) Staff and operational meetings: The purpose of the meeting is to acquaint representatives of different departments with the “big picture.”
- 5) Committee meetings: The purpose of the meeting is to review and plan ongoing activities, to monitor progress, and to get and give feedback.
- 6) Teaching and training meetings and seminars: The purpose of the meeting is to teach and instruct participants in some subject.
- 7) Define the purpose of the meeting: Why is this meeting being held? What is the purpose of the meeting?
- 8) Is the meeting necessary? Is there another way to accomplish the same result?
- 9) Define the purpose of the meeting in 25 words or less.
- 10) See the meeting as an investment: Because there is a cost associated with this meeting, there must be an expected return in excess of the cost.
- 11) To determine the cost of the meeting, multiply the hourly wages of the participants by the number of hours of the meeting.
- 12) Determine if this investment is justified by the meeting.
- 13) Always have a written agenda, and provide a copy for each participant.
- 14) Begin with a one-sentence description of the objective of the meeting.

- 15) Organize the topics in their order of importance.
- 16) Distribute the agenda at least 24 – 48 hours in advance of the meeting.
- 17) The skill of running a meeting is one of the marks of leadership that is most evident to people in your organization.
- 18) Begin with an outline of the purpose of the meeting.
- 19) Announce the adjournment time.
- 20) Begin on time. Assume that the latecomer is not coming at all.
- 21) Encourage open discussion. Go around the table and have people take turns making their contributions, to ensure that everyone gets to speak.
- 22) The meeting leader should keep the discussion on track.
- 23) Summarize at the end of each discussion point, and at the end of the meeting.
- 24) How you participate in a meeting is carefully observed by everyone at the meeting – your superiors and subordinates alike.
- 25) Be prepared; do your homework.
- 26) Get involved early – with questions – the first five minutes are critical.
- 27) Potential leaders are identified by the quality and quantity of their participation in meetings.

- 28) The most common and often the most important type of meeting is the problem solving meeting.
- 29) Re-state and define the problem until all agree on the definition.
- 30) Identify all the possible causes of the problem.
- 31) Develop possible solutions; aim for quantity of solutions verses quality at the beginning.
- 32) Press for a decision on the problem at the meeting.
- 33) There are three fundamental steps in the decision making process at the meeting.
- 34) Have free discussion; make certain all points of view are aired and shared.
- 35) Arrive at a clear decision; make a specific, measurable decision based on consensus.
- 36) Gain full support; all participants should agree to support the decision made, even though some may not agree with it completely.
- 37) Some problem-solving meetings are often counterproductive and frustrating for specific reasons.
- 38) The members of the group fall into groupthink, rushing to conclusions.
- 39) Group members want to avoid conflict: Conflict avoidance takes priority over solution quality.

- 40) The group is unduly influenced by those who speak more, louder or faster.
- 41) Many meetings are ineffective for specific reasons.
- 42) The directions or goals are vague; no purpose was outlined in advance.
- 43) The leader is ineffective; he fails to keep the group on track.
- 44) The group leader dominates the discussion; uses power or intimidation to control the meeting.
- 45) The group fails to push through to a conclusion, or to decide on a clear plan of action.
- 46) One-on-one meeting are for information sharing.
- 47) They are held between a manager and his subordinate.
- 48) They are held once weekly, for sixty to ninety minutes, in the subordinates' office.
- 49) The subordinate prepares an agenda of business and personal concerns.
- 50) There are specific guidelines for delegating assignments in one-on-one or group meetings.
- 51) Explain clearly what is to be done and why.
- 52) Explain your preferred method of approach to the problem or activity.
- 53) Set a deadline and a time to monitor progress.

- 54) The meeting facilities, where the meeting is held, can have an impact on the effectiveness of the meeting.
- 55) Make sure that the room is available.
- 56) Arrange for necessary chairs and other furniture and materials.
- 57) Provide coffee and other refreshments if appropriate.
- 58) Start the meeting punctually. Close the door and begin.
- 59) External meeting facilities can have a major impact on the effectiveness of the meeting.
- 60) “Hotels lie.” Leave nothing to chance. Assume that whatever can go wrong will go wrong when meeting in hotels or other facilities.
- 61) Check out the room in advance, and recheck the meeting room at least one hour before the meeting is to be held.
- 62) The room layout for meetings can make a major difference in the effectiveness of the meeting and your presentation.
- 63) When leading a meeting, position yourself opposite the entrance so that participants are facing you and have their backs to latecomers and other interruptions.
- 64) When you are a participant at a meeting, position yourself where you can have direct eye contact with the meeting leader.
- 65) Use horseshoe-shaped or box-shaped seating for medium sized meetings to ensure maximum group eye contact.

- 66) For large group presentations, position the chairs in a chevron style.
- 67) If you're using an overhead projector or giving a PowerPoint presentation, place the screen in the front left-hand corner of the room.
- 68) Presentations provide an opportunity for you to demonstrate competence, preparation, knowledge, expertise and command of your subject.
- 69) Flipcharts should be prepared in advance; put one blank sheet between each page of information.
- 70) Write, speak and ask questions as your presentation unfolds, to hold your viewers' attention.
- 71) Tear off and tape up pages with masking tape as you go along.
- 72) Practice your presentation; run through it in advance, preferably with a small audience.
- 73) Self-confidence is essential to your success in your meetings.
- 74) Join a chapter of Toastmasters International, or take a Dale Carnegie course.
- 75) Visualize: Prior to a meeting create a clear mental picture of yourself performing effectively.
- 76) If you are shy, determine to overcome your shyness. Your future may depend on your effectiveness in meetings.
- 77) Parkinson's Law: Meetings expand to fill the time allotted for them.



- 78) Group meetings: Set specific times to start and stop, and stick to them.
- 79) One-on-one meetings: When you begin, set a specific time period for the meeting.
- 80) There are several ways to save time in unproductive meetings.
- 81) As a participant, avoid attending if your attendance is unnecessary.
- 82) As a participant, have the item or items that affect you discussed first. Then depart.
- 83) As a meeting leader, give people permission not to attend if their participation is not essential.
- 84) Give people permission to leave when they have made their contribution.
- 85) Meetings outside the office or on other people's territory need to be thought through for maximum effectiveness.
- 86) Define the purpose of the meeting in advance, mutually.
- 87) Prepare thoroughly; have everything you need.
- 88) Restate the purpose and agenda of the meeting at the outset of the meeting.
- 89) Agree on the time to adjourn the meeting.
- 90) Press for closure, and summarize at the end of the meeting.

- 91) Keep complete notes; the power is on the side of the person with the best notes.
- 92) Meetings are a key management tool, a skill of effectiveness that must be learned and mastered.
- 93) Make a decision, right now, to become excellent at leading meetings.
- 94) Make a decision to become excellent at participating in meetings.
- 95) Remember that 90% of your success in any meeting or interaction will be determined by your preparation, in advance.
- 96) You can turn regular management meetings into high-payoff opportunities for yourself and your company. You can guide, direct and build your subordinates. You can impress your superiors. You can get work done that can be done in no other way. You can solve problems, make decisions, influence, persuade and control the flow of events.

*Notes for review, reinforcement and continuous learning*

## LESSON TWELVE

### **Unlock Your Executive Potential – Be the Best You Can Be**

Why are some people more successful in their careers than others? Why do some people flourish, get promoted, move ahead rapidly, and enjoy greater satisfaction in their life and work?

After many years of research and study, we finally have the answers to these questions. The starting point is the “winning edge” concept, which says that small, marginal differences in competence in vital areas, can translate into enormous differences in results.

Everything you do on a day-to-day basis, every decision you make, every action you fail to take, accumulates and materializes in your success or lack thereof.

- 1) There are three mental laws or principles that make or break you, whether you are aware of them or not.
- 2) The Law of Belief: According to this law, whatever you believe, with feeling, with emotion becomes your reality.
- 3) What self-limiting belief do you have that might be holding you back?
- 4) The Law of Attraction: This law says that you are a “living magnet,” and that you inevitably attract to yourself the people and circumstances that harmonize with your dominant thoughts.

- 5) The Law of Correspondence: According to this law, your outer life is a mirror of your inner life; your external world affects your internal world.
- 6) You become what you think about most of the time.
- 7) Successful people are those who think about what they want to happen.
- 8) Knowing what you want is the starting point to personal progress and to your success.
- 9) What do you want in your career? What do you want to be doing in one, two, three years?
- 10) What are your personal and family goals? What are you trying to accomplish?
- 11) Write out a list of your goals for the next five to ten years.
- 12) Organize these goals in order of priority. Which are more important and which are less important?
- 13) Select the most important goal, the one goal the achievement of which can have the greatest positive impact on your life.
- 14) Make a detailed, organized plan for the accomplishment of your most important goal in life. Set a deadline.
- 15) Develop self-confidence and courage; fear of failure is the primary reason for failure in adult life.

- 16) Act as if the thing you fear did not exist. What would you do differently?
- 17) Do the thing you fear, and the death of fear is certain.
- 18) Confront your fears; face them squarely "When in doubt, always advance."
- 19) To thine own self be true; practice honesty and integrity in everything you do.
- 20) You only work at what you care about and believe in, and sell only products and services that you would use yourself.
- 21) Associate only with people who you trust, enjoy and respect.
- 22) Speak the truth, and live in truth with everyone.
- 23) The quality of your personality, more than anything else will determine 85% of your success and achievement in life. Attitude is everything.
- 24) Practice maintaining a positive mental attitude under all conditions.
- 25) Positive communications; how you communicate with yourself and others determines the quality of your life.
- 26) Use positive self-talk; say to yourself, "I can do it!" over and over again.
- 27) Be consistently optimistic, cheerful and positive toward others.

- 28) Develop an attitude of positive expectations; look for the good in people and situations.
- 29) Develop a bias of action, “a sense of urgency,” in everything you do.
- 30) Develop the ability to separate the relevant from the irrelevant to set priorities.
- 31) Develop the ability to apply yourself and get the job done fast.
- 32) Develop the ability to concentrate and stay with the job until it is 100% complete.
- 33) Develop a reputation for speed and dependability.
- 34) Customer satisfaction: Everyone makes his or her living by serving someone, in some way.
- 35) Everyone has at least one customer; who is yours?
- 36) Your boss is your primary customer; he or she controls and determines your progress.
- 37) Always work on the tasks your boss considers most important.
- 38) Always do whatever your boss asks you to do quickly and well.
- 39) Ask continually, “What can I do to improve the value of my service today?”
- 40) Your rewards in life will always be equal to the value of your service to others.

- 41) If you want to increase your rewards, you need only increase the value of your service.
- 42) Hard work is the common denominator of all self-made millionaires and other successful, high achieving people.
- 43) Always be willing to go the extra mile.
- 44) Always be willing to do more than you are paid for.
- 45) Work at least as hard on yourself, at getting better at what you do, as you do on your job.
- 46) Self-development is essential; you can become anything you want to be if you are willing to study and prepare yourself for it.
- 47) Feed your mind with words, pictures, images and ideas consistent with what you desire in your external world.
- 48) Study; one hour of study per day will put you in the top 1% within five years.
- 49) Listen to audio programs in your car; put to good use the 500 to 1,000 hours of drive time you spend each year.
- 50) Take all the training you can get – in-house and outside seminars and learning opportunities.
- 51) Become a competent speaker; develop the ability to speak on your feet.
- 52) Public speaking contributes to your overall confidence, poise, courage and self-assurance.

- 53) Learning to speak is an investment that pays off for life, and can accelerate your career by several years.
- 54) Associate with the right people; your choice of your peer group will determine as much as 95% of what you become in your life.
- 55) Join a mastermind group, or form one. Get together regularly with positive, success-oriented people.
- 56) Network continually. Make friends. Do favors, in advance, for people who can help you.
- 57) Expand your contacts by taking every opportunity to meet and work with new people.
- 58) Become a joiner; get involved with one or two business or professional associations whose members can benefit you.
- 59) Attend meetings regularly; get involved.
- 60) Volunteer for service on a key committee; resolve to make a valuable contribution to the organization.
- 61) Knowledge is power; take the time to develop expertise in your chosen field.
- 62) Learn everything you can about your job.
- 63) Become an expert, quietly; never tell all you know.
- 64) Remember that only useful, practical knowledge that can be applied to get results is valuable.



- 65) Dress for success; people like to hire, work with and promote people like themselves.
- 66) Pattern your dress after the top people in your company or industry. Who are they?
- 67) Dress for the position you want, not the position you have.
- 68) Read at least one good book on dressing for success, and follow it closely.
- 69) Think about your grooming and accessories – shoes, belt, briefcase, and purse – all are important.
- 70) People judge you by how you look on the outside.
- 71) “Thin is in; stout is out.” Are you at your ideal weight? What is your plan to get there?
- 72) Commit to excellence in your job, no matter how long it takes.
- 73) Superior performance is the foundation of all rapid advancement.
- 74) Performance takes precedence over politics in any organization of value.
- 75) Excellent performance brings you rapidly to the attention of your superiors.
- 76) The ability to plan strategically is a key skill for success in business or personal life.

- 77) Take time to plan ahead, think ahead, on paper.
- 78) Develop the ability to organize your work, set priorities, and work on high value tasks.
- 79) Accept complete responsibility for your results, and everything that happens to you.
- 80) View yourself as self-employed; act as if you own the company that you work for.
- 81) Never make excuses. Instead, say, "I am responsible" "I made a mistake." "I was wrong." "I don't know."
- 82) Never blame others. Never complain, never explain. You are responsible.
- 83) Become a team player: One of the most important qualities for advancement in any organization is the ability to function well as part of a team.
- 84) Be cooperative, helpful and supportive to others.
- 85) Focus on making a valuable contribution to the team.
- 86) Put fortune on your side; be a "go-giver" rather than a "go-getter."
- 87) Look for opportunities to serve others.
- 88) Be willing to render humble service.
- 89) Volunteer for jobs that nobody else wants but which must be done.

- 90) Develop a service mentality; see yourself as a servant to the other people in your organization, especially to your boss.
- 91) Develop your creativity; break out of the comfort zone and try something new.
- 92) Always be looking for faster, cheaper, easier and better ways to get the job done.
- 93) Look for new and more efficient ways to increase revenues or cut costs.
- 94) Your success in business will be in direct proportion to the quantity of new ideas you come up with.

### **Three Keys to Success:**

- 1) Develop self-discipline. Be willing to pay the price for success in advance.
- 2) Learn proven success methods. Learn from the experts, via books, audios and videos.
- 3) Ask your way to success. If you will ask the right people in the right way, they will tell you what you need to know and what you need to do to be successful.

***Good Luck!***