



# Leadership Essentials

**Driving Change**



## **PARTICIPANT GUIDE**



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## Participant Guide

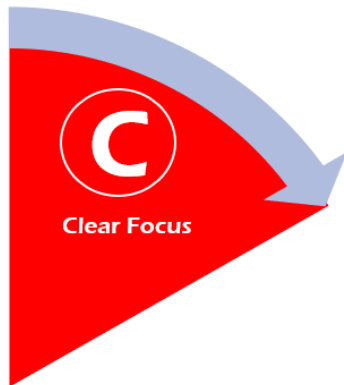
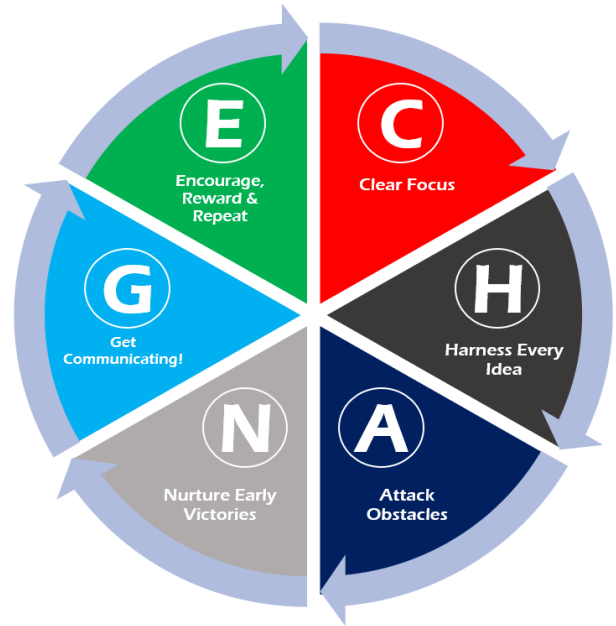
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**Objective:** In this lesson, we break down an actionable process to improve the results of any team.

# Improving Team Performance

*"Improving team performance follows a process; it is not an event. It advances through specific stages that build on each other."*  
~ Ian Mathews

The CHANGE Roadmap was developed specifically for a manager looking to improve the results of their team.



## Phase 1: Choose a Clear Focus

Before you charge into a new effort to improve your business, step back and take stock in what your team is currently juggling.

**Part 1 - Challenge:** Get a true count of the current initiatives under way with your team. Ask yourself the following questions:

1. Do your people feel they are suffering from overload? How do you know?
2. How do these initiatives garner a significant return on allocated resources?

3. What are the unintended or hidden costs associated with each?

4. Are these initiatives the absolute best opportunities for your business to improve or would resources garner a better return elsewhere? If so, why or why not?

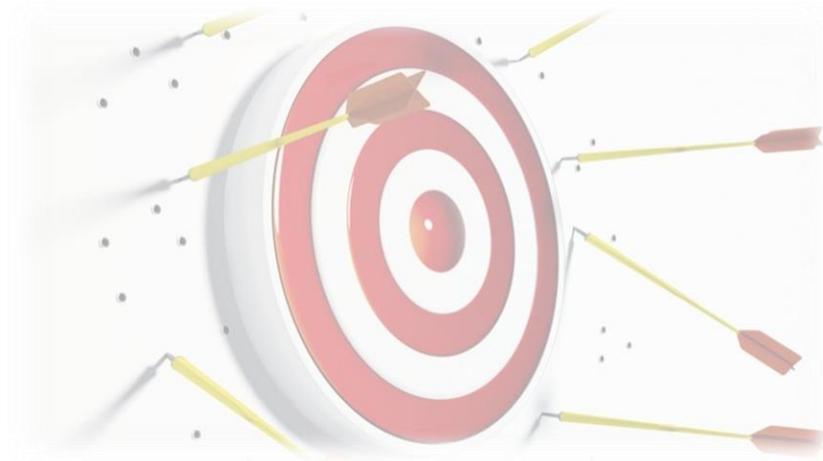
5. Would your business be better served ending some initiatives and focusing elsewhere?

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*"Change efforts don't always fail due to execution. Corporations have terrible track records of picking the right efforts to focus on."*

*~ Harvard Business Review*

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Part 2 - Challenge: Your team is measured in a manner that impacts sales or expenses. First answer the following questions honestly. Then gather your team and pose these same questions.

<b>What do the numbers tell you?</b>	
<b>Self</b>	<b>Team</b>
<b>What measurable trends are concerning, both short and long term?</b>	
<b>Self</b>	<b>Team</b>
<b>What does your forecasting warn of?</b>	
<b>Self</b>	<b>Team</b>
<b>What objective trends are impacting your industry?</b>	
<b>Self</b>	<b>Team</b>
<b>Share your reporting with your team and have them present back to you.</b>	
<b>Team Feedback</b>	

## Phase 2: Harness Ideas From Your Team



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*"The concept of Learned Helplessness applies to individuals or teams who believe that nothing they do will influence the company." ~ Ian Mathews*

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Do you see any of these common symptoms of learned helplessness with your team?

- Apathy
- Low self-esteem
- Frustration
- Lack of Effort
- Passivity

**Challenge:** Lasting change only happens when front-line employees believe they are working for an initiative that originated with their ideas.

The Honeymoon phase is the perfect time to gather as much intelligence as possible. Conduct an in-depth analysis and meet with each of your direct reports. Use the Analysis Worksheet on the next page to help guide your discussion and ask these key questions. You may want to print out a copy of the Worksheet for each of your direct reports.



In-depth Analysis: Conduct an in-depth analysis and meet with each of your direct reports.

Team Member \_\_\_\_\_

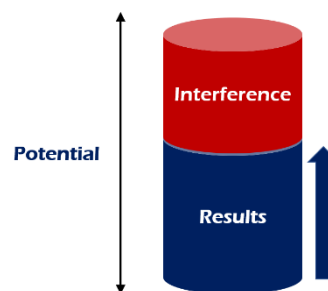
Questions	Team Member Response
What should I change?	
What are you afraid that I will change?	
What does this team do well?	
What do we do that customers love?	
What do we do that drives customers crazy?	
What do we do that employees love?	
What do we do that drives employees crazy?	
What opportunities are we missing?	
Which competitors concern you the most? Why?	
What would you focus on if you were in my job?	

## Phase 3: Attacking Your Team's Obstacles



Our peak potential is always weighed down by some interference. It is only a matter of how much interference you and your team are facing.

**Results = Potential - Interference**



**Challenge:** List any interference weighing down your results.

**Challenge:** Team Exercise “We will . . . If . . .”

Facilitation Instructions:

Step 1:

- Gather your team around a whiteboard.
- State your goal - which should be a big enough stretch to make your team uncomfortable. The more aspirational the goal, the more innovative your team will be forced to think. For example, WE WILL grow sales by 30% next year IF . . .” or “WE WILL reduce quality defects by 20% next quarter if . . .”
- Brainstorm with your team every obstacle that needs to be overcome.

Tips:

- Encourage risk-taking in this meeting. Break the cycle of learned helplessness.
- Break the forces of inertia and help your team dream big. Lead the conversation with a few out-of-the-box ideas that demonstrate you are serious.
- Encourage your team to address any process, system or pay structure standing in the way, even if it is something YOU put in place. Encourage them to attack Sacred Cows.



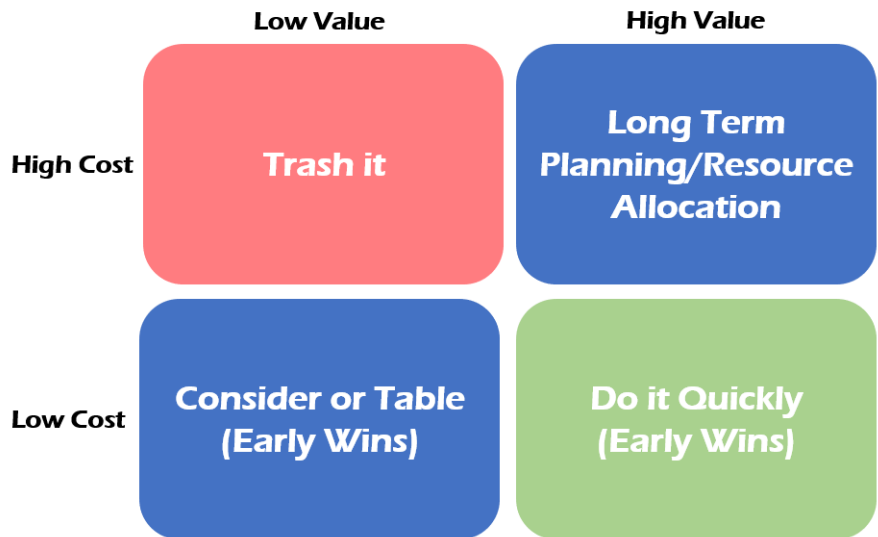
- Ask for non-traditional ideas and actions that your competitors are taking.
- Have fun with the exercise and offer prizes for those who surface the most creative ideas.

### Step 2:

At this point, you will have a whiteboard filled with ideas. Stack rank each idea by COST and by VALUE.

Share this table with your team. Have team members vote where the ideas land.

Items that fall under high cost and low value can be trashed.



**Note:** Be careful in how you communicate this as you don't want to dissuade the originator from surfacing more ideas.

If an idea is low cost and has a high return, DO IT QUICKLY. This is low-hanging fruit and will make you wonder why you didn't do it sooner.

Low cost but low value ideas should be tabled and looked at again once more pressing ideas are implemented.

Finally, the high cost and high return ideas should get loaded into your long-range planning and resource allocation process. These are typically capital projects that require more in-depth analysis and discussion at an executive level.

### Step 3:

Take Action - You will lose respect if you energize your team with this exercise and take zero action.

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*"Encourage your team to address any process, system or pay structure standing in the way, even if it something YOU put in place. Let them know that no Sacred Cow will go unturned."*  
 ~ Ian Mathews

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## Next Steps

Every day that passes without tangible progress reinforces the status quo. A leader needs to demonstrate quickly why change is better than proceeding as usual.

Leaders who drive dramatic performance improvements find ways to engineer early victories that the team can celebrate.

Next, we will discuss the remaining phases on the Change Roadmap.

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*“The CHANGE Roadmap is a major investment the first time through, and progressively easier with each pass. Think of it like the wheel on the game show Price is Right. To get the wheel moving, it takes great effort from you as a leader. Once in motion, the wheel will continue to spin so long as you occasionally push at the right times.”*

*~ Ian Mathews*

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