

# The Finish Line

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## *Fueling Personal Accountability*

### *Maximize Results through Motivated People*

A major responsibility of leaders in organizations has always been to develop plans and lead their people in successful execution. Today's business environment presents additional challenges to leaders in that change happens faster and more continuously than ever before! This means an increased need for effective and frequent planning, and a smaller margin of error for plans that fail to produce results. We all realize this is a given in today's business environment.

In addition, have you noticed that the people who make your plans work have also changed? For example, their interpretation of 'following the leader' has taken a new direction. In our workplace today, dictatorial leadership and micro management are being shunned by people who view multiple career moves as a normal part of working life. People now produce results for leaders who recognize and value their talents.



More and more people accomplish their jobs through networked teams, creative collaboration, flexible work arrangements, outsourcing contracts,

*Continued on page two – Accountability*

## **INSIDE THIS ISSUE**

- ≠ *Fueling Personal Accountability*
- ≠ *Something is Holding Me Back Professionally. How can a Coach help?*
- ≠ *One Minute Ideas*
- ≠ *Employees Just Want to Have Fun!*

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## *Something is Holding Me Back Professionally.*

### *How can a coach help?*

The best coaching "answer" is a question. A good coach asks questions to help you do, be and give your best with the right intention. Consider the following "self-coaching" questions. Maybe it's time to hire a coach.

How are you driven by what might be possible? What do you really want? What risks are you avoiding? How much of your life is compared to what others expect? What truth lies in others' perceptions? How do you know? What are you willing to learn or unlearn? If money was not an issue, to what one thing would you dedicate yourself? How would your life be different if you pursued just one important "dream deferred"? What's stopping you? What if you don't pursue your dreams? What is important?

Four potential 'beings' exist in all of us. We can be **Explorers**, searching who we are for who we can become. We can be **Sophisticates**, fooling ourselves into believing we have all the answers. We can be **Prisoners**, living to the expectations of others and not our own. We can be **Vacationers** – anything we're doing beats taking a risk. Listen to the questions you may be asking yourself. What could you explore today that might take you to the edge of your potential?

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*How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and strong. Because someday in life you will have been all of these.*

– George Washington Carver





# ONE MINUTE IDEAS

## 10-Minute Organizing Tasks

When you have 10 minutes to spare, tackle one of these tasks:

- ◆ Read a brief article or report
- ◆ Organize your work area
- ◆ Clean out a desk drawer
- ◆ Complete your to-do list for the next day
- ◆ Relax by breathing deeply

## Say 'NO' with tact

Protect your time-without appearing to be unhelpful-by saying "no" without using the word. *Here's how:*

Explain what you would have to eliminate to meet the request.

*Example:* "I'd like to help plan the conference, but I would have to cancel my new-client meetings in Detroit."

*"We must walk consciously only part way toward our goal, and then leap in the dark to our success."*

– Henry David Thoreau

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*For results you can count on contact Pat Gruber & Associates at 573-268-3318.*

*Continued from page one – Accountability*

and a **'results only'** focus – all of which emphasize the prized talent of personal accountability.

Achieving success in our modern work environment now depends largely on your people being personally responsible for results.

What can you do, as a leader, to fuel personal accountability in your organization? The answers may be easier than you anticipate.

**1. Hire people to work for you who already have demonstrated a high level of personal accountability.** You can achieve this through a combination of effective talent assessments, reference checking, and behavioral interviewing.

**2. Become aware of the additional, unique personal strengths and talents your key people bring to their work.** Get to know each of them and what they do well, which is the best indicator of what they will most naturally be personally accountable for achieving.

**3. Regularly seek input, suggestions and commitment from each of your key people to create and support the success of your organization's plans.** People who play a role in formulating a plan are more committed to personal accountability in achieving the targeted results.

**4. Give feedback, recognition and rewards** to people for demonstrating personal accountability in support of your organization's success. People who are duly recognized for their contributions feel increased motivation to achieve further success.

Make a concerted effort to maximize and reward the level of personal accountability in your organization starting today – and achieve increased success through people!

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## *Employees Just Want to Have Fun!*

An extensive, company-sponsored recreation and social program can be a boost to moral – but it can also be a fiscal and managerial nightmare to the CEO who has to administer it. Jack Stack, CEO of Springfield Remanufacturing Center Corp., in Springfield, MO was so intent on fostering healthy relations with his 450 employees that he began feeling more like a camp director with each passing athletic season. His solution? Set a budget, and then let your employees divvy it up themselves.



*"It's really hard to please everybody,"* says Stack. *"You don't know how to draw the line and be fair at the same time."* So he established a recreation committee for each of his plants. Eight employees, elected annually, receive a budget of \$5,000 with which to fund company softball and volleyball teams, fishing tournaments, and a company picnic. *"It gets rid of the little headaches for managers,"* Stack says, *"and it gives employees a taste of what it's like to be a manager."*

