

How To Be A Great Manager Teleseminar Series, Module 1

The Role of the Individual

*How one person can help to accelerate the achievement
of high priority business outcomes*

Dan Coughlin's Free Teleseminar Series

How To Be A Great Manager

Module 1

The Role of the Individual

*How one person can help to accelerate
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high priority business outcomes*

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The Four Components of Business Acceleration

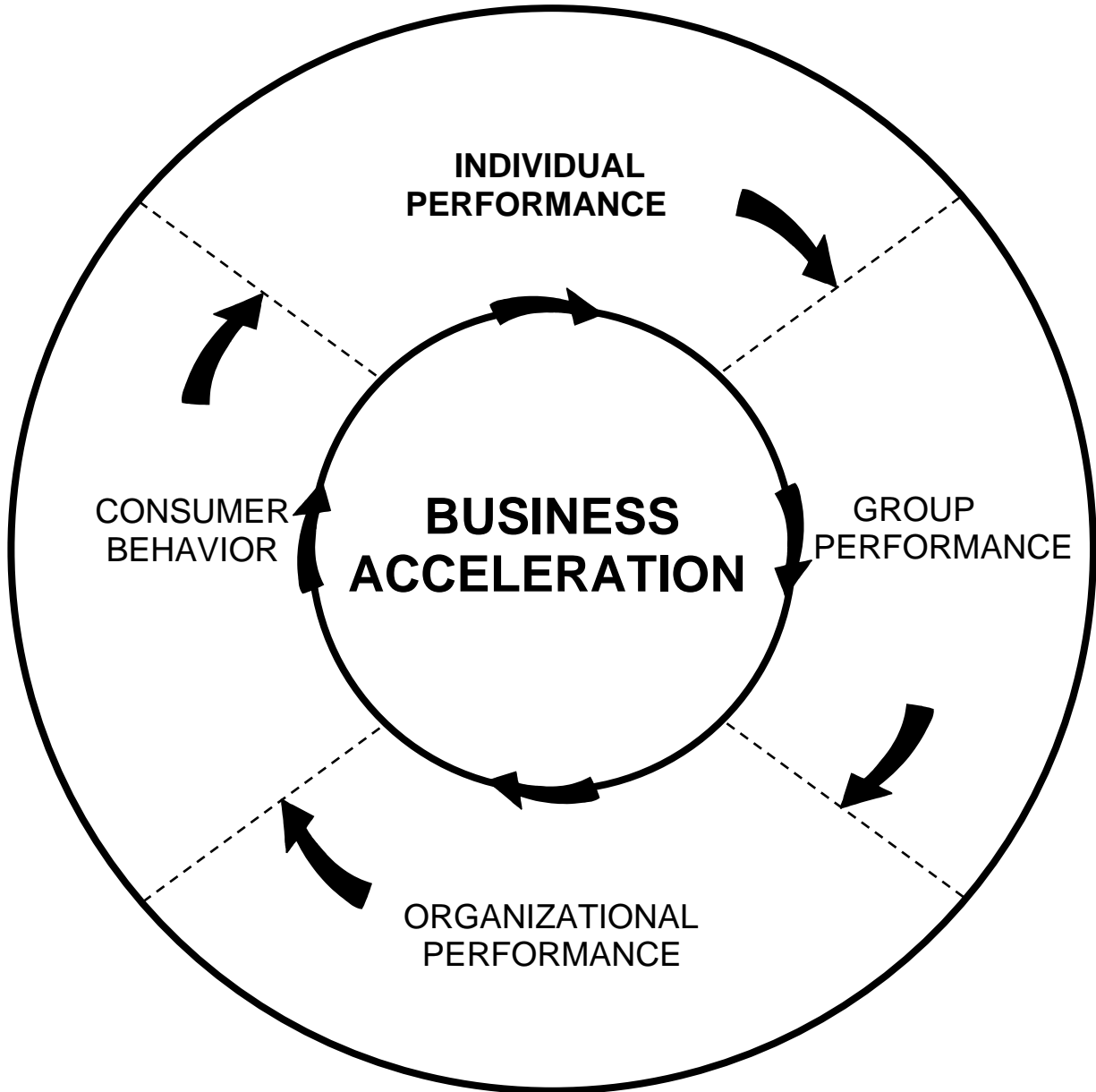


Figure 1

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Your name: _____

Your title: _____

Value is anything that increases the chances that the other person will achieve what they want to achieve.

Understand Your Greatest Value

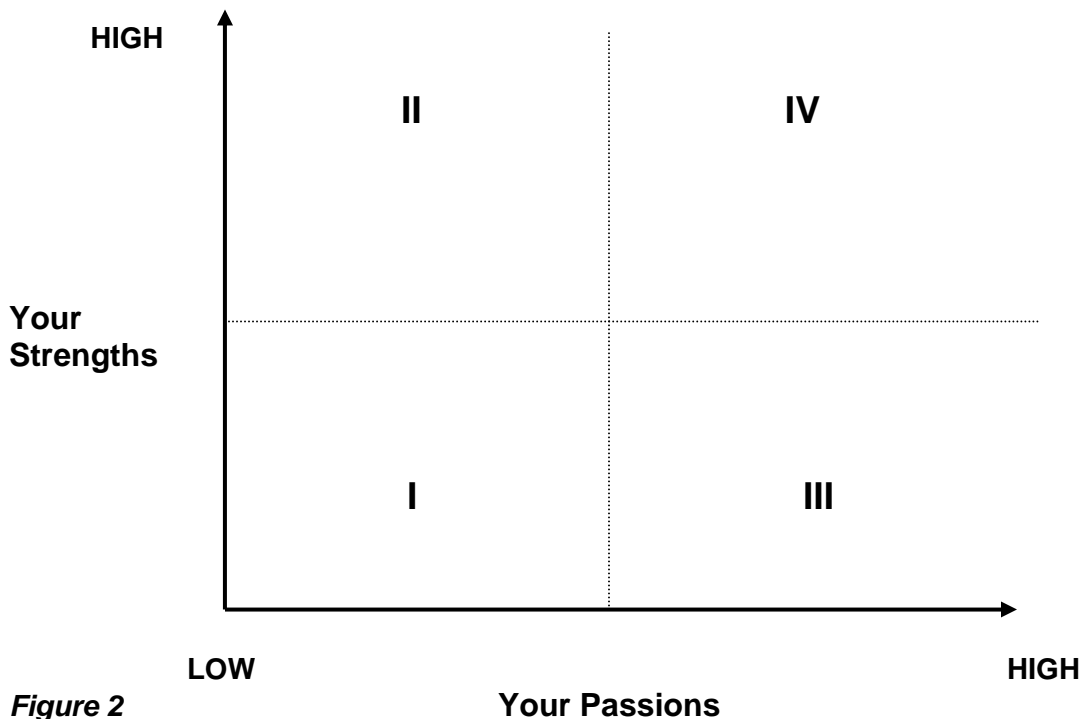


Figure 2

Quadrant I – Apathy, leads to low self-esteem

Quadrant II – Functional, can do the job but not excited about it

Quadrant III – Energized, love the job but not very good at it

Quadrant IV – Your Greatest Value, competent and passionate

“The effective executive makes strength productive. He or she knows that one cannot build on weakness. To achieve results, one has to use all the available strengths – the strengths of associates, the strengths of the superior, and one’s own strengths. These strengths are the true opportunities. To make strength productive is the unique purpose of organization. Its task is to use the strength of each person as a building block for joint performance.”

Peter Drucker, author, The Effective Executive

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What are my greatest strengths?

What are my greatest passions?

Figure 3



Review A Success

1. What was your goal?
2. What were the obstacles?
3. How did you persevere?
4. What lessons did you learn?
5. What did it feel like when you achieved your goal?

Preview A Success

1. What is your goal?
2. What are the obstacles?
3. How will you persevere?
4. What lessons from your past do you need to apply in this situation in order to succeed?

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Operate At The Intersection of Greatness

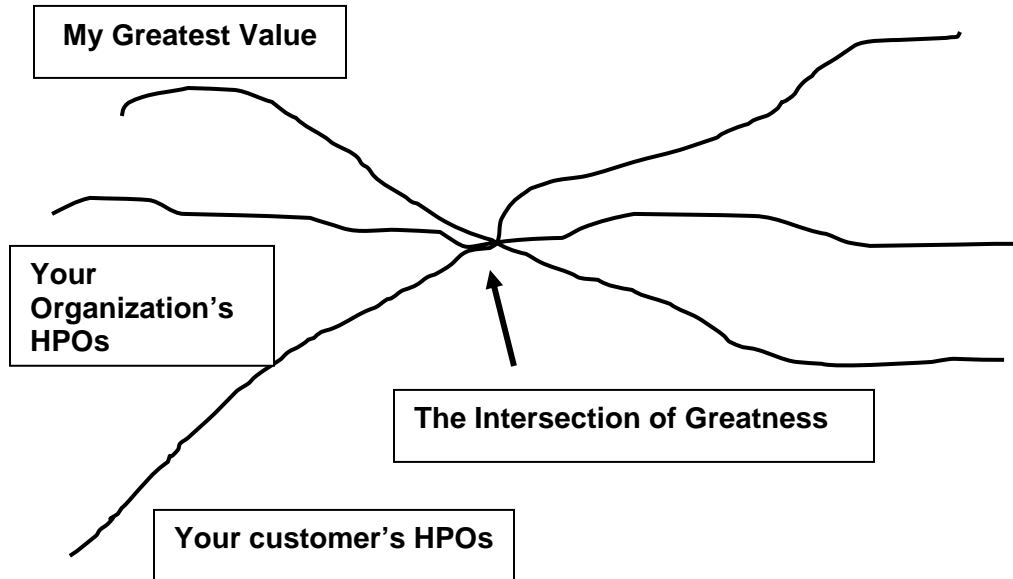


Figure 4

1. What HPO (High Priority Business Outcome) for my organization am I working to achieve?
2. What is one of my customer's highest priority outcomes?

(Think of an upcoming situation with a client or prospect.)

3. Which ones of my strengths and passions can I use in that situation to accelerate the achievement of one of my organization's HPOs and one of my client's HPOs?
4. How will I use those strengths and passions to move results forward for my organization and for my client?

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Array of Business-Building Ideas

The Bar Raising Process

Remember: pursue progress, not perfection

1. What was the goal we were trying to achieve?
2. What did we actually achieve?
3. What did we do to try to achieve the goal?
4. What went well in terms of our activities?
5. What did not go well?
6. What lessons did we learn?
7. What would we keep the same and why?
8. What would we do differently and why?

The 90/10 Rule

“The best companies in the world invest 90% of their time, talent and energy in improving their client’s condition.”

- **Dr. Alan Weiss, President, Summit Consulting Group, Inc.**

The Rule of 7 and The Top 25 List

Priority Management: The 1-3-6 Rule

Acceleration is the art of sacrifice.

- 1 - What is one high priority business outcome you are working to achieve?
- 3 - What three things can you do that would have the greatest positive impact on accelerating the achievement of that outcome?
 - a.
 - b.
 - c.
- 6 – What six things do you need to stop doing so you have the time and energy to do the three things you know will have the greatest positive impact on achieving the desired outcome?
 - a.
 - b.
 - c.
 - d.
 - e.
 - f.

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Communicate with Respect and Candor

Effective Influencers gain commitment from others by communicating with respect and candor

Fourteen Suggestions On Effective Communication

1. Share The Conversation
2. Talk The Other Person Up
3. Get To Know Them As A Human Being
4. Be Excited About Their Dreams
5. Value Every Role
6. Honor Their Differences
7. Respect Their Time And Schedule
8. Use Clear, Concise And Compelling Messages
9. Appreciate Ideas (Accept Suggestions As Significant Input)
10. Close The Loop
11. Totally Listen
12. Clarify Expectations
13. Be Honest
14. Be Genuinely Enthusiastic

Ten Ways To Ruin Business Relationships

1. Dominate The Conversation
2. Stay In Your Comfort Zone
3. See Only The Other Person's Faults
4. Smash The Conversation Into The Other Person's Face
5. Simply Don't Pay Attention
6. Tear The Other Person Down Behind Their Back
7. Use Negative Non-Verbal Communication
8. Maintain An Attitude Of Arrogance
9. Break Your Promises
10. Make "off the cuff" comments frequently

- 1) **Think of one client or prospect you would like to do better with at communicating with respect and write down what your game plan will be.**

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Defining Leadership

Leadership is influencing how other people think in ways that generate better sustainable results both for your organization and the people in it.

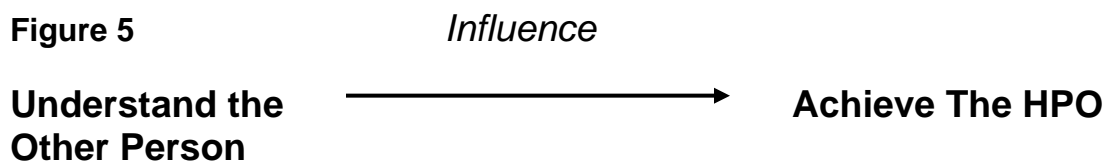
What are the benefits if you become a more effective leader?

Solution Leadership

The Eight Steps of Solution Leadership

1. *Clarify the desired outcomes.*
2. *Ask how those objectives fit within the organization's HPOs.*
3. *Ask a clear, open-ended and value-driven question.*
4. *Pause while the other person is thinking, wait patiently while they craft their answer, and listen to their ideas.*
5. *Offer your ideas on the topic.*
6. *Discuss all of the ideas that have been shared and see if either of you can combine two or more ideas together to make an even better idea.*
7. *Facilitate a discussion on establishing an action plan.*
8. *Follow-Up Regularly*

Figure 5



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Leadership Toolbox

21 Ways to Influence Other People

Ask

1. Ask a clear, concise and compelling question that narrows their focus to achieving the desired outcome.
2. Ask what are their greatest strengths and how they could use them to achieve the desired outcome.
3. Ask them to recall a success story from their past and how they could use the lessons they learned to succeed in their current situation.
4. Ask what advice they would give to another person who is trying to achieve the same thing.

Share

5. Share a personal story that connects to them.
6. Build trust through open and honest dialogue.
7. Provide an analogy that resonates with them.
8. Provide a book or a film that causes them to think differently.
9. Let them know about your weaknesses and how you have had to work to overcome them.
10. Talk about your heroes and ask about their heroes.

Demonstrate

11. Act with integrity and be honest.
12. Make a bold statement.
13. Role model the desired behavior.
14. Demonstrate that you believe in their ability to succeed.
15. Facilitate a group discussion where you draw out the best thinking of everyone in the group.
16. Help the group define what they will do AND what they will not do.
17. Step way out of your comfort zone to demonstrate your willingness to do whatever it takes to help the group succeed.
18. Follow-up with them periodically to let them know that you haven't forgotten about their efforts.

Challenge and Clarify

19. Challenge the others to do even better by asking, "Is this your best effort?"
20. Clarify with the other people the risks and the rewards of taking action.
21. Clarify the impact the group can have on other people if they are successful.

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Maintain the Capacity to Fail

**If you are not capable of failing,
then you are not capable of achieving greatness.**

1. **What are three things you want to try to do in order to grow the business, but you are afraid to do so because you might fail? (We won't be sharing our answers with each other.)**

2. **Now, go do them!**

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About the Presenter

Dan Coughlin is president of **The Coughlin Company, Inc.**, a consulting firm at the forefront of work on business acceleration. The discipline of business acceleration examines how corporations can continually increase their rate of sustainable, profitable growth. The practice of business acceleration concentrates on the following areas:

Role of the Individual

Personal Effectiveness
Leadership
Management

Role of the Group

Communication
Teamwork
Execution

Role of the Organization

Strategy
Branding
Innovation

As a speaker, author, and consultant, Dan Coughlin has:

- Written the book, **Corporate Catalysts: How To Make Your Company More Successful, Whatever Your Title, Income, Or Authority** (Career Press 2005) and more than 100 articles on business acceleration that are posted at www.thecoughlincompany.com
- Given over 500 presentations on business acceleration in more than 30 states.
- Provided more than 1,200 Executive Coaching sessions for presidents, vice-presidents and senior directors of Fortune 500 Companies and major privately owned firms.
- Invested more than 3,000 hours on-site observing executives and managers deal with real-life business situations in more than 20 different industries.

Dan Coughlin holds a bachelor's of science degree in mechanical engineering from the *University of Notre Dame* and a master's degree in arts and teaching from *Webster University*. He has served as an adjunct professor on entrepreneurship and leadership for *St. Louis University* and *Webster University's* Graduate School of Business. He frequently contributes articles on business acceleration to trade journals.

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Cassens Transport
Illinois Association of Realtors
Washington University
BoundTree Medical
TransUnion
National Association of Bar Executives
And more than fifty other organizations

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Additional Notes