

RESULTS

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your free guide to solve the 5 common

BUSINESS DYSFUNCTIONS

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1

in the
ABSENCE OF TRUST
BUILD TRUST.

here's how:

- ***Build friendly relationships***
take an interest in your people and what they enjoy doing outside of work
- ***Behavioral profiling tools***
understand each other's strengths, weaknesses, and default behaviors
- ***Leader is willing to be vulnerable***
"Here's what I'm good at and not so good at"
- ***Actions speak Louder than words***
live the core values, walk your talk, keep your promises
- ***Have the courage to tell people the truth***
do so in a way that empowers and encourages
- ***Leader makes it safe for staff to tell them the truth***
to admit mistakes, to disagree with the leader
- ***Demand open, honest dialogue at all times***
confront reality, face the brutal facts
- ***Pay full attention to people***
actively listen, clarify with questions, make sure your people feel heard

2

when there's a FEAR OF CONFLICT PROMOTE PRODUCTIVE CONFLICT.

here's how:

- **Confront the difficult issues**
deal with the elephant in the room, confront problems early
- **Ask for everyone's point of view**
especially the introverts, get all the opinions on the table
- **No group think**
if everyone is thinking the same, then someone isn't thinking, welcome contrary views
- **Let everyone speak and make sure they feel heard**
don't ridicule or shut them down
- **You don't all have to agree**
the leader should make it safe for the staff to disagree with the leader and to argue for alternative options
- **Set aside personal agendas**
focus on what's best for the team (have zero tolerance for silo mentality)
- **Do not avoid or shut down conflict**
great teams encourage and facilitate productive conflict
- **Encourage passionate debate**
keep it professional, focused on the issues, but let it run

3

when there's a *LACK OF COMMITMENT* **COMMIT TO A DECISION.**

here's how:

- **Leaders must Lead**
that means making clear decisions
- **Once all options have been tabled and discussed**
the leader must make a decision
- **Leadership is not a consensus**
consensus is a recipe for mediocrity, make a decision!
- **Any decision is better than no decision**
leaders must provide clarity of focus for the team
- **Zero ambiguity**
leaders must clarify the decision in writing and specify individual projects and due dates
- **Assign accountability**
leaders must assign people accountable (1 person per project) and ask for their commitment
- **Disagree then commit**
team must fully commit to the leader's decision even if they initially disagreed
- **United under a decision**
team needs to support the leader's decision as a united front to the rest of the company, dissent should not be tolerated

4

when people deflect

DRIVE ACCOUNTABILITY.

here's how:

- **Set high standards for each role**
measure 1 or 2 numbers that define success in each role
- **Establish KPIs for everyone**
each role needs at least 1 KPI so they can objectively answer:
“Did you have a good week or quarter?”
- **Identify key projects**
key projects = strategic tasks to move the business forward,
not the normal “doing my job” activities
- **Create strategic priorities**
identify each person’s key tasks each week (write it down) and ask:
“What’s the #1 thing they need to get done?”
- **Make it easy**
use a [software](#) that helps you and the team confront the reality together, keep it
updated weekly and make performance visible to everyone
- **Hold people accountable**
leaders must hold their people accountable for completing their tasks each week and key
projects each quarter
- **Confront poor performance**
leaders must confront poor performers to show the team the lack of accountability
is not acceptable

5

*when there's
inattention to RESULTS*
**FOCUS ON THE
RESULTS.**

here's how:

- **Not about titles**
leadership is more than a title, perks, speeches, or being popular,
leadership is defined by results
- **Courage**
leadership requires courage, your job is to make effective decisions and get the right things done
- **Give credit**
great leaders give public credit to the team for the results achieved,
rather than themselves
- **Give praise**
regularly give praise (every week) to people who achieve their KPI targets, complete their key tasks, and live the company values
- **Make heroes**
make heroes of those team members who live the values and achieve great results consistently

CLIENT TESTIMONIALS

More than 5,000 RESULTS.com users. Here's what they are saying:



To be able to, at the push of a button on our iPhone, have a snapshot of how everyone's performing while we're overseas is a big thing for us. I has drawn the team together and when someone is struggling or not hitting numbers everybody chips in to see how we can help."

– Dean Young, Director, BRAVEday

It is a way for us to communicate internally what we're working on, I explain the water cooler and how it promotes transparency. I have never had any issues of anybody not picking it up right away. I like when I post on water cooler it forces me to make sure I complete that action, Over the last 9 months we have been using it, it has become a way of life. We want to fully utilize the capabilities of this great product"

– Mark Narcy, General Manager, Controlled Contamination Services

I would recommend RESULTS to any organization looking to better manage their team, do a better job with planning and understand where your business is and where it needs to be. I looked at other companies, but RESULTS did it best."

– Kataraina Cassidy, Operations Manager, Ngati Rangit Trust

For the folks out in the field the software helps them view and track their own numbers, rather than finding out their results retrospectively. Being tradesmen, I was not sure how they would respond, but the proof is in the outcome. In the first two weeks of access to the information, the average \$ sale increased by 15%."

– Darlene Henshaw, CEO, Replacement Lamp Services

It helps us to focus on success in that it is easy to set up goals for anything, measure them, tweak them and get rid of goals if they are not useful. Freedom from other software means we can create goals for the things that can make the greatest difference now. We have the ability to link current tasks and activities to strategic objectives. It's a platform for the team to engage in conversation that is related to what we need to achieve, and create a meeting structure aimed at progress against our strategic objectives"

– Paul Dawson, Accountant, Bishop Toomey Pfeifer

We rolled out RESULTS to the entire company. Before using RESULTS some teams didn't measure KPIs, now everyone has a KPI. In fact our production output has increased by 139%!"

– Harvey Dunn, General Manager, Progress Printing

RESULTS.com gives me a visual understanding of where my company and teams are headed. We're working as an engaged team, collaborating with each other and helping everyone meet their goals. It's very user friendly, you don't have to be a tech genius to be able to use the product, and more importantly, understand what is or isn't happening. It has helped our team keep focussed."

– Olivier Lacoua, General Manager, CQ Hotels

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you're invited
free **EXECUTIVE** *overview*

RESULTS.com is a complete KPI solution for you and your team

- identify what's happening in your company right now
- visibility into what different people and teams are working on
- understand which areas are excelling and which require attention
- recognize top performers and assist people who need help

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