

Foreword by Marshall Goldsmith, author of TRIGGERS and MOJO



**A MANAGER'S GUIDE
TO GETTING RESULTS—
WITHOUT LOSING
YOUR SOUL**

WINNING WELL

Karin Hurt | David Dye

A PDF COMPANION TO THE AUDIOBOOK

Bulk discounts available. For details visit:
www.amacombooks.org/go/specialsales
Or contact special sales:
Phone: 800-250-5308
Email: specialsls@amanet.org
View all the AMACOM titles at: www.amacombooks.org
American Management Association: www.amanet.org

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional person should be sought.

Net Promoter Score is a registered trademark of Fred Reichheld, Bain & Company
Diaper Genie is a registered trademark of Playtex Products, Inc.

LIBRARY OF CONGRESS CATALOGING-IN-PUBLICATION DATA

Names: Hurt, Karin, Dye, David, authors.

Title: Winning well: a manager's guide to getting results—without losing your soul/Karin Hurt and David Dye; foreword by Marshall Goldsmith.

Description: New York: American Management Association, [2016] | Includes index.

Identifiers: LCCN 2015045507 (print) | LCCN 2015047288 (ebook) | ISBN 9780814437254 (hardcover) | ISBN 9780814437261 (ebook)

Subjects: LCSH: Executive ability. | Management. | Performance. | Leadership.

Classification: LCC HD38.2.H87 2016 (print) | LCC HD38.2 (ebook) | DDC 658.4/09—dc23

LC record available at <http://lccn.loc.gov/2015045507>

© 2016 Karin Hurt and David Dye

All rights reserved.

Printed in the United States of America.

This publication may not be reproduced, stored in a retrieval system, or transmitted in whole or in part, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of AMACOM, a division of American Management Association, 1601 Broadway, New York, NY 10019.

The scanning, uploading, or distribution of this book via the Internet or any other means without the express permission of the publisher is illegal and punishable by law. Please purchase only authorized electronic editions of this work and do not participate in or encourage piracy of copyrighted materials, electronically or otherwise. Your support of the authors' rights is appreciated.

About AMA

American Management Association (www.amanet.org) is a world leader in talent development, advancing the skills of individuals to drive business success. Our mission is to support the goals of individuals and organizations through a complete range of products and services, including classroom and virtual seminars, webcasts, webinars, podcasts, conferences, corporate and government solutions, business books, and research. AMA's approach to improving performance combines experiential learning—learning through doing—with opportunities for ongoing professional growth at every step of one's career journey.

Printing number

10 9 8 7 6 5 4 3 2 1

CHAPTER 2

How to Win Well in Every Situation

FIGURE 2.1. THE FOUR MANAGER TYPES.

USER MANAGER	WINNING WELL MANAGER
<p>Values:</p> <p>Confidence > Humility Results > Relationships</p> <p>Focus:</p> <p>Short-term results</p> <p>Behaviors:</p> <p>More energy for less results Longer hours Abusive</p> <p>Outcomes:</p> <p>Stress Unsustainable turnover Bitter Frustrated Feels like a victim</p>	<p>Values:</p> <p>Confidence and humility Results and relationships</p> <p>Focus:</p> <p>Focus on both long and short time horizons</p> <p>Behaviors:</p> <p>High expectations Healthy professional relationships Activity and accountability</p> <p>Outcomes:</p> <p>Sustainable results over time <i>Fulfilled:</i> enjoys work and life Low turnover <i>Respected:</i> people want to work with Sense of efficacy and influence</p>

GAMER MANAGER	PLEASER MANAGER
Values: Self-preservation Status	Values: Humility > Confidence Relationships > Results
Focus: Short-term survival and status	Focus: Day-to-day focus on being liked
Behaviors: Manipulation “Dirty” politics Divide and conquer Plays games to hang on, outlast	Behaviors: Politics of hiding Reactive Little accountability
Outcomes: Attracts unhealthy employees Productive employees leave	Outcomes: Stress Top performers leave Feels like a victim No results

YOUR WINNING WELL ACTION PLAN

To complete the assessment below, look at each pair of statements and mark the one that is more important to you. For each pair, choose only one of A or B.

FIGURE 2.2. THE WINNING WELL ASSESSMENT

Which is More Important, A or B?		
A		B
Putting out fires		Working long hours
Solving problems		Knowing things before anyone else
Being recognized		Building my status
Getting results		Being confident
Being liked by my employees		Achieving day-to-day goals
Working toward long-range goals		Keeping my job
Dealing with job-related stress		Not feeling frustrated
Being respected		Playing politics well

When you have marked one choice from all eight pairs, score the assessment:

Number of A's you selected: _____

Number of shaded A's you selected _____

Total of A's + shaded A's = _____

You should have a total number between 0 and 12. Look up your number on the following list of results.

Results

- 0-2** You probably experience lots of stress, bouncing back and forth between Gamer attempts to keep your job and frustration with your staff.
- 3** You likely do try to achieve results, but with a high degree of frustration common to the User style. You may try to be liked, but it generally doesn't work.
- 4 (with no shaded A's)** You may identify with the Pleaser style, putting lots of effort into being liked and reacting to one crisis after another.
- 4 (with 2 shaded A's)** You probably are a results-oriented manager with an opportunity to sustain your results as you connect with and invest in your people.
- 5** You have Winning Well management instincts that likely get buried in day-to-day stress and personnel frustrations.
- 6 (with one shaded A)** You may identify with the Pleaser style, putting lots of effort into being liked and reacting to one crisis after another with some focus on results.
- 6 (with three shaded A's)** You likely have Winning Well instincts and a focus on results.
- 7** You likely have Winning Well instincts and a focus on relationships.
- 8** You likely have strong Winning Well practices and may flex easily between results and relationships.
- 9-12** You likely have strong Winning Well practices and emphasize relationships in your day-to-day work.

This brief assessment gives you a small indication of your managerial style. For a more complete picture and full recommendations tailored to your style, we've included the full assessment online as part of your free Winning Well Tool Kit at www.WinningWellBook.com. We encourage you to complete the assessment and keep it beside you as you read this book.

CHAPTER 3

Master the Metrics Maze

YOUR WINNING WELL ACTION PLAN

Identify the top three results your people are responsible for achieving. Now identify the results your customers or clients say are the three outcomes most important to them. Are these aligned?

- 1.** What are the three most-important scores or metrics for your team or your business?
- 2.** What are the top three core behaviors your team must perform to achieve meaningful results for your customers or clients?
- 3.** Describe three ways you keep these behaviors (not only the metrics) consistently in front of your team.

CHAPTER 4

How to Keep Your People Focused on Results

YOUR WINNING WELL ACTION PLAN

Whenever you find yourself challenged with a management issue, we invite you to first ask these questions:

- 1.** Are expectations clear to all parties? Check for understanding by asking your team to share the expectations. Visit the Winning Well website, www.WinningWellBook.com, to download an exercise that can help.
- 2.** Does your team have the skills and equipment to succeed? (Don't guess—ask them.)
- 3.** Have you consistently reinforced the expectations? Has it been more than 28 days?
- 4.** Do you consistently practice accountability and celebration? When was the last time you offered a sincere, "Congratulations" or, "We need to do better"?

CHAPTER 5

Lead Meetings That Get Results and That People Want to Attend

YOUR WINNING WELL ACTION PLAN

Before scheduling your next meeting, consider:

1. Is this meeting the best use of time for the people you will invite?
2. Will this meeting build relationships and achieve results?
3. What kind of meeting is this (information exchange, make a decision, or solve a problem)?
4. Have you scheduled time at the end of the meeting to complete the Winning Well Meeting Formula: Who will do what, by when, and how will you know?

CHAPTER 6

How to Make Business Decisions Your People Get Behind

YOUR WINNING WELL ACTION PLAN

Think about the next decision you will make with your employees.

- 1.** What kind of decision will this be: Where are you going, or how will you get there?
- 2.** Who owns the decisions: you, the team through a vote, or the team through consensus?
- 3.** When the decision is made, use the Winning Well Meeting Formula to clarify who does what, by when, and how you will know.

Think about a decision where you will participate but will not lead the meeting.

- 1.** Can you articulate what kind of decision the group will make? If not, how can you ask for clarity?
- 2.** Is it clear who owns the decisions? If not, what specifically can you do to gain clarity?

CHAPTER 7

How to Hold Your People Accountable Without Losing Your Soul

YOUR WINNING WELL ACTION PLAN

1. Are there areas of poor performance that you have tolerated? If so, reflect on one of those situations and ask:

- a. What keeps you from practicing accountability (unclear expectations, guilt, concern for morale, saving face, lack of confidence, no alternatives)? How can you reframe or address this issue?
- b. How can you use the INSPIRE method to plan your conversation with the employee?

2. Think back to managers who have held you accountable. What did they do well that you appreciated? How can you integrate those practices into your accountability conversations?

3. Go to www.WinningWellBook.com and download our confidence-competence worksheet to help you get to the root cause of accountability problems.

4. Schedule accountability check-ins. If you're working with an employee on a specific behavior, schedule a regular time on your calendar to check in with him or her on how it's going. If it's going great, use that time to recognize the behavior. If not, use that as an opportunity for further coaching and documentation.

CHAPTER 8

How to Solve the Right Problem Quickly and Get Back to Work

YOUR WINNING WELL ACTION PLAN

Consider a problem you currently face or recently dealt with and ask:

- 1.** How can you (or would you next time) take responsibility for resolving the problem?
- 2.** What is (or was) the real problem?
- 3.** How likely it is to happen again and what would be the magnitude of the impact if it does? Based on the probability of recurrence times the magnitude of impact, is this a problem you should (or would) spend time to resolve?
- 4.** What would success look like when this problem is fully addressed?
- 5.** Are you clear about the success criteria or what success looks like?
- 6.** How was the solution chosen/decision made (or how will it be done)?

For solutions you've already implemented:

- 1.** Were you clear on who would do what by when and how you would know?
- 2.** Did you evaluate the solution and what you can learn from it going forward?

CHAPTER 9

How to Delegate So Nothing Falls Through the Cracks

YOUR WINNING WELL ACTION PLAN

1. Think about the next project or task you need to delegate.

Take a moment to write down:

- a. What does success look like? What is the expected outcome?
- b. What is your ideal finish line for this task?
- c. When will you schedule a meeting with the employee to receive the project?

2. Think of a task that has recently been delegated to you. Can you list:

- a. What does success look like? What is the expected outcome?
- b. What is your ideal finish line for this task?
- c. When will you return the project?
- d. If you could not answer one or more of these questions, when can you go back to the person who delegated the task and get clarity?

3. Break the micromanagement morass. If you are particularly prone to micromanaging, consider these steps to free yourself (and reclaim your soul):

- a.** Consider your motives. What is causing you to micro-manage? Get a mentor or coach to help you get to the root cause. Ask for feedback from your team.
- b.** Get the right team. If you just can't trust this team, but you have trusted teams in the past, it may be time to take a look at your players.
- c.** Set clear expectations. Establishing clear direction up front is the first step to empowering your team. Tell your team where you need them to go, but not how to get there.
- d.** Develop a robust communication system. Consider what information you really need to receive and at what frequency. Develop a cadence that make updates easy. You may not be able to go cold turkey, but try to minimize unnecessary reporting.
- e.** Give clear feedback. The worst kind of micromanaging is recycling feedback. If something isn't right, be very clear about what you need to avoid endless rework and wasted time.

CHAPTER 10

Get More Done in Less Time

YOUR WINNING WELL ACTION PLAN

- 1.** Embrace “infinite need, finite me.” Identify one or two specific activities you could stop doing to free up time for more important work.
- 2.** Look at your next three days. Right now, identify your MIT for each of those days. Write them down.
- 3.** At the end of each of the next three days, give yourself a grade “A” to “F” on how well you spent your time on the MIT.
- 4.** Take a piece of paper and make two columns. On the left side list all the things that make you feel more energetic and alive. On the right side list the things that deplete your energy. Now make a specific plan for how you can do more of at least two items in column one, and less of at least two items in column two.
- 5.** Do you get the rest and exercise you need to be at your best on most days? If not, what is one change you can make to help yourself in this area?
- 6.** Where do you need to be intentional about clarity and accountability with meetings, decisions, problems, and delegation? Are there any other frequent energy drains you need to address?

CHAPTER 11

How and Why to Terminate Employees with Grace and Dignity

YOUR WINNING WELL ACTION PLAN

- 1.** If you've ever fired someone, recall that experience. Based on what we've discussed here, what, if anything, would you do differently the next time?
- 2.** What beliefs about firing people keep you from doing it or doing it well with grace and dignity? What alternate beliefs might you consider?
- 3.** Have you ever been fired? If so, what happened in the experience that you would want to duplicate for others? How would you improve the experience?
- 4.** Are your expectations as clear as you think they are? (Avoid frustrating and unnecessary terminations by regularly checking for understanding, asking employees what they're doing and why they're doing it.)
- 5.** If you haven't done so recently, pay your HR department, attorney, or local employers council a visit and ask to be walked through the most critical laws, policies, or processes that apply to your situation.

CHAPTER 12

The Secret to Releasing Your People's Energy

YOUR WINNING WELL ACTION PLAN

1. Write down all your employees' names and what you know about each of them. Here are some options:

- The name of their significant other
- What they do for fun
- Their birthday
- Talents they are proud of
- Volunteer work they do
- What makes them feel most engaged and alive at work
- What makes them crazy at work
- What they see as the next step in their career

If you can't answer these, get to know them more deeply, up to their level of comfort.

2. Meet with all your employees to discuss each one's career. Work to identify three possible stretch projects or assignments that would challenge them to stretch their skills. Agree on next steps and a timeline to pursue at least one of the stretch activities.

CHAPTER 13

How to Create Confidence and Momentum

YOUR WINNING WELL ACTION PLAN

- 1.** How, specifically, do you show your team that you trust them?
- 2.** Think of a time when you felt your manager really trusted you. How did you know? How did it make you feel? Who on your team is a candidate for that level of trust?
- 3.** Identify a specific management challenge you face. How can you phrase the issue and share it with your team to get their input and solve it together?

CHAPTER 14

Build a Loyal Team of Problem Solvers

YOUR WINNING WELL ACTION PLAN

- 1.** Do you have employees who let fear get in the way? How can you best help them develop more courage?
- 2.** Meet with each employee and ask “How can I help?” Visit www.WinningWellBook.com to download a handout you can use to guide you through these coaching conversations.
- 3.** Ask a few of the confidence-building and project prelaunch questions we discussed in this chapter.

CHAPTER 15

Inspire Your Team to Double Productivity

YOUR WINNING WELL ACTION PLAN

- 1.** Articulate your work group's mission in one sentence.
- 2.** Ask each employee to articulate why he has been asked to do the work a certain way. If he struggles, use that as a window to open the “why” conversation.
- 3.** In a team meeting, ask your team to identify any tasks they are performing that they feel don't add value or aren't aligned with the mission. Then take time to discuss the alignment or eliminate the tasks.

CHAPTER 16

Get the Feedback You Need and the Influence You Crave

YOUR WINNING WELL ACTION PLAN

1. What are three ways you could make it easier for your employees to tell you the truth?
2. Which employees could benefit from the VOICE method? Schedule some time to share and discuss the model with them.
3. Brainstorm the tough questions that might be on your employees' minds and proactively answer them, questions such as:
 - Why do we do it this way?
 - How's our company really doing?
 - Why didn't you ask us?
 - Why is _____ not dealt with?
 - If I speak up, will it hurt my brand?
 - Do you think I'm ready for a promotion?
 - Why is there so much turnover ?
 - How can we get past this feeling of constant crises?

CHAPTER 17

Energize Your Team and Ensure That They Own the Results

YOUR WINNING WELL ACTION PLAN

- 1.** Ask your team to write down or print out a few questions they have that they're afraid to ask. Collect them in a way that protects privacy and answer them in a team meeting.
- 2.** Identify three steps you could take to better include your team in accomplishing your most important goal.
- 3.** Try the sticky-note exercise we just described to get your team talking and establishing standards of behavior.

CHAPTER 18

A Powerful Prescription for Energy- and Soul-Loss Prevention

YOUR WINNING WELL ACTION PLAN

1. Do you believe in play at work? Why or why not?
2. Think back to times in your work life when you've had a good laugh. What happened? Was the experience planned or spontaneous? How can you create similar opportunities for your people?
3. How do you maintain humor in your team without it turning negative?
4. Plan a time for you and your employees to go have fun together. Pack a picnic lunch and go bird watching (yes, we actually know a sales director who did this with much success). Have your team write leadership spine poems, which involves building a short poem using only the words written on spines of books and placing them in a stack. Even better, ask your team for suggestions about what would be most fun.
5. Take one of your key initiatives and find a fun way to talk about it at your next staff meeting. Write a limerick, dress in a costume (Karin's father dressed as his key initiatives at work every Halloween for several decades), or sing a song (just no Beastie Boys, please!).

CHAPTER 19

Great Relationships Require Great Results

YOUR WINNING WELL ACTION PLAN

- 1.** Test your goals and expectations for the team. Are you doing everything you can to challenge the team to achieve more? Are your expectations clear? Use the expectations exercise described in this chapter with your team to discuss how expectations are, and are not, being met.
- 2.** Which of your employees could benefit from a deeper one-on-one conversation on expectations?
- 3.** What are three ways you can get your employees to help one another improve like Pete did with his green jacket?

CHAPTER 20

Sustain Your Team's Energy and Momentum

YOUR WINNING WELL ACTION PLAN

- 1.** What was the most meaningful recognition you've ever received? What made it special?
- 2.** What do you appreciate most about each member of your team? Write it down. When's the last time you told them?
- 3.** What are the specific behaviors you want to recognize? What do people do to contribute to relationships and results?
- 4.** What story best exemplifies why you want to recognize someone?
- 5.** How does each person on your team like to be recognized for a job well done?
- 6.** What could you do this month to ensure that each member of your team knows how much you appreciate her? How will you make this recognition and encouragement relevant, specific, and meaningful?

CHAPTER 21

Essential Practices That Build Your Credibility and Influence

YOUR WINNING WELL ACTION PLAN

- 1.** What would be different if you were more real with your team?
- 2.** What fear would come out of your leadership cabinet? Name it. How can you follow Professor Lupin's example and see that the fear is ridiculous?
- 3.** Is there a place where you have let your people down? Hurt them? Broken a commitment? If so, when and how can you apologize to restore your credibility?
- 4.** Write down and revisit your leadership credo. Writing down your "This is what I believe" statement is a good way to keep yourself in check. We try to do this after each assignment. Take some time every year, or after each assignment, to write down what you believe, and score yourself from time to time. The exercise can be truly humbling. For a step-by-step guide to building your leadership credo, visit our website, www.WinningWellBook.com.

CHAPTER 22

What If My Boss Doesn't Want to Win and Doesn't Care About Their Soul— or Mine?

YOUR WINNING WELL ACTION PLAN

- 1.** Think of the worst boss you've ever had. How could you have used some of these Winning Well approaches? What might have happened differently if you had used these techniques?
- 2.** Do you ever succumb to trickle-down intimidation? What could you do to wash your hands to get back to Winning Well?
- 3.** Think of a situation where you really want to persuade someone to see your point of view. Plan your conversation using the confidence-humility persuasion tips.
- 4.** Download our Building a Better Relationship with Your Boss Assessment from www.WinningWellBook.com. Complete the assessment and ask one of your direct reports to complete it. Use it as a basis for conversation on how to make your relationship more productive. Once you've had some practice, see if your boss would be willing to complete the exercise with you and use it to improve that relationship as well.

CHAPTER 23

What If My Team Doesn't Want to Win?

YOUR WINNING WELL ACTION PLAN

- 1.** Do you still believe that your team can win? If the answer to this is “No,” see Chapter 24.
- 2.** Is the entire group struggling, or are one or two troublemakers slowing momentum?
- 3.** If the entire team is stuck, is there a lack of connection? Are you pulling in a different direction than they're able to go? Are you moving too fast? Or is there a place where they lack belief? How can you address the real issue and restore their momentum?
- 4.** If the issue is one or two troublemakers, what keeps you from addressing them directly?
- 5.** How can you overcome this resistance and help your team move forward?

6. Ask yourself some questions based on Section 3:

- Do I see them for who they are?
- Do I *trust* them?
- Am I *supporting* them?
- Am I *connecting* with them?
- Am I *hearing* what they are telling me?
- Am *including* them?
- Are we *succeeding*?
- Am I *recognizing* their contributions?
- Are we *having fun*?
- Am I *real* with them?

CHAPTER 24

How to Inspire and Motivate Yourself

YOUR WINNING WELL ACTION PLAN

- 1.** What do you like most about your job?
- 2.** What about your job frustrates you? What are three “How can I . . . ?” questions you can ask yourself to take responsibility and improve your situation? Ask them and write down your answers.
- 3.** What are you doing to take care of yourself? What one thing could you add to your daily routine that would make you feel healthier?
- 4.** How can you create an envelope of excellence for you and your people regardless of what’s happening in the rest of your organization?
- 5.** Are you feeling particularly disgruntled, trapped, in conflict with yourself, or underutilized? If so, how can you work to improve your situation either within your current organization or another one?

CHAPTER 25

Your Winning Well Legacy

YOUR WINNING WELL ACTION PLAN

1. Are you Winning Well? How do you know?
2. What stories will your team share about you?
3. Who will you invite on the Winning Well journey? If you were to share this book with them, would they see you as a role model of the Winning Well behaviors?
4. Make a list of what you want most to be remembered for as a manager. Revisit it from time to time as you work to build your legacy.