



Leading For Results

"Man cannot live on bread alone, he must have peanut butter (James A. Garfield)!" Similarly (though less funny) **leadership** does not stand alone, it must get **results**, and that means achieving well formulated **goals**. By definition, a destination is inherent and you **MUST** know where your are going or, as oft quoted Yogi says, "If you don't know where you're going, any path will get you there."

Hundreds of books have been written about leadership with much good advice. However, with 7 Laws, 9 Essentials, or 5 Rules it's time for a time out!

Practicing behavioral leadership without a goal is like drilling for a football game only to find out you're playing basketball. It makes a difference. Yes, there are many universal truths ... trust, teamwork, listening for example ... that are important frameworks in general, but insufficient of themselves. You need to know the "rules of the game" to **LEAD** your team to the **GOAL**.

Let's start with your **TEAM**.

Your team is as different from one playing football than one playing basketball as developing a software is from managing a retail outlet. What is highly important to the first is not as important to the second and the other way around. They have different **GOALS**, utilize different **TECHNOLOGY**, employ different **PROCESSES**, and the knowledge, skills, and abilities of the **PEOPLE** involved are different ... because the **GOAL** is different ... the leadership, although underpinned with some universal principles, will be different. Each leader must be **CREDIBLE** which means each must relate to the unique abilities of these very different team talents in a way that helps each member achieve their unique objectives.

About **GOALS**:

No matter how talented the team, without clearly articulated **GOALS**, it will not achieve its potential. It will probably get somewhere, but (ala Yogi) even the members may not know where, nor will they arrive at a destination as desirable had they really thought it through from the start. Knowing your **GOALS** are as important to success as knowing whether baskets or touchdowns are your objective.

GOALS need to be simple, clear, and a valid measure of success. They inform everything else you do from selection of:

- the **technology** you will use to produce your product or service,
- the **processes**, practices and procedures you'll need,
- the **knowledge**, skills, and abilities of the personnel you select, and

We ignite employee engagement through inspired leadership.

501 West Main Street, Charlottesville, VA 22903 T: 434.293.5758 T: 804.502.4319 info@msbcoach.com
www.msbcoach.com Copyright ©2013 MSBCoach



the **strategy** and customer (internal and external) feedback you need to continuously improve performance.

And ... to continuously improve, you must routinely reassess your goals and refine them to provide your team with an updated set to strive for that will improve your business.

An important perspective on goals ... each cannot be viewed in isolation from another. In "The Balanced Scorecard" Kaplan and Norton illustrate this well. For example, if you are overly focused on your financial performance, other important aspects of your business will suffer. Similarly, if you refine a goal in one area, it is likely to require adjusting one in another area. You must balance your goals and how you score them (thus the title of the book).

Your business may have more, but four prominent goals and measures dimensions outlined in "The Balanced Scorecard" are:

- Financial
- Processes
- Learning and Growth
- Customer

A final word on GOALS:

Unless each goal is understood by the newest employee (in terms of they DO) you will not have the engagement needed for a high performing team. Bottom line goals embraced by the owners and executives mean little to the rest of the team unless they are "translated" in terms of what each member does ... their individual daily activities. They have to know what they need to DO to score a point!

To summarize:

Leadership in a vacuum is like getting in your car and driving without a destination ... you'll get somewhere, but the chance it is where you really want to be is unlikely.

Goals are essential. The more clearly defined and engrained throughout your organization the better.

Goals must be balanced. An inordinate emphasis on one set at the expense of another is a prescription for long-term decline.

Goals must be embraced by the team, not just the leader. It is one of a leader's highest callings to communicate, persuade, and engage each employee in achieving well balanced and aligned goals that give life and health to reaching the highest potential of your organization.

We ignite employee engagement through inspired leadership.

501 West Main Street, Charlottesville, VA 22903 T: 434.293.5758 T: 804.502.4319 info@msbcoach.com
www.msbcoach.com Copyright ©2013 MSBCoach