

■ ■ ■ ■ The Power of  
Productive Leadership



**By Stacey Girdner**  
**VP, Chief People Development Officer**  
**Russ Reid**

# The Power of Productive Leadership

There are consequences  
for saying 10, 9, or 8,  
when we know it's a zero.

There are consequences for saying 2,  
when a 10 is expected.



# ■ ■ ■ ■ The Power of Productive Leadership

## #1 Problem:

The inability of leaders to tell the truth about performance, and either equip the employee to turn his or her performance around, or invite the employee to leave the organization.



# ■ ■ ■ ■ The Power of Productive Leadership

YOU impact the way people perform  
in your company by the  
clarity of your direction,  
provision of resources,  
truthfulness of your feedback, and  
consistency of your modeling!



# ■ ■ ■ ■ The Power of Productive Leadership

This session is about YOU,  
YOUR leadership,  
and its impact on  
the way people perform  
in YOUR organization.



# The Power of Productive Leadership

1. Definition of a high performance organization.
2. Four changes you can make in the way you lead.
3. Changes you can make in the way you think about leading.
4. Steps you can take immediately and over time to increase performance accountability in your organization.



■ ■ ■ ■ The Power of  
Productive Leadership

WHAT IS A HIGH  
PERFORMANCE  
ORGANIZATION?



RUSS REID  
COMPANY

# The Power of Productive Leadership

There is an 80% difference  
in what employees think  
they should achieve  
and what the manager  
wants them to achieve!



# ■ ■ ■ ■ The Power of Productive Leadership

## What keeps us from having high performing organizations?

- Inaccurate definition of leadership.
- Our misconceptions of human nature.
- Our own fragile egos and unwillingness to be vulnerable.
- Fear of the **E** word – **E**motions.
- Our lack of communication skills.



■ ■ ■ ■ The Power of  
Productive Leadership

FOUR CHANGES  
YOU CAN MAKE  
IN THE WAY YOU LEAD



# The Power of Productive Leadership

1. Give clear direction to the organization.
2. Provide the resources to do the job.
3. Provide ongoing feedback.
4. Be a consistent model.



# The Power of Productive Leadership

Give clear direction to the organization through a compelling vision and mission, measurable organizational goals, and defined standards for each person's job role.

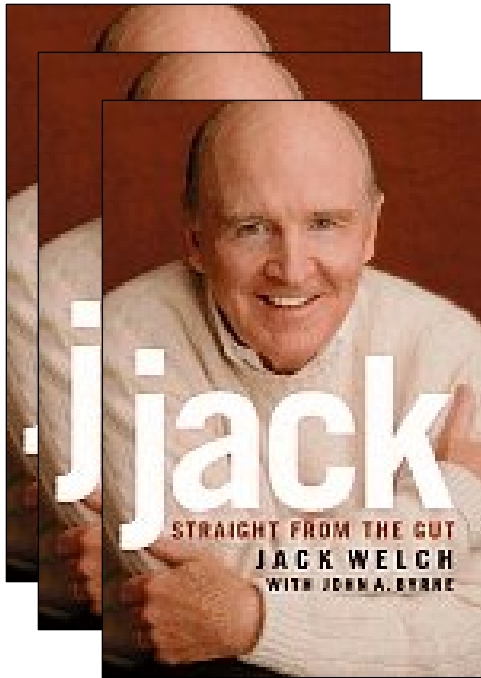


■ ■ ■ ■ The Power of  
Productive Leadership



RUSS REID  
COMPANY

■ ■ ■ ■ The Power of  
Productive Leadership



*“Good business leaders  
create a vision,  
articulate a vision,  
passionately own the  
vision and relentlessly  
drive it to completion.”*

~Jack Welch



RUSS REID  
COMPANY

■ ■ ■ ■ The Power of  
Productive Leadership

# Giving Organizational Direction

We exist to provide  
this product \_\_\_\_\_,  
to these customers \_\_\_\_\_,  
in this manner \_\_\_\_\_,  
for this purpose \_\_\_\_\_.



■ ■ ■ ■ The Power of  
Productive Leadership

# Setting Organizational Goals

To achieve our mission, this year's top goals are:

We will accomplish this result \_\_\_\_\_,  
at this measure \_\_\_\_\_,  
within this period of time \_\_\_\_\_,  
at this level of quality \_\_\_\_\_.



■ ■ ■ ■ The Power of  
Productive Leadership

# Setting Job Standards and Goals

To achieve this year's top goals, your job is to:

You will achieve this quantity \_\_\_\_\_,  
of this activity \_\_\_\_\_,  
within this time frame \_\_\_\_\_,  
and at this level of quality \_\_\_\_\_.



# The Power of Productive Leadership

Ensure that the necessary resources to do the job are available including funds, personnel, time, support systems, information, training, and support.



■ ■ ■ ■ The Power of  
Productive Leadership

*"I can do it  
with one hand  
tied behind my back!"*



# ■ ■ ■ ■ The Power of Productive Leadership Providing Resources

- Is there enough money and people for your team to accomplish its goals?
- Do the systems in your organization support the work that needs to be done?
- Do people get the information and training they need?
- Do your employees feel supported in the work that they do?



# The Power of Productive Leadership

Provide ongoing feedback,  
be generous in praise,  
and correct course immediately  
– when needed.





# The Power of Productive Leadership

Start telling the truth  
about performance.



■ ■ ■ ■ The Power of  
Productive Leadership

# Giving Praise

- Be specific.
- What was good about their performance?
- What was the positive consequence?
- What impact did it have on you personally?



# ■ ■ ■ ■ The Power of Productive Leadership

## Correcting Course

- Be specific.
- In what way was the performance not up to the defined standard?
- What does acceptable performance look like?
- What was the negative consequence?
- What was the impact on you personally?
- What needs to be done differently?
- What support will you provide?
- When will you meet again to review?
- What happens if performance doesn't change?



# ■ ■ ■ ■ The Power of Productive Leadership

Broccoli in the teeth –  
call it like you see it.  
It's the most respectful  
thing you can do.



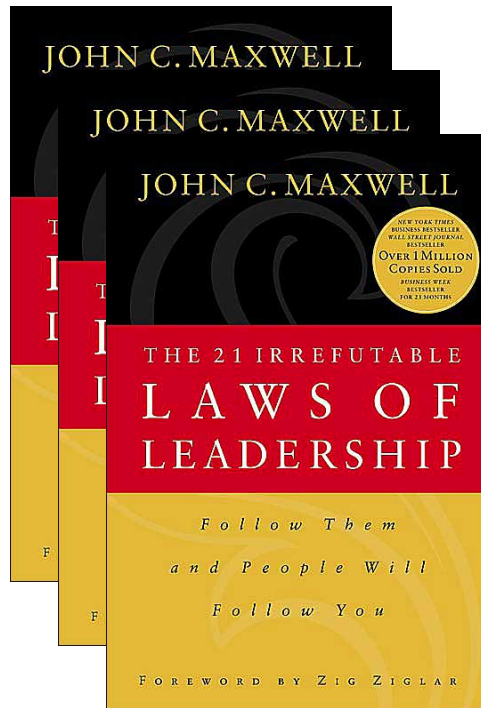
# ■ ■ ■ ■ The Power of Productive Leadership

Be a consistent model of the vision and values for everyone in the organization.



RUSS REID  
COMPANY

■ ■ ■ ■ The Power of  
Productive Leadership



*"We teach what we know, we reproduce what we are."*  
~John Maxwell

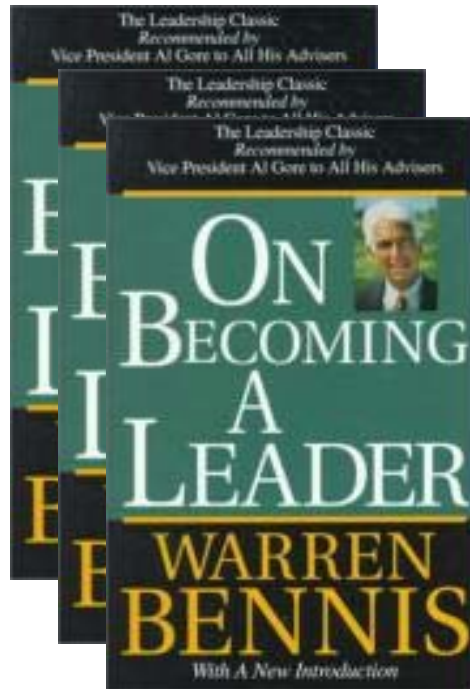
# The Power of Productive Leadership

## Your Non-Verbal Leadership Message

- What you pay attention to.
- What you ignore.
- How you respond to problems.
- How you make decisions.
- The standards you hold for yourself.



# ■ ■ ■ ■ The Power of Productive Leadership



*“Becoming a leader is synonymous with becoming yourself. It’s precisely that simple, and it’s also that difficult.”*

~ Warren Bennis



RUSS REID  
COMPANY

# ■ ■ ■ ■ The Power of Productive Leadership

*“The first step to becoming  
an effective leader is to look in the mirror.  
Master the art of leading yourself  
and you will lay the foundation  
for helping others do the same.”*

~Charles Manz



# ■ ■ ■ ■ The Power of Productive Leadership

## Being a Model:

- Be honest with yourself.
- Have a policy of telling the truth.
- Get some feedback.
- Set achievable goals.
- Get more feedback.
- Don't stop learning.



■ ■ ■ ■ The Power of  
Productive Leadership

CHANGES YOU CAN  
MAKE IN THE WAY  
YOU THINK ABOUT  
PERFORMANCE



■ ■ ■ ■ The Power of  
Productive Leadership



RUSS REID  
COMPANY

■ ■ ■ ■ The Power of  
Productive Leadership



**RUSS REID**  
COMPANY

# ■ ■ ■ ■ The Power of Productive Leadership

## A Good Coach:

- Brings a spirit of wanting to create winners.
- Brings a spirit of help.
- Brings a spirit of partnership.



# ■ ■ ■ ■ The Power of Productive Leadership

When you tell someone she has broccoli in her teeth, or when you tell him that his performance is a 2 and not a 10, can you reframe your role?

Do it with the spirit of a good coach – wanting to create a winning team.



■ ■ ■ ■ The Power of  
Productive Leadership

STEPS YOU CAN  
TAKE IMMEDIATELY  
AND OVER TIME



■ ■ ■ ■ The Power of  
Productive Leadership

*"Tell me what I'm supposed to do,  
provide the resources to do it,  
and let me know whether or not  
I actually did it."*



# ■ ■ ■ ■ The Power of Productive Leadership

## Where You Can Begin:

- Go back and ask for forgiveness.
- Clarify goals, roles, responsibilities.
- Define high performance.
- Provide resources.
- Give feedback and commit to continuous feedback.
- Give it two months of regular practice.
- Track results.



# ■ ■ ■ ■ The Power of Productive Leadership

## What You Can Do Right Away:

- Notice what people are *doing* – catch them doing something right.
- Deal with immediate performance concerns.
- Communicate that you are committed to giving regular performance feedback.
- Exit the chronic poor performers.



# ■ ■ ■ ■ The Power of Productive Leadership

## What You Can Expect:

- Resistance, noise, anger, frustration.
- Increased insecurity for some time.
- Poor performers will go into hiding.
- Average performers will get quiet.
- High performers will be relieved.
- You'll wonder if you made the right choice.
- Over time, you'll have a higher performing organization.



# ■ ■ ■ ■ The Power of Productive Leadership

## Why Do This:

- High return on investment.
- Good things are worth fighting for.
- No pain, no gain.
- The more you do it, the more comfortable you will be.
- It's the most respectful thing you can do.
- Your organization's future depends on it.



■ ■ ■ ■ The Power of  
Productive Leadership

Q & A



RUSS REID  
COMPANY

■ ■ ■ ■ The Power of  
Productive Leadership

For further information contact:

Stacey Girdner  
VP, Chief People Development Officer  
(626) 449-6100, ext. 431  
[sgirdner@russreid.com](mailto:sgirdner@russreid.com)

In 24 hours, the recorded presentation  
will be available for viewing at  
[www.russreid.com/webinar](http://www.russreid.com/webinar)



RUSS REID  
COMPANY