Who Kidnapped Excellence?

What Stops Us from Giving and Being Our Best

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Bestselling coauthor of *Fish* and *Revol*.

JOHN BRITT
Bestselling coauthor of *Who Killed Change?*

and ED JENT
i am BELOW

AVERAGE!

the perks of being a

wallflower
The
Customer
Is?:
The customer is the next person in the process.
Next Person In the Process

HIM

PFS

Pre-Registration
Registration
Collection
Billing
Coding
Who Kidnapped Excellence?
What Stops us from Giving and Being Our Best

CAST OF CHARACTERS

Excellence
Passion
Competency
Flexibility
Communication
Ownership

Average
N. Different
N. Ept
N. Flexibility
Miss Communication
Poser
Passion

*Inspires everyone with energy, enthusiasm, and caring.*

Passion’s job is to create that zest inside us for life that causes us to smile even when circumstances are against us, to go that extra mile, and to see our life and work as an opportunity, not something we have to get through.
Ensures everyone has all the skills needed to do their best.

Competency is important not just in the technical aspects of our work and lives but also in our relationships with one another.
Flexibility

*Helps us respond to unique situations whenever they occur.*

The only thing that remains constant is that everything changes. Flexibility understands this and helps employees to deal with and manage these changes in a practical and professional manner.
Communication

*Clearly communicates roles and expectations.*

Perception is everything, and perception is created by Communication. Communication respects that there is a delicate balance between listening and talking.
Ownership

*Ensures everyone gives their best and takes 100 percent responsibility for their jobs.*

Ownership is a personal value that promotes the knowledge that we have power and influence when we accept our responsibilities. Even in the face of constraints and barriers, we have the choice to operate using our judgment.
ELEVATE Your Excellence!

Examine Yourself
Live Like Dooley
Equip Yourself
Verify and Clarify
Accept Change
Take Responsibility
Expect Improved Performance
Examine Yourself

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>My attitude is great</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I look at opportunities with enthusiasm</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>My life is a journey of learning and discovery</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>I learn something new every day</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
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<tr>
<td>I actively listen before responding</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>I look at change as “What I am gaining, not losing?”</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
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<tr>
<td>I am accepting of new ideas?</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>If I see it, I own it and I fix it</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>I act like an owner and take pride in what I am doing</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>I do my best every day</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
</tbody>
</table>
Engaged or Enrolled

Two recent discoveries by The Gallup Organization offer insights into why passion is rare in U.S. workplaces:

• 55% of the U.S. working population is not engaged at work.

• 16% of the U.S. working population is actively disengaged.
Live Like Dooley

THE DOOLEY PHILOSOPHY
One should live one’s life seeing every opportunity as new and exciting
Live Like Dooley

Based on the principle that all things are created twice. There is a mental (first) creation, and a physical (second) creation. The physical creation follows the mental, just as a building follows a blueprint.
Employee Work Passion Factors

• Growth
• Connectedness to Leaders
• Connectedness to Colleagues
• Workload Balance
• Task Variety
• Performance Expectation

• Collaboration
• Meaningful work
• Distributive Justice
• Procedural Justice
• Autonomy
• Feedback

Employee Work Passion
Drea Zigarmi, et al
**Live Like Dooley**

- Know your strengths and use them for opportunities
- Stretch your talents and strengths
- Greet each morning with a positive attitude
- Commit to positive actions
- When you find yourself in a hostile or negative environment, simply remove yourself from the situation
Live Like Dooley

- Know your distracters and deal with them
- Know your biases and deal with them
Equip Yourself

Skills

Attributes  Behaviors
Equip Yourself

1. Personal management
Personal management means that you understand yourself and are conscious of the implications of your interactions with others.

2. Communication
Communication means that you’re comfortable using a broad range of communication styles and you choose appropriate, effective ways to communicate to different audiences in diverse situations.

3. Managing information
Managing information means that you are able to think critically and gather, sort, store and use information to turn data into knowledge.

4. Research and analysis
Research and analysis means that you use information from a variety of sources—including personal experience and your own observations—to identify options and solve problems.

5. Project and task management
Project and task management means that you plan, implement, manage and measure projects and tasks in a timely and directed manner.
6. Teamwork
Teamwork means that you work cooperatively and collaboratively with others to achieve collective goals.

7. Commitment to quality
Commitment to quality means that you take pride in your work and strive for excellence to achieve the best possible results.

8. Professional behavior
Professional behavior means you use sound judgment to meet or exceed your guidelines, standards and expectations.

9. Social responsibility
Social responsibility means that you recognize how your beliefs, ethics and actions fit within the context of a greater community.

10. Continuous learning
Continuous learning means that you pursue and apply new knowledge and skills in all of your experiences.
Verify and Clarify
Verify and Clarify

• Listen with a clean slate
• Be aware of your filters
• Listen for feelings and facts
• Respond to feelings first, then facts
• Context is everything
• Listen reflectively
• Listen for what is not said
Verify and Clarify

• Be careful not to attach labels to what you hear
• Probe with open-ended questions (The ‘W’s)
• Never focus on the exceptions
• Listen all the way to the end
• Fill the Talking/Listening Differential (X6)
• Listen with your entire body
• Believe body language over words
Verify and Clarify

• Recognize the power differential
• Avoid ‘but, however, no’
• Be interested, not just interesting
• Be approachable (self-disclose, confess weaknesses)
• Begin with the end in mind
• Don’t polarize people
Avoid Piling On!
What Time is it?
Accept Change

State of Well Being/Competence

Elapsed Time

Denial

Shock

Strong Emotion

Acceptance

Fighting

Trying

Fuller Understanding

Integration

Experimental

Dr. Tom DeCoster
Accept Change

- What about me?
- What is it?
- Why? Why now?
- When? Where?
- How?
- How am I doing?
- Who cares?
- What’s next?
Accept Change

• Give the leaders the benefit of the doubt
• Ask relevant questions professionally
• Offer suggestions (right way/right timing/right audience)
Accept Change

Knowledge

Habits

Skill

Desire
Accept Change

A

A

U R G E N C Y

E

N

C

Y
Take Ownership

“Never be in the Same room As a decision”

Dilbert
Take Ownership
Take Ownership

The number one trait employers are seeking today is “A person who will take ownership of their job.” They are looking for Pitchers, not Catchers, do-ers not waiters and people whose positive attitude and positive actions will show the way for others.
Take Ownership

- **Commitment**: People who think like owners are committed to the values, vision and mission of their organization, and are committed to their own development in their professional roles.

- **Engagement**: People who think like owners are actively engaged in their work and feel a sense of connection with their coworkers and with their organization.


**Take Ownership**

• **Initiative:** People who think like owners anticipate problems and seek opportunities, then have the gumption to take action and seek help if they need it.

• **Stewardship:** In a culture of ownership, people are as careful with the organization’s resources as they are with their own, in part because they know that the organization’s leaders are concerned with helping them optimize their own resources. Real stewardship, though, is more than just being judicious with existing resources – it is also **thinking creatively about how to create value.**
Take Ownership

• **Belonging:** People who think like owners are given the inside story regarding operations and finance; hired hands are told only what they need to know to get their own jobs done.

• **Fellowship:** A leading indicator of employee engagement is whether people have good friends at work. A culture of ownership, where people are truly engaged in the work, is characterized by a spirit of fellowship that encourages friendly collegiality.
Take Ownership

Pride: People who think like owners take pride in their jobs, in their professions, and in their organizations.
Expect Improved Performance
The Advantage
Release Your Excellence!
Message to Leaders

Top 10 Ways to Ensure Your Best People Quit!

10. Treat every equally.
8 Have dumb rules.
7. Don’t recognize outstanding performance and contributions.
6. Don’t have any fun at work.

Ragan.com
Message to Leaders

Top 10 Ways to Ensure Your Best People Quit!

5. Don’t keep people informed.
3. Don’t develop an employee retention strategy.
2. Don’t do employee retention interviews.
1. Make your on-boarding program an exercise in tedium.

Ragan.com
What is Your Next Move?

- **Excellence!**
  - Passion
  - Competency
  - Flexibility
  - Communication
  - Ownership

- **Average**
  - N. Different
  - N. Ept
  - N. Flexibility
  - Miss Communication
  - Poser