

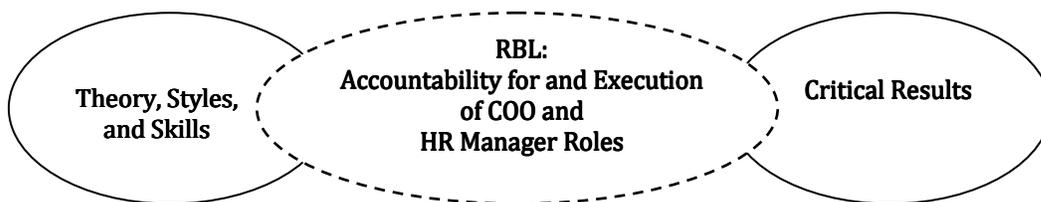
Results-Based Leadership

Overview

In a business context, Leadership is the special kind of action-oriented behavior performed by a manager or supervisor that assists employees and colleagues in accomplishing their most critical individual, team, or organizational goals. When executed properly, leadership achieves business results!

Results-Based Leadership (RBL) focuses attention on the proper execution of this essential support by developing new models of leadership behavior, providing special tools for executing two key aspects of the leadership role, and by creating the intentions and agreements for increased accountability throughout the organization.

Results-Based Leadership connects the understanding of leadership theory, style and skills to critical organizational results by providing participants a comprehensive strategy to execute the leadership role in day-to-day work.



Results-Based Leadership bridges the gap between the usual training in leadership theory, styles, and skills and your critical business results by focusing on the leader's accountability for executing the key leadership roles of COO and HR in the day-to-day business environment. In short, Results-Based Leadership is about helping managers and supervisors achieve the best possible **execution** of the business strategy through the maximum **engagement** of the organization's employees.

Engagement

"Engagement" can be defined as a heightened sense of ownership where each employee wants to do whatever they can for both internal and external customers, and for the success of the organization as a whole. As the owner of a multi-billion dollar trucking company put it, "I want every driver, customer service agent—everyone in the company—to feel like they own the place so they will do whatever it takes to meet our goals."

The Data Say

- ◆ There is a 52 percent gap in operating incomes between companies who have highly engaged employees and companies who do not.
- ◆ Highly engaged employees exhibit more trust, organizational commitment, and enjoyment of work than those employees with moderate or low levels of engagement. ◆
Highly engaged employees are 87 percent less likely to leave the organization and are seven (7) times less likely to have a lost-time safety accident.
- ◆ Two studies of life insurance companies have shown that firms with highly engaged employees outperformed low engagement firms by 47% in one study, and a whopping 200 percent in the other.

Jack Welch says, “Any company trying to compete...must figure out a way to engage the mind of every employee.”

Execution

“No company can deliver on its commitments or adapt well to change unless all leaders practice the discipline of execution at all levels.”

— Larry Bossidy, CEO, Allied Signal

In the past, it might have been possible for a manager or supervisor to focus on completing the transactions inside his or her work group. Today, however, the manager and supervisor must focus on executing an ever-changing business strategy and a shifting set of business goals.

Today’s leaders are in constant motion—building new relationships and expanding their ability to get things done. This new set of activities and skills lies at the heart of what we mean by “execution.”

Results-Based Leadership

Results-Based leadership combines the power of employee engagement with the dynamic ability to constantly scan, prioritize, and respond to daily business demands. Employees become more productive by focusing on the critical activities that sustain your business and accepting accountability for the bottom-line in their department or function. Less waste, less frustration, more gain---that’s Results-Based leadership!