



BLUTEAU DeVENNEY & COMPANY
Helping Success Come Naturally



THE MILLION DOLLAR TEAM™

HOW TO BUILD THE BEST



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Do you have the Million Dollar Team™?

Learning How to Build the Best

Are you like 82% of leaders and feel stuck not getting things done with your team? Whether you are a business owner, executive or professional with a team of two to two hundred, less than 20% of team leaders feel they work naturally and effectively together.

Are you stuck?

- Do you get the results you want from your team?
- Do you struggle and spend a lot of time and stress to get the results you do?

Most leaders feel like the picture to the right. They sit head in hands, frustrated and stressed, wondering how to get everyone working from the same page. It seems like it is all on the leader's shoulders.



There are teams that work naturally and effectively together – those million dollar teams that seem to fit together effortlessly to get results.

What do the leaders of million dollar teams know?

For the past eighteen years, David (my business partner) and I have run a business with a large team. The business has been successful financially yet I would only say we have been successful with our team in the last three years. The first fifteen years were a struggle to work effectively together.

Our struggle with our team showed up in turnover – and the costs of hiring, training, firing and just talking about it.

How much time and energy is drained from talking about why a team member is not performing well?

From 1994 to 2002, the cost of our turnover was more than \$660,000 - \$83,493 each year! Our team of twelve faced a turnover of about 20% each year over that time period. It all changed in 2003.

What happened in 2003?

We learned that success is not a solo sport. Real success results from working effectively with your team. We had been limiting our potential by not focusing on working at our best individually and with our team. We focused on getting the right people in the right places doing the right things at the right time.

The result has been tremendous. Our turnover has dropped to about 5% with an annual cost of \$11,887 for the past three years – a drop of more than 80% from our past results. We work together naturally and effectively generating much more meaningful success for the business and all of our team. Our team takes initiative and invests in shared success.

From our experience, we found the formula for team success. There are three steps – follow them and you can build the best and have the million dollar team.

And they can be learned!

Are you a Lion or a Leader?

It all starts with the leader.

Our image of the successful leader is one of command. We see an assertive, fit, powerful, action hero – someone who is clearly going somewhere. We see a professional lion.

Million dollar leaders are not lions!
Commanding and controlling everything and everyone before you is not the path to success.

Success is not a solo sport! Successful people learn early that million dollar results are generated from a team. Rugged individualism only gets you so far in life – doing everything yourself or playing for your own game limits your potential.

You need to shift from a solo game to an effective team to jump the hurdle to million dollar results. This jump is not just having a team. All leaders have teams although research shows that less than 20% of leaders and teams have any idea how to work together.



The jump to the million dollar results comes from two shifts.

1. You make a shift from seeing your team as an investment and not a cost – it is ownership not servitude.
2. You make a shift from involving your team rather than commanding them – it is alignment not authority.

Million dollar leaders and teams build focus and confidence on a foundation of three steps which show you how to work successfully as a team and as an individual.

Working ineffectively wastes time, money and energy as well as loses clients. Dysfunctional teams drain the ability of businesses, organizations and professional groups to achieve their potential.

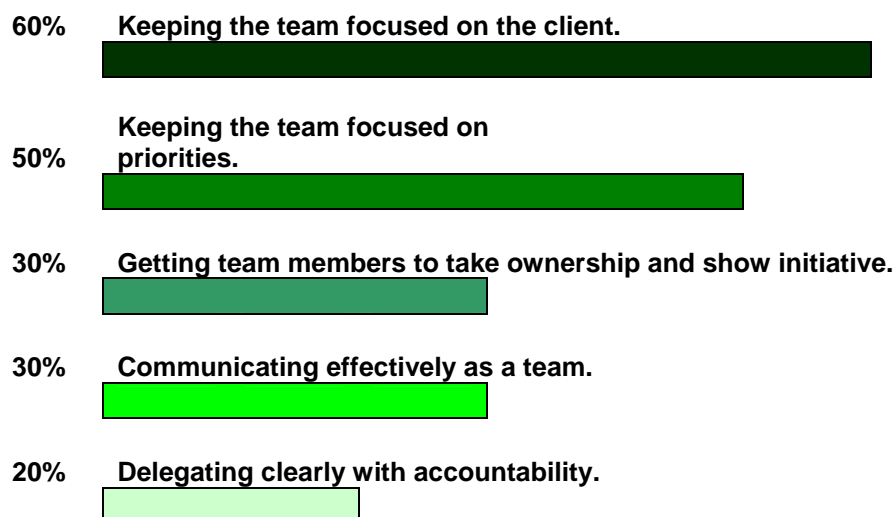
You can learn these three steps at any stage of your career and business – even if you are just starting out or if you are a veteran of 20 years in the business or more. You can make the shift from solo to team and move your business forward building focus and confidence (those two mental factors all million dollar teams share) and generating the results you want for your business.

The Lay of the Land

We all struggle at work. We struggle to work at our best and we struggle to work well with our teams.

In 2005, we surveyed a group of leaders to find out what are the key struggles in their businesses. These leaders are business owners, executives and professionals. They all have teams.

We asked the leaders the greatest challenges they face leading their teams. Here are their top five answers.



Does this sound familiar?

When asked what single action would help their team most the answer was their being proactive with time. Time is always the limiting factor.

The steps became clearer and clearer from our own experience and research with other teams.

We found the formula for million dollar teams. We found the three steps that transform a group of people working together to a team.

Step #1 – Team Clarity – Foundation for Success™

Understand how you work naturally

Step #2 – Team Focus – Vision for Growth™

Understand where you are going

Step #3 – Team Follow Through – Executing for Results™

Know your drivers
Take charge of your time
Be accountable
Connect with your clients
Make meetings work
Delegate with ownership and initiative

What we learned can be learned by anyone. The habits didn't just happen, we worked at it and learned them over the years (we certainly made the mistakes to prove it).

My advice to you is to follow the steps now and learn how to work at your best for meaningful success for you and your team. Make your life better – more money, more time and less stress. Learn the three steps of the million dollar team.

Step One Understand How You Work Naturally

“Why don't they just do what I tell them?”

I call this the “leader's lament”. All leaders sing this song at times. More than that, we all speak those words at times about ourselves – leader or not. Why can't we just get things done that we know we need to do.

It can be as clear as a bell – what to do and why to do it. Yet, we still do not get the job done.

The disconnect between knowing and doing gets in the way of leadership, decision-making, communication, delegation and every other aspect of work and achievement. It affects the success of our hiring, managing, promoting and performing.

We say we can do it, we know how to do it – we still don't do it or it takes a lot of stress to get there.

“The truth of the matter is that you always know the right thing to do.

The hard part is doing it.”

General Norman Schwarzkopf

What if you knew how someone would actually do things? What if you knew how you would get things done at your best?

The feeling of motivation would be enormous. Knowing how to work at your best and how others can work at their best simplifies, leverages, multiplies and accelerates your results. You boost your confidence, your motivation and feel much more relaxed.

How you work at your best is the key to success.

Intelligence and training is about our thinking while our attitudes and beliefs are about our feelings. These two parts of our mind show that we understand what to do and why we want to do it – they still do not tell how or if we will do it.

There is a third part of our minds – the conative – which tells clearly how we will take action to get things done. The conative part of our mind tells us how we will naturally succeed.

Working at your best consistently is all about your natural advantage. Understanding how you work naturally and instinctively bridges the gap between potential and performance. It explains your world and lifts a huge burden off your shoulders.

Knowing how you and those around you work naturally helps everyone focus on their strengths and use synergy to multiply their results.



We are raised to believe we can master our weaknesses. If we focus enough energy, we can perfect our imperfections. What happens is that we waste time and become masters of the mediocre. That would explain why 80% of people do not feel they generate their best results.

You think you can do it all or should be able to manage all aspects of your business – you can't. You need to not just accept this truth, but embrace it.

Learning how you work naturally explains how you solve problems, communicate, learn, use your strengths, plan and implement. Ever wonder why it always happens that you have a great idea, make a plan, outline the steps and ... nothing happens. There are always lots of excuses but the truth is about one thing. You don't understand your natural instincts. If you don't understand how you naturally approach work and plan actions based on your instincts nothing happens. Well, something happens – stress and frustration.

Think of the power (and freedom) of knowing exactly how you will (or won't) take action.

Once you know your natural instincts, you compliment your way of doing things with a team possessing different strengths and instincts to round out your approach. The result is success.

You can focus on your best way of working to produce results and have confidence that you will execute your plans.

What a feeling!

Solution:

- 1. Take the Kolbe© assessment (which measures your natural approach) to understand how you work naturally.**
- 2. Use the Team Clarity – Foundation for Success™ program to get the right people in the right places doing the right things to help you.**

The result of working naturally is greater success and a much higher level of happiness and satisfaction (yes, you can be balanced and make money at the same time). You gain a sense of focus and confidence that carry you to new levels of success.

You also surround yourself with the right team and help them achieve the benefits of focus and confidence from working naturally themselves.

Step Two Understand Where You are Going

“They should know by now what I want them to do!”

Many leaders feel their teams should be mind readers.

Leaders know where they want to go – the difficulty lies in communicating that vision to their teams. It is nearly impossible to get where you want to go if you are not clear yourself or you do not show the picture to your team. As well, if the vision for where you want your business to go is not clear, your team will never know the priorities to get you there.

David said focusing me was like herding cats. In the first few years, we bounced from idea to idea. Some worked and some never really reached their potential (I hesitate to declare any of these great plans actual mistakes – definitely learning experiences).

We talked to each other and chased these great ideas. You know the results – hit and miss.

If someone asked me the question, “where are you going to be in five years?”, the only answer I knew was “making more money than I am now!”

But there was no plan.

The bottom-line truth is that it is hard to get to where you want if you can not describe it in detail. The sad fact is that less than 3% of people have a written plan. A further interesting fact is that the 3% of people who write down their goals for the future achieve 10 times that of the other 97% of people.

Leaders of million dollar teams have written plans and update their goals regularly. They share their plan with their team and involve them in making the plan.

*“A leader without a vision is just out for a walk. It is about him and only him”
Warren Bennis*

You need to map a 5-year vision and get everyone on the same page. You need a focused picture of where you want the business to be in 5 years to draw you and your team to contribute and invest.

A great leader in the past said the success was 10% vision and 90% alignment. You need to involve your team to truly succeed. Getting the message across at every level is the key to producing results.

At times we all feel over-extended, over-committed, over-stressed and over-tired. **The problem is most of us live in the Gap.** We fall into that land between where we are and where we want to be – and then get trapped by the reality between knowing what to do and actually doing it.

Operating your business in the Gap affects the fundamental success of your efforts – how you think, how you work and the results you produce.

How do you close the Gap?

You can't just wait for things to turn around. How many times have you said ... “I'm hoping things turn around”.

“Hope is not a strategy.” Anonymous

You are leading your business. You need to make the shift to plan your future and make a difference.

You need to establish the right priorities for your business and have a clear agenda. This is critical but does not happen frequently in business. Most leaders just work – doing what their business requires from them. You have the opportunity to make the business do what you require from it.

What you need now is a roadmap. You need a roadmap for your business that will act as a guide for decision-making, a reference point for progress and a tool for communication.

Clarify first, focus and then follow through and take action. Any other order brings chaos. You need to resist the pressure for short-term financial results that can eat away at your ability to create and achieve sustainable success.

Your success plan needs to be written and it needs to be short (no more than two pages).

There is great power to writing out your own plan for business success. When you write your plan out you get focused as the natural process of writing keeps the best and strongest of your ideas. Writing provides a consistent forum to communicate your plan to others whereas in conversation the context changes each time you speak. The written word also produces a contract with yourself that results in action.

Keeping it simple also keeps it clear. The more concise and focused your plans, the more likely they are to be followed and implemented.

You need it in writing and you need it to be no more than two pages.

Your success plan will help you drive change – the change you need to build sustainable success in your business and achieve million dollar production. It does not matter how successful you are now or what has worked in the past, you have to look at what is going to work going forward.

Solution:

Start with questions. Questions help lead you to the answers of what is most important for your business success.

1. Complete The Success Index© with your team to assess your key business priorities.
2. Complete Team Focus – Vision for Growth™ exercise to map your business success.

It is critical to define your business focus.

You create a vision with a compelling picture of the future. You have a clear insight into the priorities for your business and how best to resolve the biggest challenges, capture the greatest opportunities and gain the capabilities needed for your team to succeed.

Most importantly, you have a team aligned with a shared vision. The ability to make things happen is critical to the success of a team. You can tell people your vision, tell them what to do and things may happen but with a much greater effort. Involving your team is paramount to your success.

Step Three – Part 1 – Know Your Drivers

“Why is it Friday and I still haven’t got anything done?”

How was your week? A simple question yet it puts fear in most of us. How often have you started your week with a plan of action and by Friday you leave the office with none of it done. It happens all too often and we put it off to “that’s just the way it is”.

Million dollar leaders and teams do not necessarily work longer hours than everyone else. They just practice the habit of doing first things first. Everyone else – starts with second things and stays there.



It comes down to mindpower as opposed to manpower.

You can achieve your key goals and results the “old-fashioned” way – work as hard as you can for as many hours as possible – or you can work smart.

I always felt I had a badge of honor being able to say I worked 70 hours or more each week. It was a badge that stressed me out and always made me feel “behind”. How do I make money but with less time and less stress?

Each of us will answer it in a different way but the approach to getting there is the same. It all starts with clarity – the first two million dollar team steps outlined how you work naturally and setting a vision to get to where you want.

Now it is about being effective in getting those results.

We are inherently inefficient by nature. If someone had told me five years ago I could work 20 fewer hours each week, have more free time, keep my financial results (even increase them) and enjoy my success, I would had said they were nuts. There was no way I could work less hours. This is the approach most people take – we are too close to the situation. Circumstances overwhelm us and we spend our time doing what hasn’t worked in the past because that is the way we are used to doing it.

If you want different results, do something different.

You have to do the right things first. Focus on what are the most important actions for you to take (and those actions that only you can do) and do those things first – and let other people do the rest.

I call this process of focusing on your most important actions the Drivers of Success. The Drivers of Success are those actions that most impact upon your success and the ability to generate the results you want from your efforts in the most effective way possible.

If you keep your Drivers of Success in front of you it becomes easy – yes easy – to know what you should do next. What should you do first and what should you do next? Just knowing these actions is such a boost to confidence that it just makes work easier.

The Drivers of Success

Just the feeling of knowing exactly what you want and being able to articulate it gives you great energy and a tremendous boost to your motivation.

We tend to make it too difficult. We like to make it complex. We stand in our own way most of the time of getting the results we want.

Now we need to cut that out and do what is right for us.

Solution:

1. Use The Actions Inventory© exercise to see what you do with your time right now. You have to see what you do now before you can do first things first.
2. Take how you work naturally (Team Clarity – Foundation for Success™ program) and your vision for success (Team Focus – Vision for Growth™ program™) to clarify what are the first actions for you and what are the drivers for your team to produce your million dollar results.
3. Use The Drivers of Success© exercise to coordinate what you do with your time as well as what your assistant(s) do with their time to focus on doing the first things first.

This doesn't make you inflexible and scheduled every 15 minutes – this exercise actually frees your time and makes you more flexible and creative. Everyone works effectively together.

The Drivers of Success exercise will show you where you and your team should spend your time for your best return.

You will have energy and motivation to start planning what to do next. Now you know the best use of your time to achieve the results you want.

Keep your Drivers of Success in front of you at all times. They will help you plan your day, your week, your month and your year. When you schedule your time, these Drivers should be scheduled first. You should always have time for your Drivers – everything else should come behind them. You owe yourself this commitment.

When you try to do too much you are unable to complete everything and you wear the mantle of regret. Regret just gets heavier and heavier over time. You rush to push things through and get it all done – you end up excelling at being mediocre.

Put your most important things first and become effective rather than just efficient.

Effectiveness is the foundation for success – efficiency is just being busy.

Step Three – Part 2 – Take Charge of Your Time

“Where does the time go?”

Are you praying or planning for results?

I think I will scream if I hear someone say one more time, “I can’t really plan my week because I have so many fires and they are all different”.

Let’s be honest. That is just an excuse.

You would rather race from one fire to the next and complain about it than be proactive and do something about it. You see your team dropping priorities to work on what is in front of them – emergencies. We end up working in an “emergency ward” and few of us actually save lives. It feels like another day under the Big Top with just one dancing bear after another.

I do not believe you are different either – at least in terms of planning your time. We all can take proactive charge of a portion of our time.

Are you going to pray that things get better or plan for your time? There are always solutions to problems. In a fast-moving world you really can not depend on hope as a strategy.

Ask yourself what the real problem is in your time. The answer is you. How you handle your time all starts with you. You can either accept things as they come and always feel overworked and behind, or you can do something about it. I do not believe most of us are overworked – I think most of us are under-planned.

Yes, these are fighting words.

But I am taking a stand here. Businesses lose thousands of dollars every year because people do not take proactive charge of their time. It affects professionals, executives, assistants and salespeople. Just because you are educated with three degrees doesn’t mean you are smart with time.

And you know that time is the limiting factor. You can only be as successful as you are able to manage your time.

I know you need to be flexible and don't want to be hedged in by schedules. You don't have the "organization" gene. I am not talking about organization! I want to be flexible too – but I also want to be successful.

Being pressured is not the same as being focused. You have to balance taking care of the short term wins with planning yourself into a strong position to win in the future. Everyone is busy – you limit your success if you don't take charge of your time. Working long hours doesn't always mean you are committed, it may mean you should be committed.

I want to work with someone who has a relaxed confidence about their time, has a clear knowledge of their commitments and meets their deadlines. I don't want someone who is buzzing around their paper-filled office, chugging coffee and stressing about their long hours and how everyone needs them.

Start taking steps to take charge of your time.

Solution:

If you are going to clean your garage, put in a system that keeps it clean as well. Set up these time habits and add them to your week. Everyone can do this – it is not genetics. It's just habits.

These are simple habits that change your world:

1. Make a daily to-do list EVERY day and work from it.
2. Keep a list of all of your projects and commitments and update it regularly.
3. Write down the three most important results for your job and plan your time around the actions to get these results FIRST.
4. Block 3 two-hour working appointments each week with yourself – focus on the important but not urgent work that will bring you success.
5. Plan your week in advance and plan your month in advance so you see what's coming.
6. Meet with the people you depend on for your week regularly and productively.
7. Stay cool and flexible – don't plan more than 40% of your time.

Now, put it together in The Million Dollar Week™ exercise.

The Million Dollar Week™

The Million Dollar Week™ is an exercise that gets you to make a significant shift in your thinking. You actually start with the end in mind – what activities are the most meaningful and important to you? The exercise then gets you to actually take charge of your week and allocate your time according to what is most meaningful and important to you. Imagine doing what is most important and meaningful rather than what just plops on to your desk or walks into your office.

It all starts with the leader. If the leader is not having a good week, no one has a good week. It is just ripples in the pond.

The first step is to support the leader get the Million Dollar Week™ which will “ripple” to everyone on the team to get their own ideal weeks.

How do you answer the question “did you have a good week?” Most people have no idea how to quantify or qualify an ideal week. So we continue to drift through our week allocating our time poorly – our most precious resource – doing things that are not our priorities and do not provide the greatest meaning for us. Why do we do this?

If you can not manage your time effectively, we will never achieve your full potential. It is as simple as that. It does not matter at what stage you are at in your career or what position you hold; time is the limiting factor for everyone.

Being proactive with your time is the most important habit of success.

You can have your Million Dollar Week™ each week – only if you want to. Make the decision that you want to take charge of your time and then – and only then – can you have it. Stop making excuses and make a commitment.

Being busy is not being successful.



Step Three – Part 3 –Be Accountable

“Is this working – or not?”

Making the right decisions and being accountable for results is ownership. Gaining the confidence to take ownership of results and make the right decisions comes from knowing how to measure our progress.

We need to stop guessing, estimating and thinking about “how things are going” and measure our progress to focus our actions, keep our motivation and momentum and make the right decisions.

We have to deliberately create supports that will help us follow through on our visions and plans taking the right actions and keeping our progress in front of us.

We need a way to support our performance – a way to increase:

- Our commitment
- Our completion
- Our closure

We need the positive endorphins released from completing a plan to move us further along to the next level of success. **We need that motivation!**

How do we get the motivation to follow through?

There is an old adage that applies here, “**if you can’t measure it, you can’t manage it.**” **What gets measured gets done.**

However you want to word it the **key to effective translation of your vision of success to actual success is measurement.** You need an effective method of measuring to realize success.

Million dollar teams measure their progress and keep track of their actions and results.

Working towards a goal can be like paying down a mortgage at times – you just keep making the payment and seems like you never are getting ahead. You need to find a way to keep perspective so you support your motivation and can see your progress.

You need a way to measure your progress!

Otherwise, you get lost in translation – your strategies do not become actions.

One of the most powerful concepts and tools to support your success is a scorecard. Scorecards are not report cards – report cards are someone else measuring you on their terms whereas a scorecard is you measuring your own progress based on what is meaningful to you.

Results are often the only thing that gets measured (just like a report card) although what you really need is a method to measure that you are taking the right actions to get those results.

In our session we are going to talk about how to set up a scorecard for your own vision and clarify the actions that will support making your vision a reality.

Scorecards will bring you significant advantages:

- It will help you see your progress and support your motivation

- It will help you keep perspective and make better decisions
 - It will help you communicate to your team what is important and what is expected
 - It will help you translate vision and strategy to actual actions
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Solution:

1. Write down your most important business results.
 2. Work backwards and identify the key actions you need to take to produce those results.
 3. Repeat this process for each of your team.
 4. Use the Million Dollar Results™ program to set up your own success measurement.
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Measurement matters!

We are talking about measurement and not grading. Grading is about someone else's assessment of you on their terms where scorecards are about your measuring what is important to you. Scorecards are about accountability to your vision. Accountability is one of the strongest motivators of behavior and performance.

The Million Dollar Results™ program gives you perspective. We are often too quick to judge events in isolation – scorecards help us see all sides with perspective to make the right decisions.

*“Failure isn’t so bad if it doesn’t affect the heart,
Success is all right if it doesn’t go to the head.”
Grantland Rice*

It is all about perspective. You need to measure it if you want to be able to manage it.

Using a scorecard shows the actual return on your resources and effort, gives you confidence and develops a results-focus.

The Million Dollar Results™ program keeps you from getting lost in translation.

Step Three – Part 4 – Connect with Your Clients

“I made the call – they never got back to me.”

Well, they are calling now! You have to deal with a client who expected a call and only got a message.

These are words that bring a chill to my heart.

Connecting with clients is not telling them what to do or leaving messages – it is about providing a service they value and following through for them.

Leaving a message is not following through. Teams have to understand their role in the client equation, what is client success and put themselves in the clients’ shoes.

How do you focus everyone on the client?

It is a simple answer. You set a clear process to deliver an exceptional client experience, understand how to connect with your clients and have everyone on your team understand their role in the client success equation.

Too often leaders “work alone”, whether they have teams or not. We tell our clients what we think they need to hear and tell our assistants what to do for our clients. Enough telling, you need to step back and get everyone on the client’s side of the relationship. When you target on understanding your business from your client’s chair, you have better relationships and a better business.



One of our first assistants, Josine, (not her real name of course), comes to mind. Although we went to any length to keep our clients happy, Josine went on her merry way doing what she could and not doing much for the clients at all. Her favorite refrain was “well, I made the call but they weren’t there”. I could scream just thinking about it.

It’s not just making the call, it’s making the connection and doing what the clients need done. Clients want confidence that things will get done – not just that you will make the effort

Josine never got that – she was bureaucrat – it’s not the result that counts, just that you made the effort. That sad refrain separates the professionals from the amateurs – the million dollar teams from the others.

You need first to understand your client’s position – not just tell them all the things you do and know. They only care that you can help them. So, the first step is to understand what is important to them so you can help them. Stop telling them and start asking them.

Once you have a clear picture of what is important to them, develop a consistent, step-by-step process that delivers what they need and want. Make the process and experience so clients value working with you.

The final step is to involve your team in the process so they see where they contribute to the client experience. Everyone needs to target the client and understand what is important to them and how all our actions lead to that experience.

Once everyone understands the client, the rest is easy.

Solution:

1. Complete a focus group with your best clients (the ones you look forward to meeting with and talking to) and ask them The Million Dollar Message™ questions to understand what it is like on their side of the business.
 2. Form a standard and consistent process so working with you is an exceptional experience that clients will relish and refer to others. The steps of the process provide confidence that what you say you do, you actually do.
 3. Involve your team in The Confidence Process© so they see their contribution to the client experience, understand what the clients value and can help you deliver on your word.
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By now, you have gained clarity on what you do that is unique and provides not only value but also an experience for clients. You are not selling products and services – you are not a commodity – you are an experience that differentiates you in the market and provides you with confidence as well as for your clients and team.

We base our confidence on delivery.

Delivery is about process. You need a clear and consistent process that delivers unique value. When you have a process that you can trust will deliver value to others you gain great confidence of what you can do for people. Your confidence shows and you attract business.

Step Three – Part 5 – Make Meetings Work

“Our meetings are like bad stew – we throw everything in and it never looks good at the end.”

We spend more than 50% of our working time in meetings. Both internal meetings with your team and those with our clients matter to our ability to succeed. You do meet with your team, right? A key habit of million dollar teams is that they make meetings work. If half of your time is spent in meetings, they better work.

Most of us walk away from our meetings feeling we didn't really connect and get the results we wanted. We see most meetings as a waste of time and even avoid them if possible.

Meetings are a paradox. On one hand they are critical to success yet they often are painful for everyone involved.

We are not given training in running effective meetings. Our meetings become a trap – something to be dreaded with poor results.

Like all behaviors, meetings can be changed. You can have effective meetings and make them the key to your sustainable success.

It all starts with questions.

A meeting is nothing more than a plan. Like any plan, the winners are those that are prepared, focused, actionable and accountable. Winning plans have clear objectives and results. Winning meetings are about the audience (not you and what you want to tell them) and what they need to hear from you. It all starts with questions.

Stop telling your audience how much you know – start asking questions, listening to them and connecting with them.

A meeting works based on what happens after the meeting and how things were accomplished.

- What happens is generally based on setting clear expectations prior to the meeting and specific actions and responsibilities prior to leaving the meeting.

- How things are accomplished is having a process about how the meeting gets done inspiring confidence in both you and your audience.

Improving your meetings can give you huge benefits;

1. a boost in motivation and energy
2. higher profitability
3. improved communication
4. more focused productivity

Solution:

Start with the end in mind. Rather than dreaded events, meetings that work are central to sustainable success.

Communication is all about perspective. In meetings, there are two perspectives – yours and those of your audience. They almost always differ. Communication happens when you can bridge that gap and meetings can be the bridge.

1. Use The Million Dollar Meetings™ process to make your meetings work ...you learn to prepare, focus, ask questions, clarify and confirm.
2. Use The Relationship Manager© process to help your team support you the best and also to show you how to best support them to achieve sustainable success.

Effective meetings and all forms of communication are learned behaviors and can be added to your business at any time. You can make a significant difference in the quality of your meeting communication and the results from your meetings.

Meetings will set you free!

Step Three – Part 6 – Delegate with Ownership and Initiative

“Everyone just waits for me to tell them what to do. No one takes any initiative.”

So says the stressed leader. The stressed leader’s team members respond with “we never know what he wants”.

Delegation is the ceiling of complexity for almost all leaders.

True or False:

If you want something done right, you need to do it yourself?

If you answered “true” to the question, you are part of the problem. Kings command where leaders bring out the best in people helping them reach their potential.

True delegation – the kind that inspires ownership and initiative – starts with a shift in approach. Delegation is about leadership.

If you want to reach the peak of your success, you need to develop your leadership skills to be able to delegate effectively. Giving orders is not leading. Leading is about influence. Understand that simple concept and you can excel.

Where do you start?

You start with communication. When you communicate effectively with people you create understanding. Your team understands why and not just what to do.

If your communication with your team or your assistant is simply about giving orders and instructions – there is no positive impact, no effective communication, no recognition and no influence. Ever wonder why your assistant never really listens to you? Ever wonder why your team never asks you questions?

You have worked through your Drivers of Success. The foundation for successful delegation is being clear on your own Drivers of Success and what you (and only you) can do to realize your business vision. Then, and only then, can you effectively delegate.

To inspire ownership in your team, you have to give up ownership of the activities and roles you delegate. Too often, we delegate but don't give up the ownership of the results.

I have spent a lot of my business career telling my team members what to do. I always said I had an “open door policy” but no one ever walked in. No one brought me solutions – they always waited for me to come up with the answer.

When I learned to delegate both the task and the ownership of it, things changed. My team took ownership, showed initiative and brought solutions. My time could be focused on my drivers so our overall success increased. We also felt a lot better doing it. We went from being reactive to being proactive. Everyone was happier.

What changed in my approach?

I tell stories now when I delegate – people relate to stories better than any instructions. When I delegate I tell the story of how I would do this job – what will the best results look like and what criteria will I use to measure success. Be clear about expectations – then your team knows how to move forward.

Everyone also knows how to gain my confidence – these are the things I need to know and this is the feedback I want to see regularly. If you want to bring me an idea, this way is the way to do it.

Once my team knew the story, life changed.

In our heads we understand what to do – in our hearts we know why to do it. Stories connect to the heart while instructions just go to the head. You need to tell the story of delegation to get the best results.

Solution:

1. Complete The Delegation Filter© to clearly outline your expectations.
 2. Use The Delegation Interview© to clarify needs and requirements for you and the person you are delegating to.
 3. Use the Million Dollar Initiative™ program to outline how your team can bring their ideas and solutions to you.
 4. Use the Million Dollar Results™ program to focus actions and measure progress for ownership and accountability for results.
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The Million Dollar Delegation™ program creates initiative and ownership in your team. You make more money, you save time and everyone has much less stress.

Tell a story and start delegating successfully.

The Million Dollar Team

The Million Dollar Team starts with the leader. Success is not a solo sport and once you start working effectively with your team, you boost your bottom line and see more meaningful results.

You want to build the best and have a million dollar team.

Now you know the steps and you can learn how to apply them to your own team and business.

Are you smart or just lucky?

Million dollar leaders and their teams are smart and create their own luck.



Don't be scared to change. What stops most people from achieving million dollar teams is that they think they are not enough of "something". You can suffer two things – the pain of discipline or the pain of regret. Choose discipline as it weighs much less than regret – discipline weighs ounces while regret weighs tons and continues to accumulate over the years.

Follow the steps to The Million Dollar Team™ with discipline and you will achieve sustainable success.

I am confident that following this program with me will bring you the success you want for yourself and your team. It worked for me.

You are the only one in charge of your success. What are you going to do about it?