

11-12-20 Praise the Right Behaviors

Tue, 11/3 10:34PM 12:50

SUMMARY KEYWORDS

praising, business, celebrating, pillar, worked, leader, behaviors, execution, company, activities, measuring, team, delivering, play, focus, fact, client, tying, uniform, wrong



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Hey, everyone, welcome to another episode of legendary leaders, right? Today I am excited to talk about one of my favorite things, actually, it's praising and celebrating, okay, but I'm going to take a little twist. So follow me on this thought process, as we go through a little bit of a lesson here today. Now, I don't think this is anything that you don't already know. But today, I want to bring your attention back to something that I think you know. But if you're anything like me, sometimes we can go so far down the rabbit hole of assessing our business and metrics and numbers, that we lose sight of the sometimes. So let me take you down this little scenario. Have you ever in your career worked for a company or for a team that just isn't delivering? Probably, I mean, no business is perfect, ever, always rather, the business is always perfect. And so at some point, you probably have worked for a company or within a team that just isn't delivering. But here's my question for you. Have you worked in that situation? And you just haven't been able to figure out why? Why isn't this working?



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You're doing all the things that are asking you.



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You're delivering to the metrics, right? The metrics that have been established for you, you're delivering to them. And the leadership is praising your team for the activities. And you're being rewarded for performing in that area. But yet the business is struggling? Well, what I would tell you is that in my experience, having you know, looked at multiple

businesses and help with multiple businesses, what I would tell you is not to assume you're actually focused on the right activities that generate the results you're looking for. What I mean, and saying in a different way, is, maybe you're celebrating the wrong behaviors. And that's what I want to talk about. When I'm talking about praising and celebrating, which I love, and I enjoy doing for my teams, you always have to make sure that you're praising and celebrating the right behaviors. So I know of a company. And this is a company that I knew of a while ago that was struggling. And yet they were praising people for essentially just showing up and doing their jobs. Now, I think that you should thank people for coming in and working hard. I'm not talking about thanking them. I think people should be thanked every single day for showing up and working hard. Okay. But, uh, thank you. And, uh, Oh, my gosh, you are so awesome. Praise two different things. Okay, it's two different things. And I want you to digest that for a second. Uh, thank you for coming in and moving, you know, helping move the business forward that day. And a praise that Wow, you are absolutely amazing. And the work that you did was just top notch, right to different things. When you praise someone for going and seeing clients, or showing up and logging onto their computer, or making a phone call or accepting a call from a customer, all of those things are the primary responsibilities of those individuals. The my question to you is, are you measuring the right things? If you're praising someone, let's give an example. If you're praising someone for going and visiting a client, and that's their job. They're like an account manager. Okay. And they go and they visit with the client.



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Because they own that account.



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Well, great that they went to go visit them. Great. That's a checkbox task. Right? But are you measuring the ROI off of that trip? are you setting expectations for client visits, visits, and the measuring the results that come out of that visit? Because what were they supposed to accomplish when they went there? I mean, besides shaking hands, and just reminding them that your business exists, are they also supposed to be setting goals and trying to move the relationship forward with aligned financial targets between the two groups right between your company and that client. But if you are just praising the fact that someone went and did a visit, and you're not praising the fact that they set some really hard goals, and they got the client to, to agree to really hard goals, or even better, okay, that the goals were established, and now we're checking it and they are pacing to those stretch goals. That's what you need to praise. If you're praising the trip, you're

praising the wrong thing. You must set ROI expectations around the trip. What is the business that's supposed to come out of that? What's the revenue what's the growth



05:01

Okay, because here's the deal.



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If you're praising the idea of putting on the uniform, instead of praising how many points someone scores in a game,



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then you're wrong focus leads to the wrong activities.



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Because if you're praising me, if I play on your team, if I play basketball on your team, and you come into the locker room, and you tell me how awesome I am, at putting on my tennis shoes and tying them up correctly, then I'm happy to go out and play the game.



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Because I've already gotten all of my reward.



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Right, I can go out and hang out and look real good on the court is a matter if I hit any of my shots, it doesn't matter if we win or lose, I've already gotten the praise. And I'm going to be paid off of how well I tie my shoes. But if you make the adjustment to coming in, and praising me for how well I perform in the game, and making sure that I'm compensated off of that performance, the naturally the team is going to win. And isn't that the point? Does that make sense? You just, I want you to think about this. Think about companies that you've worked for in the past, not the company that you're building, because you're going to build it better than this, okay, you're going to go pay your people off of scoring points in the game, you're not going to pay them off of how well they tie their shoes. But I want you

to sit down and think about a company that you've worked for them past that praise the wrong behavior. And I'm telling you, it sounds silly that companies would do that. But I'm here to tell you that it happens. And I'm sure if you sit down and think about companies that you've worked for, you can pick out one or two things that they praised. And it was like tying up and lacing your shoes correctly. Making sure you tuck your shirt in before you went out to warm up.



06:56

Okay.



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And I want you to anchor those into your mind. Because those are the things you will not repeat in your business. Let those be someone else's failure that you learn from. Because here's the thing, if you don't lay a proper execution pillar in your business, it's going to happen to you. Because you see, you can focus on showing up and being happy that you finally have someone to show up. Because you're a growing company, right? If you're if you're starting your company, you're a growing company. So you can either get into the bad habit of being like, Oh my gosh, thank goodness, I finally have a virtual assistant. And you get so hung up on the fact that you finally have someone showing up to help you. And you can praise that. Or you can run out of the gate, celebrate the fact that you've got a virtual assistant Take, take a weekend and celebrate that, okay. And then immediately start focusing, focusing Hello, focusing on the right execution points. You welcome them to the team, and then you give them tasks and things that they need to be doing to move your business forward. And then you celebrate the fact that the work got done.



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The actual valuable work.



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Okay. When you focus on the right execution point, you're going to have a successful business, focusing on celebrating the wrong activities, and you're not going to have one. It's pretty simple. And yet it's not. The concept is simple. delivering on the concept is harder than one probably imagined, probably harder than you imagine until you're listening to me right now going holy crap.



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Yep, I can totally see why this happens.



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This is so critical.



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So many businesses are failing right now, because their execution pillar is just completely jacked up. They think they are playing the game, when they're still in the locker room putting on the uniform.



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Really, and truly, the leaders



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don't understand that they're praising, putting on the uniform on tying up the shoes. They don't even realize they're not praising the points being scored in the game. And that's a scary situation. And really what will happen in that instance is there's one leader that no one will challenge, and is the Emperor with no clothes. And I use that all of the time, over and over and over. Leaders that cannot listen to feedback, are only looking for people to tell them that their outfit looks amazing. And when in reality, most of us can see that they are naked.



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Do not be that leader.



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Okay, self reflect, look in the mirror, don't get naked and walk out and show everything that you've got right? Go look at your business. Are you praising the right things? are you measuring the right things? Are you are you paying people and celebrating the fact they score points in the game? And when you're not praising and focusing on the right things?

People can come and tell you that and you will adjust or are you praising people for getting ready in the last room and you were you refused receive feedback. And so you're the Emperor with no clothes.



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There are two flaws here that you're going to have to



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check yourself and put pieces in place to make sure that you don't make these missteps in your business. Because here's the deal. What happens when someone is blinded, and they can't say that they're not promoting the right behaviors, their business is gonna fail. The execution pillar isn't where it needs to be, you're not focused on executing anything. Not really mean anybody can get dressed. Usually, right, for the most part, most of us can get dressed. Very few can actually win a basketball game at a certain level. And you want to play at the highest level. So you need to make sure that your team can play at the highest level. So you have to reassess your business and refocus your execution pillar. And so then what happens to your team when you do that? Well, a couple things, they're shocked that now you are telling them they're not delivering. So you need to think about how to have that conversation. Hey, team, I want to let you know, I have not led you down the right path, I was promoting behavior that I thought was going to get us to the endpoint. The reality is, is that we're not there. We're missing our targets, I'm trying to figure out why we're focused on the wrong things, we need to shift and focus on these pieces. Instead, just do just be the leader that you already are own it. Okay, some people will naturally adapt to that some people will be receptive, and they'll adapt, and they can move forward, some will have to find another company to work for, because what you were praising is the only thing that they could do. They could get dressed and look really great, a uniform, but they can't play the game. And when you focus on the right metrics, and the right behavior and the right activities, some people are not going to be able to do those activities, and you're going to have to move on. At the end of the day, constantly assessing what you praise. And what you measure. And what's truly driving the business forward will ensure your execution pillar is sound and that you are getting the results your business needs. Who would have thought that praising and celebrating behaviors would be so critical to your business. And yet



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I will tell you that it is.



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So I'm gonna leave you with the challenge today to sit down and think about whether it's your business or whether it's the business that you're currently working for as you start your own to move your own forward, your own business forward. What are you praising and celebrating us the corporate job that you have right now to build that muscle so that you can carry it over into your own business? Figure it out. Go make sure that you're praising and celebrating the right behaviors.



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Go and be legendary.