

KEY RESEARCH FINDINGS FOR GETTING RESULTS



Over 2,000 high-performance managers were given the question **“How do I go getting better results in the ultra-competitive workplace of the twenty-first century?”**

The average age was forty six with the average experience level of seventeen years. Sixty four percent were male, thirty six percent female. The items were analyzed and the results were ranked by the managers in their order of importance.

1. Use effective and dynamic communication practices.
2. Lead by example to demonstrate character and competence.
3. Establish and maintain clear and meaningful vision and mission.
4. Provide motivation to create ownership and accountability for results.
5. Clarify performance expectation with all employees.
6. Foster teamwork and cooperation.
7. Develop clear and balanced performance goals and metrics.
8. Develop key working relationships.
9. Provide ongoing employee training and education.
10. Conduct appropriate and systematic planning activities.
11. Remove performance barriers quickly.
12. Keep yourself current and practice personal development.
13. Provide ongoing performance feedback and coaching.
14. Demonstrate extreme care in staffing your operation.
15. Clarify your value-added role as manager.
16. Provide ongoing performance monitoring and measurement.
17. Equip people with the resources they need to perform.
18. Proactively improve your processes.
19. Practice constructive employee appraisal and development.
20. Maintain balance in both your professional and personal life.

The twenty findings were further categorized into Five Absolutes:

1. Get everyone focused on the same page; focus on the purpose of your organization.
2. Prepare for battle; equip your operation with tools, talent, and technology.
3. Stoke the fire of performance; create a climate for results.
4. Build bridges on the road to results; nurture relationships with people.
5. Keep the piano in tune; practice continuous renewal.

From: Getting Results by Longnecker and Simonetti, Jossey-Bass 2001



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