

## Building an InVinceAble Team

***Finding out what makes people tick is the source of improving organizational effectiveness and teamwork. This article covers a strategy using the acronym R.E.S.U.L.T.S. that will help you take your team and company to the next level.***

Most leaders eventually learn, when there is a problem, look in the mirror. In our business, we learned this lesson, first hand. Six years ago, we pushed our sales team in a direction that seemed quite logical. To increase our sales we effectively said change your actions and you will get new results. We found some modest short-term corrections, but, over time, the production went right back to the same old level. We didn't know why. This problem reoccurred until we asked ourselves a deeper more crucial question - What are the factors that motivate the actions producing these results?

Judgments lead to action or inaction. Much like peeling an onion, we knew there was a layer underneath. In other words, we asked yet another question: Where do people's judgments come from? Then, BINGO, we found the root of our problem. Judgments are fed by a person's attitudes and beliefs, which make up that person's TRUTH. A person's attitudes, opinions and truths act as a filter.

A person will receive information and pass it through his personal filter (as the truth). He will make a judgment then take action (or inaction). This ultimately produces results. We were amazed to find that a person's results are ultimately in keeping with the truth he had in the first place. This meant that the poor sales (the results) were produced by each individual's truth. It did not matter what actions we tried to get the employees to take; our real battle was with their attitudes, opinions and truths.

### Getting Results

The strategy we engaged was the acronym we called, R.E.S.U.L.T.S.

**Repetition of the corporate vision.** We shifted from just putting our corporate vision on the wall to getting the team tuned into what the vision meant to them. At our Monday morning meetings we revisited the vision with people presenting on how the corporate vision would contribute to their personal vision.

**Exchange information in open forums.** Again, at the Monday morning meetings, we would visit last week's sales and progress. Instead of focusing on the actions towards a good sale, we had success stories where the salesperson would describe what the sale meant to him. The benefit was two fold. First, it kept the salesperson in tune with his personal attitudes around the sale and second, other employees identified with that person's attitude and recognized it as his own.

**Strategize consistent application.** As an Olympic athlete I relied on a strategy that was consistently applied. Unfortunately, sales people, as a rule, rely less on strategy and more on a "hit and miss" approach. Therefore, we sat down with each person and mapped out his or her own individual strategy.

**Understanding unconscious fears.** Mismanaged fear produces poor results and many fears are unconscious. Here is an example of how we found these fears. We asked one of our sales staff what her preferred results would be. Her first response was to make more money. More questions revealed, making more money meant more time working. After a few more questions she said she got into sales to have more freedom. It was as if a light bulb was turned on. This person realized she unconsciously thought that making more money meant less freedom. Low and behold, it was not the market. It was her getting in her own way. She instantly made a decision to work smarter on moneymaking activities, delegate the others and retain her freedom. When all team members' fears are outlined then they can help one another deal with and eventually overcome fear.

**Locate each team member's core values.** We used a series of questions that uncovered what each person was good at. Then we asked them to identify the experiences that produce the positive results they had in their lives. Again, like peeling the onion, we looked for core experiences. For example, one fellow was known for entertaining other people. The experience he sought was to make people laugh. Underneath that experience, the core value

was making a difference in the lives of others. Now he has his ultimate objective in making a good sale. Instead of focusing on just his actions (i.e. the killer close), his approach in the sale was shifted to making a positive difference in his prospect's life.

Tie the corporate vision with the individual's core values. This was simple. Each person had to come up with three of his or her core values that paralleled or fit with the corporate vision. We instantly made each person a tangible, identifiable part of our corporate vision. Our vision became their vision and vice versa.

Support their decisions. Command and control leadership is DEAD! Our strategy was useless if we did not trust each person's decisions. We made research materials available, hired speakers, purchased sales tapes but none of it was mandatory. The benefits were instant. The moment we stopped pushing, the sales person stopped pushing back. He stood on his own two feet and made his own decisions. We built trust and respect by trusting and respecting each individual's decisions.

Our corporate results shifted slowly at first. We were patient and stuck to our plan. By the end of our fiscal year we had doubled production and seemed to have more fun doing so. Twelve months later we doubled sales again. Not bad for a simple shift in processes and systems.

Effectively, we lead by clarifying the organizational goals alongside the individual goals. The process design involved the team. All the while, we learned the different leadership styles of each individual. We learned the importance of clarifying our own roles, which meant we better understood our employees. We focused on R.E.S.U.L.T.S. to get great results!

*Vince Poscente is a professional speaker and author of **InVinceAble Principles – Essential Tools for Life Mastery**. His book is about his amazing journey from a recreational skier to speed skiing Olympic finalist in just four years! After the Olympics, Vince used the same peak performance strategy to achieve an award winning real estate sales career and became Vice President of North America's largest real estate investment company. These experiences have shaped him to become an expert on teamwork, leadership and management.*