

Results@Work

Results Journal

This is the personal results journal of _____

Date _____

Table of Contents

Program Overview	2
Results@Work.....	2
Program Objectives	2
Listening and communication	2
Powerful questions.....	3
Open questions	3
Anticipation	3
Bottom lining	3
Clarification	3
Evaluation.....	3
Exploration	3
Example	3
Elaboration	3
Implementation	3
Learning.....	3
Options.....	3
Perspective.....	3
Summary.....	3
Inquiry questions	4
Big picture.....	4
What works?	4
Motivation.....	4
Stopped or blocked.....	4
Pleasure	4
Provocative.....	4
Assignments.....	4
Exercise 1: Listening and communication.....	4
Acknowledging/championing.....	5

Exercise 2: Acknowledging/championing.....	5
Focusing positively	5
Exercise 3: Focusing positively	6
Assessment.....	6
Exercise 4: Assessment	7
Action plan	8
Exercise 5: action plan	8
Action plan.....	8
Gap to address	8
Actions	8
Date to be completed by.....	8
Resources to help me	8
Comments	8
Getting daily results.....	9
Exercise 6: getting daily results.....	9
Balance sheet	9
Exercise 7: weekly balance sheet.....	9
Imagine success!.....	10

Program Overview

This manual is part of Results@Work.

Results@Work helps organizations and individuals get into action, maximize individual performance, plan work effectively, give feedback, get motivated, communicate effectively, and improve workplace relationships.

Results@Work

Whether you are a manager looking for ways to enhance individual performance or an employee seeking more work satisfaction, Results@Work helps you identify where you are now, clarify the path you wish to take and supports you to choose the most effective actions necessary to move forward.

Results at work complements existing performance management activities. Alternatively, if an organization does not have a performance management system, Results@Work provides an easy-to-use framework.

Program Objectives

At the end of the session, participants will be able to:

Assess themselves in their job against key elements (motivators, work process improvement, projects, workplace relationships, policies, health, playing big, and rewards).

Develop action plans to achieve results at work in the eight areas

Monitor progress in the eight areas cited above

Use effective results-producing skills (listening, acknowledging, championing, focusing positively, powerful questions, assessment, monitoring and integration)

Use communication skills with other participants

Plan how they will use the new skills and knowledge in their workplace

Listening and communication

There are three types of listening. The first type is **self-absorbed listening**. Here the listener gets hooked on his or her own stuff and starts comparing what the speaker is saying to what the listener has experienced. This type of listening creates a conversation where listeners talk about themselves and fail to listen intently. Normally the conversation does not go very deep. This type of listening does not generally lead to good communication.

We can call the second type of listening **focused listening**. Here, the listener hears very clearly what is said, is present with the speaker. The speaker feels he or she

has plenty of time to speak and that the listener is listening intently. This type of listening contributes to solid, successful communication.

The third type of listening is from a **global perspective**. When we listen globally we pick up nuances of changes in the speaker's voice, pacing, hesitations and clarity of thought. In addition global listening generates hints from the environment, from related events and from the listener's intuition. For example, the listener hears when the speaker slows down and speaks with authority about a subject. The listener knows that the speaker is in touch with a deep reality when this happens.

Powerful questions

We have two types of powerful questions: open questions and enquiry questions.

Open questions

Open questions lead to a broad-brush approach. With a broad perspective, people gain new insight, create new approaches, and tap into their creativity.

Anticipation

What might happen?

Bottom lining

What's important?

What do you really want?

Clarification

What do you think is best?

Can you say more about that?

Evaluation

In what way?

What is your assessment?

Exploration

May we explore that some more?

What would be another perspective?

Example

What would be an example?

Elaboration

What else?

Implementation

What plan do you need to create?

Learning

What would you do next time?

Options

What are the possibilities?

What options can you create?

Perspective

How important is this?

When you look back what will you want to see?

Summary

What did you learn today?

What action are you going to take?

Inquiry questions

Inquiry questions are also open and powerful. They help the person being questioned to reflect over a period of time. There is not one answer to an enquiry question.

Big picture

What would a full life look like?

What am I tolerating?

Where am I kidding myself?

What motivates me?

Am I being nice or real?

Where is my attention?

What works?

What sustains me?

What fees me?

When am I at my best?

Motivation

What would it take to find fulfillment?

Who am I becoming?

What's living from the heart?

How have I held myself back?

How am I being a leader?

Stopped or blocked

What is holding me back?

Where do I give my power away?

What do I pretend?

Where am I too comfortable?

What assumptions drive me?

What am I not questioning?

Pleasure

What's the fun perspective on my life?

How can I pamper myself?

Where do I hold back?

What does my behaviour cost me?

How can I have my life be easy?

Do I choose pleasure or pain?

What's the abundance approach?

How can I be kind to myself?

Where can I acknowledge myself?

Provocative

Where am I resisting change?

Where am I in denial?

Where can I play a bigger game?

Where am I setting for second best?

Where is my reputation at stake?

Assignments

Do one hard thing a day.

Count the times you grasp your power.

Catch yourself doubting your actions.

Enjoy laughing every day.

Ask for help when in doubt.

Exercise 1: Listening and communication

Choose a partner and practice the three types of listening, and the two types of powerful questions described above. With your partner, describe a time in your

worklife when you were motivated at work. It could be a short project or a complete job. What are the underlying values that you honoured in the situation described? What is it that you now want from your job?

What was the experience for the speaker and listener with the three types of listening and the two types of powerful questions?

Where can you use the three types of listening in your work?

Acknowledging/championing

Acknowledging is the act of stating what you see in a person you are communicating with. For example, after work is well done an acknowledgment might be, “You demonstrated your ability to communicate effectively in that work.” In other words, an acknowledgment is about the person and the values they are exhibiting. An effective communicator also observes how the persons being acknowledged receive the acknowledgement and how they respond.

Championing, like acknowledging speaks of the strengths of the person being championed. Championing focuses on peoples’ abilities and encourages them to grow, take risks and accept challenges. A typical championing statement is “I know you have the ability to do this.”

Exercise 2: Acknowledging/championing

Acknowledge each other for the fine listening that you did and for other things that come to mind. Remember when you acknowledge someone you state the values that they were living. When you are acknowledging, do not state the impact of the other person on you. For example, an effective acknowledgment would be “You stated very clearly what you enjoyed about your last job.” An ineffective acknowledgement would be “I like the way you stated what you liked in your last job.”

Champion the other person’s skills by stating generally, what they are capable of. An effective championing statement would be “You have an ability to know what you like. I’m sure you will find it.”

Review together the difference between acknowledging and championing as explained in this handbook and as experienced by you in this exercise and elsewhere.

Where can you use acknowledging and championing in your work?

Focusing positively

Are you aware of the negative voices in your head? If you listen to them, they will hold you back from realizing your full potential. Be aware of these voices and learn to say to them “Thanks for sharing.” However, don’t listen to them. Instead of listening to your negative mind, chatter focus positively.

When you focus positively you set clear intentions, develop an action plan to move forward and to monitor your progress. Clear intentions lead to ease, ease leads to

focused action and focused action leads to the results you are seeking. By setting Short-term intentions to create satisfaction (one day to one year) and for Long-term intentions to create satisfaction (one year to five years), you can focus on the short term and the medium terms. This manual invites you to set intentions in eight areas. The balance sheet helps you monitor your progress on a weekly basis.

Exercise 3: Focusing positively

Take pen and paper and start writing about your plans for the rest of your worklife. Capture the plans and also write on paper all the questions and doubts that come into your mind. (10 minutes). It is important to listen intently to the doubts and to record them.

Discuss your notes with a buddy .

How many of your doubts are well-founded?

Where are your doubts holding you back?

Assessment

We are dividing the workplace pie into eight pieces. Each section in the manual and the coaching sessions will guide you in setting intentions, developing action plans and monitoring your progress in the eight areas:

Your motivators: what engages you and leads you to seek results and satisfaction at work

Work process improvement: what would you like to see improved in the way work is performed

Projects: the types of activities you undertake at work

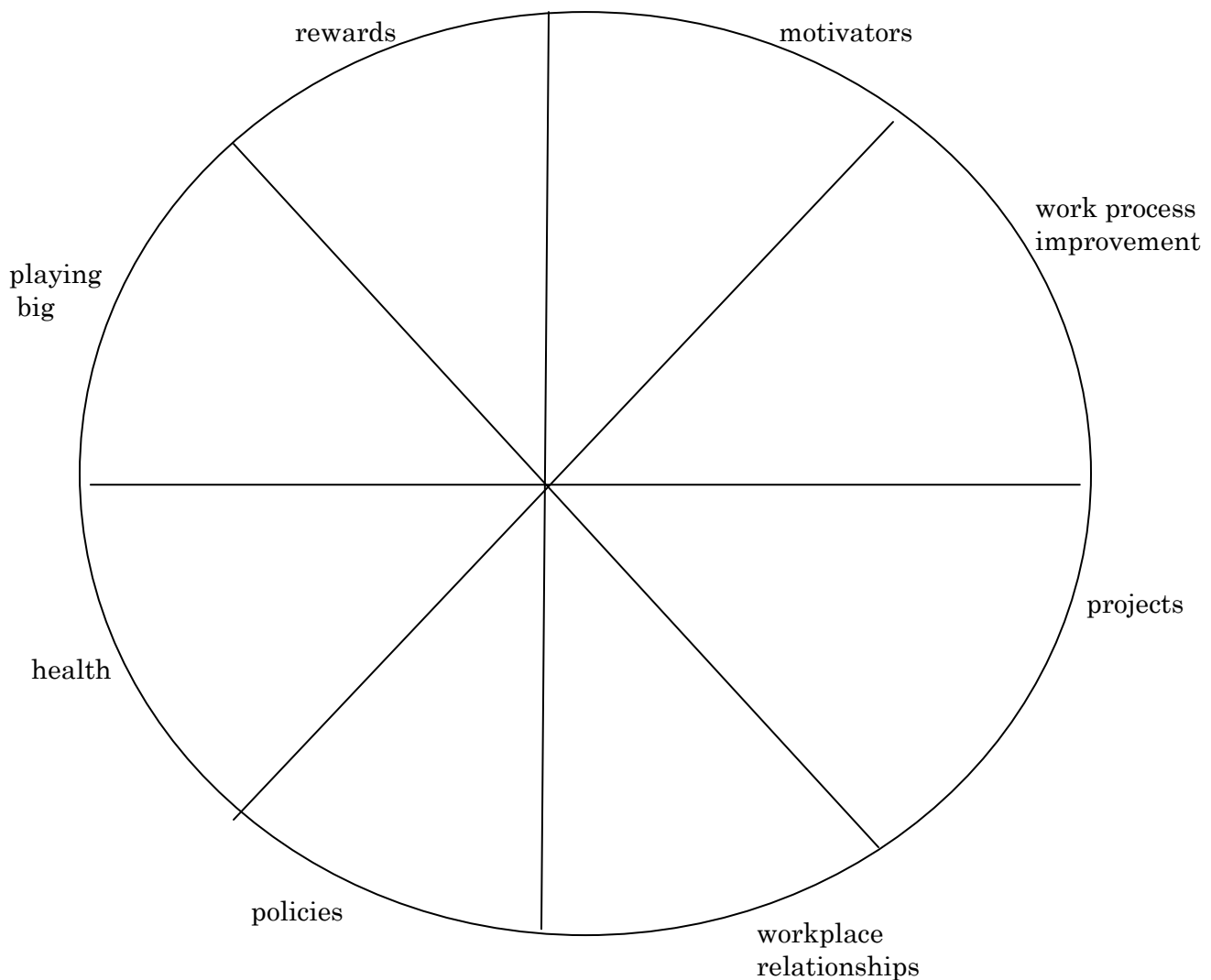
Workplace relationships: how well people interact at work

Policies: the written and unwritten rules and conventions governing your work

Your health: your physical and mental health, including stress and weight

Playing big: to what extent do you feel that you accept challenges that stretch you?

Financial rewards: are you earning as much as you would like?



Exercise 4: Assessment

Use the assessment pie to rate your degree of satisfaction in the eight areas. Use a scale of 1-10, with 10 being highest. For example, if you are very highly motivated in your job you might score from 8 to 10. Write your score in the section of pie.

Based on your scores identify areas where you would like to improve your level of satisfaction. Continue this process in the exercise below.

Action plan

Planning is an essential element of moving ahead. A specific action plan will help you set priorities for getting results at work.

Exercise 5: action plan

Select a partner to coach you based on the foregoing assessment exercise. With the partner, develop an action plan for putting more satisfaction in your work and life. What actions will you take? When will you do this? What support do you need to achieve what you have in mind?

Convert your quest for satisfaction to concrete plan using the table below.

Action plan

Gap to address	Actions	Date to be completed by	Resources to help me	Comments

Getting daily results

Tracking your daily successes will build your capacity to get results at work. Record your results as they occur and take a time towards the end of the day to make certain you have noted your achievements. Be sure to take on a few things that are difficult and stretch you.

Exercise 6: getting daily results

Record five successes every day.

Balance sheet

We move forward towards maximizing our results and satisfaction when we stay focused on what we want. Above we paid attention on a daily basis. With a weekly balance sheet, we will pay attention to our level of satisfaction on a weekly basis.

Exercise 7: weekly balance sheet

What you measure gets results. Checking in with your initial assessment, you plans, and your daily results to get an overview of your level of satisfaction on a weekly basis. The following table will help you measure you current level of success at work in each of the eight areas. (1) Your motivators (M), (2) Work process improvement (WPI), (3) Projects (PR), (4) Workplace relationships (WR), (5) Policies (PL), (6) Your health (H), (7) Playing big (PB), (8) Financial rewards (FR). Transfer the scores from the assessment wheel for week 1 and each week rate each item on a scale of 0-10, zero being the lowest

	1 (M)	2 (WPI)	3 (PR)	4 (WR)	5 (PL)	6 (H)	7 (PB)	8 (FR)
Week 1								
Week 2								
Week 3								
Week4								
Week5								
Week6								
Week7								
Week8								
Week9								
Week10								
Week11								

	1 (M)	2 (WPI)	3 (PR)	4 (WR)	5 (PL)	6 (H)	7 (PB)	8 (FR)
Week12								
Week13								
Week14								
Week15								
Week16								

Imagine success!

As you work through this journal, do it from a positive perspective of having what you dream of having. Grant yourself the gift of trust, faith and confidence.