STRONG MESSAGES FROM MARIO DENTON

1.   <u>Rid</u> your offices of the corporate viruses that are making people sick and not helping them to connect with their passion.

2.   **<u>Don't send</u> any person on any course/programme if the participants don't have to answer the following questions at the end of the programme: As a result of attending this programme what do we as an organisation or you as an individual have to do more of, less of, differently, faster and better?**

3.   <u>Destroy</u> performance appraisals now and replace them with purposeful coaching discussions.

4.   **An organisational balanced scorecard without a personal balanced/wellness scorecard will <u>never get off the ground</u>. It is like flying an aeroplane with only one engine or one propeller.**

5.   Discrimination is out but <u>bullying</u> in the workplace is in. Check the dark, toxic side of each leader. It is there, and often managers wear masks to cover it up.

6.   **Stop putting people on <u>quick-fix programmes</u> – development is a process not a programme. Learning is not only about input; it must also have components of reflection, commitment, application and feedback.**

7.   **Send all your managers on a <u>management simulation</u> annually. Why must Boeing 747 pilots do a simulation test before they can renew their licences every year?**

8.   After strategy, your next and most important process is the one on <u>talent review</u>. As they say: Get the right ones on the bus and get the wrong ones off. Do it annually or someone will throw you off the bus.

9.   Be <u>tough on people and tough on standards,</u> not rude. It is not operational excellence only or playing softball that will make the difference. You have to be smart on both.

10.   Let those management consultants go if they put forward interventions that are not helping you to <u>grow the business</u>. Find out who is coaching those consultants.

11.   Twice a year, ask two questions as a manager to the rest of your team:

(i)   What would you do if you were in my position?

(ii)   What is stopping you from delivering your peak performance?

12.   Do an <u>engagement/commitment survey</u> every 12 months and raise the bar of excellence. Find out who your ambassadors are, and those who are no longer committed and enthusiastic. The difference between low and high tide is 1,2 metres. Can you go on holiday with 10 litres of petrol?

13.   You are a <u>knowledge capital thief</u> if you don't share your wisdom in coaching.

14.   Be careful of the <u>cowboys</u> who have joined the fastest growing consultancy of coaching other people. Regularly discuss those things that you need to stop, let go, maintain and initiate.

15.   Chase away those <u>seagull recruitment agencies</u> that act like postmen and just drop names for you, as they are often playing chess with a few players in the market.

16.   <u>Stop doing an annual medical check-up</u>. Who said that a person is healthy if you look only at his/her heart and lungs? This is a one-sided perspective that is dangerous to continue. You have to include in your annual check-up also an emotional and spiritual check-up.

17. Make it an office law to <u>sue negative people</u>. Just find out why they are negative. Often they are like those who run a marathon backwards, wearing a huge jacket, goggles and heavy diving belt.

18. <u>Salute</u> whistle blowers and don't get rid of them.

19. Be a <u>dispenser of enthusiasm and a change embracer</u>. Don't think too small.

20. Leadership behavior that was associated with <u>yesterdays results</u> may not be the behavior that is needed to achieve tomorrow's innovation

21 Successful people are much more likely to change by envisioning a <u>positive future</u> than by reliving a humiliating past.

22 Successful people will not change behavior by going on a <u>course.</u>

23. There is a fundamental problem with all types of <u>feedback</u>: it focuses on the past, on what has already occurred- not on the infinite variety of opportunities that can happen in the future.

24, <u>Traditional training</u> does not seem to make a great deal of difference

25. Real leadership development involves a process that occurs over time not an inspiration or transformations that occurs in a meeting.

26. To many companies spend a <u>huge amount</u> on the best training programs but almost nothing on follow up and reinforcement.

27. Traditional <u>360 degree</u> feedback doesn't work very well.

28. <u>Team building</u> is often time wasting.

29. Executives and senior managers are doing a poor job of <u>coaching.</u>

30 Leadership is not learned in the <u>classroom</u>- it is learned on the job

31 Honest <u>upward</u> communication cannot be treated as an option. It needs to be a requirement

32. While many managers have years of education and experience in training for their positions, they often have <u>little</u> training how to effectively influence upper management

33<u>. Habits</u> that have taken 48 years to develop will not go away in a week

34. Many organisations change their performance appraisals forms on a regular basis. How much good does this usually do? None! These appraisal forms changes just confuse leaders and are seen as annual exercises in <u>futility.</u>

35. One more time: Focus your efforts on improving those areas that will enhance business performance. Stop implementing business fads. Make sure there is a crystal clear business case for an initiative prior to any investment.

36. Model personal development by actively identifying new areas for your own personal development on an ongoing basis. Stop being lazy about your own personal development.

37. Use both sides of your brain. Value multidimensional learning experiences that facilitate the development of emotional and spiritual intelligence as well as knowledge skills.

38. Promote an environment where employees feel they make a difference, are valued and continue to learn

39. Stop talking about shared values rather talk about core values and then lived it every day. Top management will be watched by the middle and the bottom for authenticity,

40. Don't believe in core competencies of your organisation? Many organisations have it and do not use them. Core competencies, once defined,

become constants. They are not core values and require continued updating, which is rarely done.

41. Best practices are to easily just. Rather challenge all these practices creative. Push the boundaries. Go beyond the boundaries and ask the tough questions. And learn from the inquiry. Your leadership will be enhanced.

42. Performance appraisals. To often mangers just fail annually during the performance appraisal process to help their staff to perform at the next level

43. You will never cause your staff to move on to and sustaining the next level if you continually criticizing their behaviour.

44.Strategic planning are great intentions but an organisation will only be rewarded for completions (the actions that push them forward) and not intentions

45. People come to work often to escape the chaos of life and often stay there working late not to face their problems at home

46. Leaders need to stop been power hungry but rather more on the impact hungry

47. Life is not about what great leaders achieve but what they contribute

48. Leadership training should not to inform people but rather that they will be transformed by such training

49. The day your managers are not growing they become inflexible and complacent and focus on the success of the past

50. Do things that is stirring your passion

51. Every leader needs a massive infusion of energy input new learning every twelve months

52. Leaders on average spent between 25% and 40% on tribal warfare

Some food for thought- Mario Denton

1. Are the Human Resources functions of the last decade not dead?

2. Why it is that international research highlights the disconcerting fact that, on average, only 30% of change initiatives and strategic initiatives and strategic plans are achieved?

3. Why is it that you often hear that performance appraisals cause more pain than gain?

4. Why do we still apply quick fix interventions if we know that they fail to deliver sustainable results?

5. Don't we have a lost generation amongst our management?

6. Can you really build competitiveness if you only concentrate on a few performance-determining factors?

7. Have we not cut out the sole of the organisation with all the rightsizing and are organisations not suffering from corporate anorexia?

8. Why is the negativity/prophet of doom outlook so high in organisations?

9. Do we really know how to treat people as our most important asset?

Further questions for debate

1. Why teambuilding is time wasting?

2. Why we should as business people rather change the paradigm from feedback to *feedforward*

3. Why leadership is a contact sport

4. Doing quarterly reality checks and mini surveys versus one-sided boring annual performance appraisals

5. Creative ways to ensure that the organisational goal setting exercise really achieve something

6.Why organisations are seriously hurt when all managers and staff don't influence and challenging upwards

7. The creeping dishonesty and corruption if all managers and staff failed to challenge integrity issues in the workplace

8. Remember the Jim Collins questions: What you are deeply passionate about, What drives your resource engine and lastly what you can be best in the world at

Blessings from

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MARIO'S BEST ILLUSTRATIONS

Over the past 20 years I have trained thousands of people in the fundamental principles of people and change management.

Reflecting on my style I have realized that certain diagrams are coming to my mind over and over. Based also on the reaction from my participants I have realized the power of these illustrations specifically when participants and students still refer to those wisdom keys and told me of the things that they still remember of my classes years back.

With that in mind I have decided to put together some of those best illustrations. Trust that you will find it also very useful.

1.   Performance / Potential Grid.

Problem child	Stars
Dead wood	Dedicated work houses

2.   The ESP Principle.

Empathy
Space   Key people management principles

Pressure

3.   The onion layers.

ZOCD =   zone   of   comfortable discussion

ZOUD =   zone   of   uncomfortable discussion

I   =   The issue

4.   Definition about leadership.

$$L = I$$

Leadership is about influence. Full stop.

5.   Personal mastery.

Who am I?
Why do I exist?
Where do I want to be in five years time?

6.   Options towards change.

-    Move backwards
-    Stand still
-    Move on

7.   Success contract. What should you:

-    More of
-    Less of
-    Do differently
-    Do faster
-    Do better

8.   Energy matrix

2	4
1	3

9. Fish – ROD

The Fish Rods from it's head – Bob Garrath.

10. Personal swot analysis

Strengths (to build on)	Weaknesses (to work on)
Opportunities (to make use of)	Threats (to overcome)

11. Energy versus wisdom

12. Career stages (Schein) Growth

13. Work phases

Honeymoon
Awakening
Burnout
Full scale burnout
Phoenix phenomenon

14. Performance formula

P = f(A x M x E)

P= Performance
F= function
A= Ability
M= Motivation
E= Environment

15. Ethical decision making
JFR – Principle

Just
Fair
Right

16. Competence versus trust

Why do you need both?

17.   Teamwork patterns

Storming	Performing
Forming	Norming

The Balanced Score card
(Kaplan and Norton)

18.   Ten best interaction behaviours

1.   Proposing
2.   Building
3.   Supporting
4.   Disagreeing – issue
5.   Defending/attacking – person
6.   Testing understanding
7.   Summarising
8.   Seeking information
9.   Giving information
10.   Bringing in

19.   Conflict styles

20.   The EWTL principle (Covey)

EAT…
WORK …
TALK…
LIVE…..

21.   Crazy time

22.   Kubler Ross Model

Denial
Anger
Bargaining
Depression
Acceptance

23.   Change stages

24.   Star concept

25.   Culture matrix

26.   Capie Model of change

Contracting
Assessment
Planning
Implementation
Evaluation

27.   People skills

28.   Model of workaholism

29.   Peak performance

Unfolding strategy

What are the things you need to:
Let go of?
Stop?
Maintain?
Initiate?

30.   People management roles

31.   Benchmarking levels (SON I – Principle)

- Setting the bench
- On the bench
- Next to the bench
- In search of the bench

32.   We learn

10%   Read
20%   Hear
30%   See
50%   See and hear
70%   Discuss
80%   Experience
95%   Teach

33.   W H Principle

Do you work because you
Want to;
Have to

34.   The deposits / withdrawal balance sheet

35.   Change dynamics robot

STAGES	FEELINGS OF	THOUGHTS ARE	BEHAVIOUR IS
Loss	Fear	Cautious	Paralyzed
Doubt	Resentment	?	Resistant
Discomfort	Anxiety	Confused	Unproductive
Danger zone			
Discovery	?	Creative	Energized
Understanding	Confidence	Pragmatic	Productive
Integration	Satisfaction	Focussed	Generous

36.   The change process within groups

Innovators   2,5%
Early adapters   13,5%
Early majority   34%
Late majority   34%
Laggards   16%

37.   The anatomy of innovation

Sceptical
Enthusiasm
Brass bands and fireworks
This is taking time
Results aren't visible
Is it working?
Existing business suffering
The dark side of the innovator
Start to see pay-offs
Maybe not a bad idea
It works

38.   Change navigation abilities

39.   Conditions for change

40.   Type of training

The three Big questions for relationships

Do I like them?
Do I trust them?
Do I respect them?

41.   **Effectiveness versus Efficiency**
      (Effectiveness (competence)

IO	SO	=	Suffocating organizations
	TO	=	Thriving organizations
	L	=	Limping organizations
	IO	=	Ill (terminally) organizations

42.   Change process

Need for change	-	We see
Future desired state	-	We think
Current	-	We feel
Gap analysis	-	We can
Change navigation	-	we want

FTE conflict approach

Face it
Trace it
Erase it

43.   Building blocks of organizational culture

44.   Navigating changes

B-Alert – creating optimum balance
Blueprint – strategic plan day
Action – concentrate on the most important activities
Learning – expand your knowledge
Exercise – 30 minutes
Relaxation – Nap, meditate, family time
Think – Take time to reflect

The Building Blocks of transition

Set scene	Need
Prepare organisation	Future desired reality
Lay foundation	Current reality
Design	Solution
Implement	Closing gap

Belbin team roles

- Shaper
- Conducter
- Finisher
- Teamworker
- Specialist
- Monitor
- Evaluator

The four D solution

Dump it
Delegate it
Defer it
Do it