Leader Guide for

DOING THE RIGHT THINGS RIGHT

How the Effective Executive Spends Time

By **LAURA STACK**

The Productivity Pro®

LAURA STACK, MBA, CSP, CPAE

Speaker ☺ Author ☺ Consultant

LAURA STACK
The Productivity Pro®

President and CEO

Laura Stack, MBA, CSP, CPAE, is best known by her moniker "The Productivity Pro®." Laura is an award-winning keynote speaker, bestselling author, and noted authority on employee and team productivity. She is the president of The Productivity Pro, Inc., a boutique consulting firm dedicated to helping leaders increase workplace performance in high-stress environments. Laura is a past President of the National Speakers Association.

Keynoter

For over 25 years, Laura's keynote speeches and seminars have helped associations and Fortune 1000 corporations improve output, increase speed in execution, and save time in the office. She is a high-energy, high-content speaker, who educates, entertains, and motivates professionals to deliver bottom-line results. Laura is a member of the prestigious *CPAE Speaker Hall of Fame*, which has fewer than 200 members worldwide) and has earned the Certified Speaking Professional (CSP) designation.

Author

Laura is the bestselling author of seven books published by Random House, Wiley, and Berrett-Koehler, including her newest, *Doing the Right Things Right: How the Effective Executive Spends Time* (Jan. 2016). Laura's books have been published in more than 20 foreign editions, and she is a featured columnist for the American Business Journal, LinkedIn, Time Management, and Productive magazines. Laura has produced more than 50 online training programs.

Recognized Productivity Expert

Laura has been featured nationally on the CBS Early Show, CNN, NPR, Bloomberg, the New York Times, USA Today, the Wall Street Journal, Entrepreneur, and Forbes magazine. Laura has been a spokesperson for Fellowes, Microsoft, 3M, Skillsoft, Office Depot, Day-Timer, and Xerox. Her client list includes top Fortune 500 companies, including Starbucks, Wal-Mart, Aramark, Bank of America, GM, Wells Fargo, and Time Warner, plus government agencies such as the Internal Revenue Service, the United States Air Force Academy, the Census Bureau, the U.S. Senate, and the Department of Defense.

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Sprint	Visa
Enterprise	RE/MAX
Lockheed	Denver Broncos

Spokesperson

Microsoft	Xerox
3M	Day-Timer
QVC	Office Depot
Dannon	Fellowes

Welcome to the Doing the Right Things Right Book Club

Congratulations on making strategic execution a cornerstone of your organizational culture. Your participation in this program demonstrates your organization's willingness to make the changes necessary to succeed.

Here are some answers to frequently asked questions that might be helpful as you form your club:

1. **GROUP FORMATION**. How should I form the groups?
   - Some organizations begin an open enrollment "book club" and provide this program as an optional developmental opportunity.
   - Some target the roll-out to an emerging or specific leadership team.
   - Others have focused a concerted effort on improving strategic execution within the senior leadership team or specific departments, and then rolled it out to a larger population (e.g., virtual discussion groups at multiple sites around the country).

2. **GROUP SIZE.** How many people should be in a group?
   - The ideal size is between five to seven people per discussion group (if you have 25 people show up for a book club meeting, divide the larger group into five smaller groups).
   - I don't suggest permanent teams, since some people may go on vacation or are forced to miss a meeting due to other conflicts.

3. **LOCATION.** Where should I hold the book club meetings?
   - If you have logical geographical teams, you can hold them onsite in any conference room or common area.
   - If your teams are remote, you can hold meetings via phone, video conference, GoToMeeting.com, or some other virtual platform.

4. **FREQUENCY.** How often should the discussion groups meet?
   - The book is divided into three parts, so I'd recommend a weekly meeting for four weeks, starting with an introduction/kick off meeting to distribute materials and give instructions, followed by parts 1-3.
   - If a weekly meeting seems to be too much, you could meet every other week, which would result in a two-month program. Feel free to adjust the timing to the needs of your groups, holidays, other initiatives, etc.

5. **LENGTH**. How long should the meetings run?
   - One hour seems to work best, although some prefer 45 minutes. If discussions tend to run long, you can set aside 90 minutes to be safe.

6. **SPEAKING**. Can Laura "kick off" the program and speak at the first meeting?
   - Absolutely. I would be delighted to chat with you about this option. Email Christine@TheProductivityPro.com or call 303-471-7401. Depending on the number of books you purchase, we can work with you on the speaking fee.

7. **RESOURCES**. Does the program use other resources in addition to the book, *Doing the Right Things Right: How the Effective Executive Spends Time*?
   - Yes, download the Discussion Guide at www.3TLeadership.com and send it to each person. As participants read the book, the workbook will lead them through a practical application of the material to their jobs and your organization. They answer the questions for each chapter at the conclusion of each.
   - Participants can also subscribe to a complementary video and audio series, download additional articles, and receive bonus materials from other thought leaders at www.3TLeadership.com.
   - Ask participants to take the 3T Leadership Assessment from the book (use the link at www.3TLeadership.com) and bring their individual results to the meetings. We can also create a special URL for your team (for a small extra fee), so we can analyze your collective results. Email Christine at Christine@TheProductivityPro.com about this option.

8. **DEVELOPMENT**. How do we tie this into development plans?
   - The workbook may be part of a developmental plan to heighten the four keys to effective strategy execution.
   - Leaders can take the assessment online to evaluate a team member in a 360 fashion (simply answer the questions as they relate to the person being evaluated).
   - Make mentors aware of the book club, so they can engage in discussions as well.
   - Ask some of your more experienced leaders to be "guest speakers" at meetings to share their insights.
   - Executive coaching with Laura is also available.

9. **CULTURE**. How should we follow up to "hard wire" the learning or provide training?
   - You can discuss actual case studies and best practices at staff meetings, project updates, websites, and blogs.
   - Post stories and best practices on your intranet.
   - The Productivity Pro, Inc. offers a one-year continuity program if you're interested in implementing a larger initiative.
   - Train-the-trainer curriculum is available for half-day and full-day training sessions.

10. **REWARDS**. How can we encourage participation from the beginning to the end?
    - If you wish, we have digital "prizes" and bonus resources we can donate (such as eBooks, videos, and MP3s), for any participant who attends all sessions.

Step-by-Step Implementation Plan

Before the book club meeting:

1. Determine how many book club groups you will run and the makeup of those groups.

2. Decide how often your book club will meet and how much content you will cover in each session (read FAQs above for more information).

3. Query the group to discover any major scheduling conflicts.

4. Select the book club meeting dates, realizing that conflicts are inevitable, and you'll never be able to select dates that work for everyone. We find that scheduling all 12 sessions in advance increases the likelihood participants can work around it.

5. Invite participants and get confirmations. Ask some participants to be small group leaders in advance. You can alternatively assign these on-site at the meeting.

6. Handle logistical details, such ordering books and booking conference rooms.

7. Ask each participant to download the Discussion Guide at www.3TLeadership.com, or send it to everyone via email.

8. If taking the assessment, send participants to www.3TLeadership.com. Ask them to complete the quiz and print their results.

9. Decide if participants should watch each online video at www.3TLeadership.com privately before coming to each meeting, or if you're going to watch each video as a large group.

10. Send out a meeting reminder before each club meeting. Remind them to read the chapter for that week and complete the questions in the Discussion Guide. Encourage them to come to each meeting fully prepared. Remind them that careful preparation will greatly enrich their learning and time spent in group discussion.

11. Read the book. This may seem obvious, but it's one of the most important. Plan on finishing the book a little earlier than you might otherwise, so you have time to review and plan each book club meeting.

12. Write down important page numbers that made an impact on you or gave you an "ah-ha!" moment. Answer the questions for yourself in the discussion guide.

During the book club meeting:

13. Welcome participants and make any opening comments. Show the video for that day's chapter if you wish.

14. Feel free to add new questions to cover your group's personal observations, interpretation, or application on their particular jobs, team, or situation.

15. Divide the large group into smaller discussion groups of approximately five people (larger groups make active participation more difficult). For your own learning experience, you'll probably want to participate as an active group member, rather than standing around. You can excuse yourself if necessary if something comes up.

16. Select a facilitator for each discussion group. We find that it's best to change the small groups and group leaders each meeting, so participants can interact with many different people. You can brief them on the role of the facilitator (or send in advance of the meeting) this way:
    - Guide each small group through each chapter and its discussion questions.
    - Ask questions.
    - Move the conversation along efficiently.
    - Rein in tangents (going a little off topic is fine, but they should recognize that people have read the book and expect to talk about it).
    - Read each question and let others answer first.
    - Don't try to be a teacher.
    - Rotate who answers first, so everyone has a chance to participate and express opinions and insights.
    - "Go with the flow," in any order that makes sense for that small group. (If someone gives an answer to question 5 that connects well with question 8, don't feel obligated to answer questions 6 and 7 in order before moving to 8.)
    - Occasionally direct questions toward quiet people, but don't put them on the spot.

17. Remind participants to stick to the topic being discussed, listen attentively, and engage all members equally.

At the end:

Wrap up the discussion by asking questions of the larger group if you desire or ask for input from each of the small group facilitator on their conversations.

The Discussion Guide materials for individual participants follow.

Welcome to the Doing the Right Things Right Book Club

Congratulations on taking the next step to improving your leadership in time management! Your participation in this program demonstrates your organization's willingness to invest in your future, and your contribution of time to this program will help you go even further.

Whether you're a senior leader, middle manager, or high potential, the skills you gain from this book club will help you grow exponentially and achieve even higher levels in your career. *Doing the Right Things Right: How the Effective Executive Spends Time* will give you proven methods to achieve maximum results in minimum time.

Typically, you will meet 4 times with your group over the course of three weeks (there are three parts in the book, and there are four chapters in each part, plus an introductory meeting). Before each book club meeting, I recommend you:

1. Watch the online video that corresponds with that part. Register for the free video series at www.3TLeadership.com.

2. Read one chapter every couple days (it's potentially difficult to absorb a chapter in one day).

3. Answer the discussion guide questions in this manual as you complete each chapter, while the content is still fresh in your mind. Questions may cover your personal observations, interpretation, possible applications, or the implications for your particular job, team, or organization.

4. Come to each book club meeting fully prepared—don't try to "wing it." Scheduling conflicts arise, but do your best to be consistent in attending. You'll find that careful preparation will greatly enrich your learning and time spent in group discussion.

5. Participate! Your leader and small group facilitators will not be lecturing; rather, they will encourage you to discuss what you learned and how to apply it.

6. Stick to the topic being discussed; listen attentively; and engage all participants.

Introduction

"There is nothing so useless as doing efficiently that which should not be done at all." —Peter F. Drucker.

This book pays homage to a man I consider one of my chief mentors and kindred spirits, though I never actually had the pleasure of studying or working with him.

When I was a business student in the late 1980s, I fell in love with Peter F. Drucker's book *The Effective Executive: The Definitive Guide to Getting the Right Things Done*. It delivers a huge amount of useful, real-world information in fewer than 200 pages. Still my favorite business book of all time, I learn something new every time I read it.

Drucker published the first edition of *The Effective Executive* in 1967. While the book has weathered the years well, some of the concepts are a bit dated, particularly with today's technology and social customs. Drucker doesn't cover the electronics revolution that swept the business world in the 1980s, even in later editions; and in this book, executives are men and women are secretaries. I don't believe he intended to be sexist, however, because the secretarial pool was the main foothold women had in business then.

Regardless, I believe the time is right to update Drucker's concepts for the 21st century. *Doing the Right Things Right: How the Effective Executive Spends Time* focuses on time management strategies that today's executives can use to quickly obtain profitable, productive results by managing the intersection of two critical dimensions: effectiveness and efficiency. The impact of technology plays an important part in the discussions outlined here and including gender equality goes without saying.

I don't mean to replace Drucker's work in any sense, nor could I. Let me emphasize that this is NOT an attempt to rewrite Drucker's classic. However, I do hope that *Doing the Right Things Right* will stand as a companion to Drucker's work, an addition that directly addresses how the role of the effective executive has changed in the near half-century since Drucker penned the first edition of his groundbreaking book *The Effective Executive*.

I'm humbled by the opportunity to attempt it.

Defining the Problem

Let's start with the key definitions. Drucker's book *The Effective Executive* distinguishes between being effective and efficient. Here's how I differentiate the two terms:

Effectiveness refers to successfully producing the expected or desired result; it's the degree to which you achieve your objectives, solve problems, and realize profits. In business, effectiveness is summed up by "doing the right things." But anyone with the right training or a good manual can do the right things. So can a robot. Alone, effectiveness isn't enough to distinguish a good executive.

Efficiency is the accomplishment of a job with the minimum expenditure of time, effort, and cost—the shortest distance between a goal and a checkmark. In business, efficiency is summed up by "doing things right." When effectiveness lacks efficiency, it's often unproductive and can take 14 months to complete instead of four.

But efficiency without effectiveness can go devastatingly wrong. It doesn't matter how well your team climbs Mt. Everest if your intention was to climb the Matterhorn.

I'm sure you'd agree that executives should work to not only be effective but also efficient. *Doing the Right Things Right* combines Effectiveness (doing the right things) with Efficiency (doing things right) to yield the most profitable AND quickest route a leader can take to execute goals. Leaders manage time most productively at the intersection of effectiveness and efficiency. Therefore, once you know you're spending time on the *right* things, you then focus on doing them *right*.

Why the Term "Executive"?

Next, I want to comment on the term "executive." In today's business vernacular, we usually assume an executive is someone in a senior leadership position. However, Webster's defines an executive as "a person or group appointed and given the responsibility to manage the affairs of an organization, and the authority to make decisions within specified boundaries."

So in reality, an executive is *someone who executes*. This can be almost anyone with the authority to make significant decisions and whose time is spent producing value and/or managing people for the benefit of the organization: an emerging leader, a front-line supervisor, a middle manager, a senior leader, or an individual contributor who hasn't received a title.

Finally, Drucker outlines in *The Effective Executive* five effectiveness practices for executives to follow, or what he refers to as "habits of the mind," which I summarize as:

1. Understand and control where time goes.
2. Focus on results.
3. Build on strengths.
4. Prioritize tasks.

5. Make effective decisions.

To be both effective and efficient, today's leaders should follow 12 such practices, which I categorize as:

1. GOALS: Set objectives and align strategy
2. CHANGE: Embrace innovation and adaptability
3. COMMUNICATION: Share mission, vision, and expectations
4. DECISION MAKING: Resolve and execute decisions promptly
5. ENVIRONMENT: Build an open team culture
6. PERFORMANCE: Forge a results-oriented team
7. MOTIVATION: Harness creativity and loyalty
8. GROWTH: Emphasize continuous improvement
9. VALUE: Focus on high-value activities
10. TECHNOLOGY: Master data handling and workflow
11. AGILITY: Maximize speed and flexibility
12. BALANCE: Sustain personal health and mental acuity

Some of these factors were not as germane in Drucker's time as they are now or were considered either less important or too obvious to state explicitly. However, priorities have changed over the decades and sometimes even the obvious must be spelled out.

These 12 practices reflect the 12 chapters of this book. For memorability and organization, I've group these practices into three parts, which reflect the three primary areas where leaders spend time, which I call "3T Leadership":

Part I: STRATEGIC THINKING (BUSINESS): acting as the organizational strategist, with the focus on business goals. The executive monitors the big picture and makes sure their team's efforts match up with and reinforce the company's goals.

Part II: TEAMWORK (EMPLOYEES): serving as the conscientious leader who focuses on employee productivity. Often, this is the low- to mid-level executive's most important role, because building and maintaining an effective, productive team is the first step toward high performance.

Part III: TACTICAL WORK (SELF): being the productive performer, focusing on task completion. Even a team member in a non-leadership position may be an executive in the loosest sense of the term, in that he or she is a productive performer, executing strategy using whatever tactics are available.

As shorthand, I'll refer to the 3Ts as THINK, TEAM, and TACTICS. They are the chief time management roles for leaders; it's what they actually "do" during the day and where they spend their time.

You may not be content with the current mix of your time in these three areas. Perhaps you feel you spend too much time "in the weeds," dealing with day-to-day operational issues and not enough time with your team. Or perhaps you spend too much time managing your team's work and not enough time focused on strategic activities.

In general, as an executive moves up the leadership ladder, the percentage of time spent in each category tends to shift, becoming less tactical and more strategic. This focus may also vary according to the executive's position or immediate project needs. With the largest investment of time listed first, here's a typical breakdown for various leadership levels, with #1 being the most time spent:

Senior Leadership (VP/C-Suite)
1. Think
2. Team
3. Tactics

Leadership Team (Director)
1. Team
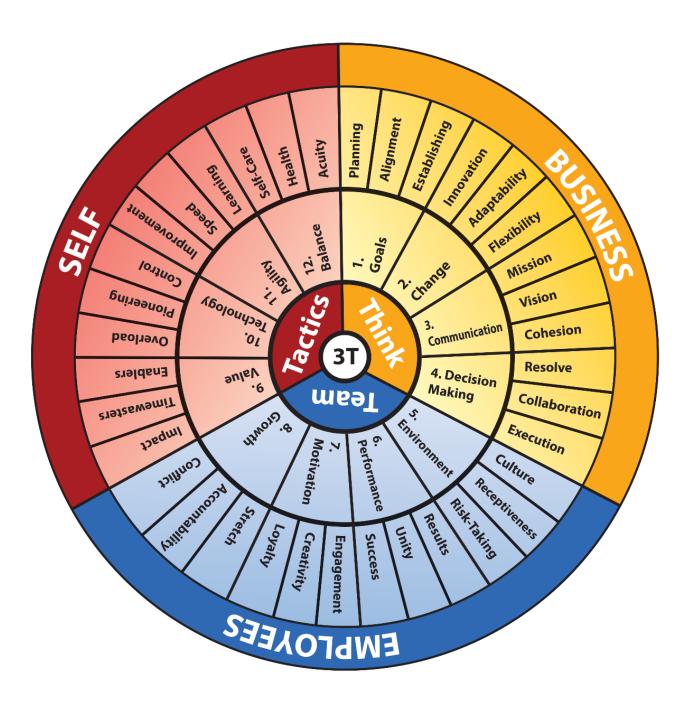2. Think
3. Tactics

Manager
1. Team
2. Tactics
3. Think

Individual Contributor
1. Tactics
2. Team
3. Think

The chart below breaks down the categories into a colorful pie chart that aptly summarizes the 3Ts, their individual components, and the associated concepts.

The 3T Leadership Model

Now let's get started by taking the 3T Leadership Assessment. It will provide insight into your level of efficient effectiveness as you prepare to read this book.

The 3T Leadership Assessment

Strategic execution is becoming more common at all levels within the white-collar business hierarchy, making more of us *de facto* executives. Good execution requires you to do the right things right: that is, you have to be both efficient and effective in completing your tasks or meeting your objectives. Each chapter and question has a focus highlighted in bold and repeated in the scoring section.

Before you start, I recommend photocopying the assessment and working with the copy rather than marking your answers in the book itself. That way, you'll be able to come back and retake the self-assessment as your working conditions change and your career advances. You can reassess work relationships and goals, selecting new ideas to focus on as needed.

I also recommend you do three things before you start and as you conduct the assessment:

1. Take into account your current role or work situation when completing the self-assessment.
2. In that role or work situation, make note of teammates, peers, and supervisors (in all directions—up, down, and sideways) with whom you interface currently. Consciously listing names of people will help you put the tips discussed later in the book into perspective. It will also help you map out specific strategies for people management, relationship building, conflict resolution, and so on. You'll become more efficient and effective—bringing the high-level tips provided in the book into a more concrete plane.
3. List your personal, team, and organizational goals as they relate to your current role or work situation.

After you take the assessment, transfer your scores to the following Score Sheet to analyze them further.

Scale

For each question, begin by asking yourself "To what extent do I…", and then answer it using the following scale:

1 = to no extent
2 = to a small extent
3 = to some extent
4 = to a considerable extent
5 = to a great extent

PART 1: STRATEGIC THINKING

Chapter 1. Goals: Set Objectives and Align Strategy

1. Apply clear **planning** to jumpstart team goal setting?	1	2	3	4	5
2. Work toward active **alignment**, making sure our team goals arise from the same core values, mission, and vision as our organizational goals?	1	2	3	4	5
3. Focus on **establishing** team goals and encouraging teammates to take ownership of them?	1	2	3	4	5

CHAPTER 1 SUBTOTAL:

_____

Chapter 2. Change: Embrace Innovation and Adaptability

4. Encourage **innovation** among my teammates, helping them nurture and implement new ideas?	1	2	3	4	5
5. Facilitate my team members' **adaptability** to the agile business reality?	1	2	3	4	5
6. Ensure **flexibility,** embrace chaos to overcome cultural inertia and work around bureaucracy?	1	2	3	4	5

CHAPTER 2 SUBTOTAL:

_____

Chapter 3. Communication: Share Mission, Vision, and Expectations

7. Communicate the **mission** in straightforward terms, ensuring my team's understanding in multiple ways?	1	2	3	4	5
8. Promote my **vision** by communicating cleanly and clearly with upper management and my peers?	1	2	3	4	5
9. Sell **cohesion** and teamwork, taking extra care when promoting new ideas to my team and my superiors?	1	2	3	4	5

CHAPTER 3 SUBTOTAL:

_____

Chapter 4. Decision Making: Resolve and Execute Decisions Promptly

10. **Resolve** indecision quickly?	1	2	3	4	5
11. Emphasize **collaboration** and the value of teamwork with my teammates?	1	2	3	4	5
12. Avoid procrastination, encouraging immediate strategic **execution** and implementation?	1	2	3	4	5

CHAPTER 4 SUBTOTAL:

_____

PART II: TEAM FOCUS

Chapter 5. Environment: Build an Open Team Structure

13. Simplify workflow and build team **culture**?	1	2	3	4	5
14. Guarantee **receptiveness** while accelerating workflow?	1	2	3	4	5
15. Challenge my team to do better, while encouraging innovation, creativity, and **risk-taking**?	1	2	3	4	5

CHAPTER 5 SUBTOTAL:

_____

Chapter 6. Performance: Forge a Results-Oriented Team

16. Teach my team that **results** matter first, emphasizing substance over style?	1	2	3	4	5
17. Encourage **unity**, heading off clashes along the way?	1	2	3	4	5
18. Increase our chances for **success**, making sure we're productive in the right ways?	1	2	3	4	5

CHAPTER 6 SUBTOTAL:

_____

Chapter 7. Motivation: Harness Creativity and Loyalty

19. Ensure we all own, understand, and practice **engagement**?	1	2	3	4	5
20. Unleash **creativity** and productivity on my team, using the ABCs of Motivation?	1	2	3	4	5
21. Maximize **loyalty**, treating my teammates with respect, trust, and gratitude?	1	2	3	4	5

CHAPTER 7 SUBTOTAL:

_____

Chapter 8. Growth: Emphasize Continuous Improvement

22. **Stretch** my team's abilities?	1	2	3	4	5
23. Emphasize **accountability**, encouraging teammates to take responsibility for their needs, shortcomings, and errors?	1	2	3	4	5
24. Overcome **conflict** while helping my teammates accept criticism?	1	2	3	4	5

CHAPTER 8 SUBTOTAL:

_____

PART III: TACTICAL WORK

Chapter 9. Value: Focus on High-Dollar Activities

25. Maximize my personal **impact**, valuing myself and my time highly?   1 2 3 4 5

26. Clear **timewasters** for my team, making it easier for us to be productive?   1 2 3 4 5

27. Institute value **enablers,** such as policies against timewasting attitudes and activities?   1 2 3 4 5

CHAPTER 9 SUBTOTAL:

_____

Chapter 10. Technology: Master Data Handling and Workflow

28. Deal effectively with information **overload,** setting goals to smooth workflow and efficiently handle information?   1 2 3 4 5

29. Apply a **pioneering** approach to new technology?

30. Establish tight **control** over our technology?   1 2 3 4 5
1 2 3 4 5

CHAPTER 10 SUBTOTAL:

_____

Chapter 11. Agility: Maximize Speed and Flexibility

31. Stress **improvement** by focusing on genuine, quantifiable results?   1 2 3 4 5

32. Emphasize **speed** and flexibility while adapting to the need of the hour?   1 2 3 4 5

33. Use **learning** as a way to boost ROI while helping team members with their training?   1 2 3 4 5

CHAPTER 11 SUBTOTAL:

_____

Chapter 12. Balance: Sustain Your Physical and Mental Health

34. Value **self-care**?   1 2 3 4 5
35. Maintain my personal **health**?   1 2 3 4 5
36. Work to sharpen my mental **acuity**?   1 2 3 4 5

CHAPTER 12 SUBTOTAL:

_____

The 3T Leadership Score Sheet

Copy your subtotals from the previous sections and add them up to find your grand total. See the Key below to interpret your score.

PART I: STRATEGIC THINKING

Chapter 1: Goals	Subtotal _____
Chapter 2: Change	Subtotal _____
Chapter 3: Communication	Subtotal _____
Chapter 4: Decision Making	Subtotal _____

Part I Total _____

PART II: TEAM FOCUS

Chapter 5: Environment	Subtotal _____
Chapter 6: Performance	Subtotal _____
Chapter 7: Motivation	Subtotal _____
Chapter 8: Growth	Subtotal _____

Part II Total _____

PART III: TACTICAL WORK

Chapter 9: Value	Subtotal _____
Chapter 10: Technology	Subtotal _____
Chapter 11: Agility	Subtotal _____
Chapter 12: Balance	Subtotal _____

Part III Total _____

GRAND TOTAL (Add Parts I, II, III Totals): _____

Scoring

151–180: **Congratulations**! You have a deep understanding of what it takes to be an efficient, effective modern executive and how to help your teammates maximize their productivity. At most, all you need to do is fine-tune a bit. Keep up the good work!

121–150: **You need a few tweaks here and there**. You're on the right track! Strive to improve any question where you gave yourself less than a "5." Give yourself credit for what you do well. Acknowledge where you can improve and become an even better executive.

91–120: **Average**. You're in the middle of the bell curve. You're not the worst, and you're not the best. Work on kicking up your efforts toward achieving effective, efficient execution a notch, so you can get more done and produce stellar results!

61–90: **Major overhaul required**. Get serious about changing the way you handle your team and projects. Are you efficient but ineffective, or effective but inefficient? Without neglecting the better of the two, start focusing on improving the other. This is one of those things you absolutely have to get better at, even though it's a weakness. Stop working so hard on the wrong things or doing the right things wrong—whatever happens to be the case. Break your weaknesses down into subcategories, based on the ones in the questionnaire above. Work on one item on this list every two to three weeks until you systematically improve your competence level.

36–60: **Danger**! You're both ineffective and inefficient. Your leadership productivity skills need a jumpstart *fast*! Both your job and your organization's future may depend on it, so start working hard on doing the right things the right way *right now.*

How to Use Your Scores

Are you starting to see that where you spend your time *now* isn't necessarily where you *should* be spending your time?

Comparing scores on each Part of this assessment will help you determine which of the 3Ts is the weakest link in your executive process. I've divided it as I have so that within each Part, you can delve deeper by comparing the Chapter Subtotals, thereby better understanding which topic you've expressed a weakness in. Even more useful is looking at the individual quiz items with the lowest scores; in fact, they represent your best places to start working. Regard this as a bottom-up method of continuous improvement.

As you study each chapter (especially those in which you've scored poorly), think about how you can improve your process. If your weakest of the 3Ts is Team, where do you face your greatest challenges: in Environment, Performance, Motivation, or Growth? If you've marked a full slate of 5s except in the Performance chapter (Chapter Six) where you drop to 4 on Outcome, 2 on Team Cohesion, and 1 on Improving Effectiveness, then it's a clear line of action. Start with Improving Effectiveness, followed by Cohesion.

Make a sincere effort to weld your team together as an effective, productive unit, providing the training and education needed to improve the ROIs as both individuals and a team. Aim to increase their performance all around. Do the same for yourself.

Once you're happy with your new results, move on to another unsatisfactory function and work on bringing it up to par. While I would normally tell you to focus on improving what you're already good at—i.e., pushing your scores from good to great rather than wasting time on things you don't do well—the functions I discuss in this book represent exceptions to that rule. They're so fundamental that they require the highest level of competence you can bring to bear. That way, you and your team can strategically execute on the spot so automatically that you ensure your survival in an increasingly difficult business world.

As you successfully put new concepts into play, retake the Assessment to determine how much you've improved. You may not even recognize that original *you* a year from now!

Don't forget to visit www.3TLeadership.com for additional educational resources.

Questions for Chapter 1
Goals: Set Objectives and Align Strategy

Planning: Understand your overall strategic planning process from beginning to end.

1. What is the most important goal I need to define for my team, and how can I best communicate its value to them?

   _____

   _____

2. Given the goal I've just defined, how can I best clear a path from where we are to where I want my team to be?

   _____

   _____

Alignment: Work toward active alignment of your team and individual goals with organizational goals.

3. What are the bedrock beliefs of my organization? Do we emphasize them enough?

   _____

   _____

4. What more can I do to empower and engage my teammates?

   _____

   _____

Establishing: Focus on establishing team goals and encouraging your team to take ownership of them.

5. In what ways can I provide better feedback on team productivity?

   _____

   _____

6. Do I invite enough ideas and open discussion? If not, what can I do to better achieve both?

   _____

   _____

<h1 align="center">Questions for Chapter 2</h1>
<h2 align="center">Change: Embrace Innovation and Adaptability</h2>

Innovation: Encourage innovation among your teammates, helping them nurture and implement new ideas.

1. Do I do a good enough job of encouraging creativity, or do I shut my teammates down when they bring me their ideas?

   _____

   _____

2. Knowing I can focus only on my team's best ideas, how many can we handle, and which are they at this time?

   _____

   _____

Adaptability: Facilitate your team's adaptability to the agile business reality.

3. How have my team and I maximized our preparedness for the future—or have we?

   _____

   _____

4. Am I acting as a facilitator and visionary for my team, or is my management style more old-school authoritarian?

   _____

   _____

Flexibility: Embrace chaos to overcome cultural inertia and work around bureaucracy.

5. Does I respond instantly to change and encourage my team to be change hardy? If not, how can we overcome our inertia?

   _____

   _____

6. In what ways do I work with other teams to cross-fertilize our creativity and generate innovation?

   _____

   _____

Questions for Chapter 3
Communication: Share Mission, Vision, and Expectations

Mission: Communicate the mission in straightforward terms, ensuring your team's understanding in multiple ways.

1. Does my team know our mission by heart? Do I keep it in front of them enough?

   _____

   _____

2. How can I be sure my people really understand what I've communicated to them?

   _____

   _____

Vision: Promote your vision by communicating cleanly and clearly with upper management and your peers.

3. Do I routinely get all my ducks in a row before presenting my ideas to my peers—or do I just react to their objections?

   _____

   _____

4. How can I be sure that my peers understand when and why I disagree with them? What's the best way to do so?

   _____

   _____

Cohesion: Sell cohesion and teamwork, taking extra care when promoting new ideas to your team and your superiors.

5. Are my persuasion skills sufficiently tuned to sell my ideas? If not, why not?

   _____

   _____

6. Do I present enough alternatives and benefits when arguing for my ideas to ensure cohesion and teamwork?

   _____

   _____

Questions for Chapter 4
Decision Making: Resolve and Execute Decisions Promptly

Resolve: Resolve indecision quickly. Don't simply *react* to the world as it changes; be *proactive* to change it.

1. Do I make decisions quickly? Where does my team take too long making them?

   _____

   _____

2. What do I do when I have incomplete information? Am I prone to paralysis of analysis? If so, why?

   _____

   _____

Collaboration: Emphasize collaboration and the value of teamwork with your teammates.

3. Do I give my team enough of a voice in decision-making? If not, how can I do better? Do we ever over-collaborate?

   _____

   _____

4. How often does friction occur within my team? Do I take advantage of it properly when it does?

   _____

   _____

Execution: Avoid procrastination, encouraging immediate strategic execution and implementation.

5. Do I execute decisions fast enough? How can we move our projects, plans, and initiatives forward more quickly?

   _____

   _____

6. I am good at turning on a dime? How can I get my team to make course corrections immediately when we need to?

   _____

   _____

<h1 style="text-align:center; color:#c00;">Questions for Chapter 5</h1>
<h2 style="text-align:center;">Environment: Build an Open Team Structure</h2>

Culture: Simplify workflow and build team culture.

1. How effectively do I apply simple rules and common sense to business situations, rather than build elaborate decision-making and process-flow frameworks?

   _____

   _____

2. Do I regularly review our processes and goals, cutting items that fail to move the company forward?

   _____

   _____

Receptiveness: Guarantee receptiveness while accelerating workflow.

3. Do I effectively clarify where we are now and where we want to be and ensure my team's receptivity to our goals?

   _____

   _____

4. How willing am I to step forward and make changes required to increase my team's productivity, when they fail to do so on their own?

   _____

   _____

Risk-taking: Challenge your team to do better, while encouraging innovation, creativity, and risk-taking.

5. Do I create a non-punitive environment where innovation and creativity can take hold? If not, what can I do better?

   _____

   _____

6. What do I do to ensure my team works on challenging projects?

   _____

   _____

Questions for Chapter 6
Performance: Forge a Results-Oriented Team

Results: Teach your team that results matter first, emphasizing substance over style.

1. How well have I taught my team the difference between "productive" and "busy," emphasizing the value of high-priority projects?

     _____

     _____

2. Do I measure my team's performance, both in terms of individual and team productivity? If not, how can I do a better job of it?

     _____

     _____

Unity: Encourage unity, heading off clashes along the way.

3. How well do I embody the concept of the leader as not just the captain of the ship, but part of the crew as well?

     _____

     _____

4. Am I tough enough on slackers, or does my team see me as a pushover?

     _____

     _____

Success: Increase your chances for success, making sure you're productive in the right ways.

5. Do I work to eliminate the causes of failure and encourage us toward success?

     _____

     _____

6. How effectively do I partner with my team members on our work mission, and how can I do better?

     _____

     _____

Questions for Chapter 7
Motivation: Harness Creativity and Loyalty

Engagement: Ensure your team members all own, understand, and practice engagement**.**

1. In what ways do I hold my team to a high standard, convincing them of their own excellence?

   _____

   _____

2. How well do I lead by example, shouldering my share of the team's work burden?

   _____

   _____

Creativity: Unleash creativity and productivity on your team, using the ABCs of Motivation.

3. Have I invited my team members to go on an innovation journey with me and brainstorm new ways of working?

   _____

   _____

4. Do I listen to my team's ideas about increasing productivity, or do I tend to brush them aside as unimportant or unworkable?

   _____

   _____

Loyalty. Maximize loyalty, treating your teammates with respect, trust, and gratitude.

5. In what ways do I harness the power of gratitude to maximize loyalty on my team?

   _____

   _____

6. How can I better recognize milestones and accomplishments to harness loyalty?

   _____

   _____

Questions for Chapter 8
Growth: Emphasize Continuous Improvement

Stretch: Stretch your team's abilities.

1. To what extent do I harness the power of metacognition, to better understand not only my personal thinking processes, but also those of my team?

   _____

   _____

2. What is my team's synergy formula? Or have I done enough self-study to discover what it is yet?

   _____

   _____

Accountability. Emphasize accountability, encouraging teammates to take responsibility for their needs, shortcomings, and errors.

3. Do I do what I say I will do? Do I ask my team members to step up to the plate and accept responsibility for their own work?

   _____

   _____

4. In what ways do we use employee thinking rather than employer thinking?

   _____

   _____

Conflict. Overcome conflict while helping your teammates accept criticism.

5. Do my team and I accept and respond to criticism in constructive ways? How can I improve my response?

   _____

   _____

6. Have I learned to balance internal friction for the benefits it provides without letting it grow into full-grown conflict? What are my primary methods for this?

   _____

   _____

Questions for Chapter 9
Value: Focus on High-Dollar Activities

Impact. Maximize your personal impact, valuing yourself and your time highly.

1. How much is my time worth per hour from a productivity standpoint, and how did I derive that rate? What do I spend my time on that's not high value?

   _____

   _____

2. To what extent have I taught my teammates to value their own time highly?

   _____

   _____

Timewasters: Clear timewasters for your team, making it easier for you and your team to be productive.

3. Do I do an adequate job of intercepting red tape, clarifying priorities, and eliminating distractions for my team?

   _____

   _____

4. Are my team and I good at saying "no" to people who want to waste our time, and making it stick? If not, what should we do better?

   _____

   _____

Enablers: Institute value enablers, such as policies against timewasting attitudes and activities.

5. Have I instilled in my teammates the proper attitude toward how NOT to pick your next task?

   _____

   _____

6. Do I hold valuable, decisive, action-oriented meetings, with a minimum of wasted time? If I'm attendee, do I encourage the same?

   _____

   _____

Questions for Chapter 10
Technology: Master Data Handling and Workflow

Overload. Deal effectively with information overload, setting goals to smooth workflow and efficiently handle information.

1. Have I determined what information we need, what is redundant, what can be reduced, and what can be eliminated?

    _____

    _____

2. In what ways do I help my team reduce our information intake? Have we reduced it enough, and if not, what's stopping us?

    _____

    _____

Pioneering: Apply a pioneering approach to new technology.

3. What processes do we have in place for adopting new technology, and how do we ensure the new technology doesn't generate more work than it saves?

    _____

    _____

4. When adopting new technology, do I ensure everyone is on the same page and has adequate training to reduce their ramp-up time?

    _____

    _____

Control: Establish tight control over your technology.

5. Does my technology control my behavior with every ping and alert? Do we need to get better at determining our priorities rather than reacting to our devices?

    _____

    _____

6. Do we use social media effectively to increase productivity and advance our agendas, or has it become just another timewaster in need of purging?

    _____

    _____

Questions for Chapter 11
Agility: Maximize Speed and Flexibility

Improvement: Stress improvement by focusing on genuine, quantifiable results.

1. In what ways do we measure our rate of productivity and improvement? Is it sufficient for our needs, and is it effective?

   _____

   _____

2. Is there something we should implement to help us improve *right now*?

   _____

   _____

Speed. Emphasize speed and flexibility while adapting to the need of the hour.

3. How effectively do I serve as both a coach and a manager? Am I adept at both skills?

   _____

   _____

4. Do I take the time to coach my employees on how to move more quickly?

   _____

   _____

Learning. Use learning as a way to boost ROI while helping team members with their training.

5. To what extent do I urge my team to improve their personal ROIs? Are they willing to do so on their own time? If not, why not?

   _____

   _____

6. To what extent do my team and I brainstorm effectively? Are we willing to remove our thought-filters, or do we hold back sometimes?

   _____

   _____

Questions for Chapter 12
Balance: Sustain Your Physical and Mental Health

Self-care: Value self-care, and urge your team members to do the same.

1. How well do I take care of myself? Where do I fall short in terms of eating right, hydrating properly, getting enough sleep, and exercising enough?

    _____

    _____

2. How would I handle a productivity reboot, if it became necessary? How would I recommend the same for a teammate?

    _____

    _____

Health: Maintain your personal health.

3. Do I maintain stability in the Big Five health factors, and how can I improve?

    _____

    _____

4. Do I make enough of an effort to maintain my personal happiness and mental health?

    _____

    _____

Acuity. Work to sharpen your mental acuity.

5. In what ways do I exercise my brain, and do I do it often enough?

    _____

    _____

6. Have I become slack about taking my work breaks, or am I good at recharging my work batteries? How can I do even better?

    _____

    _____

Educational Resources by Laura Stack

Doing the Right Things Right book site: www.3TLeadership.com

Execution IS the Strategy book site: www.ExecutionIsTheStrategy.com

What to Do When There's Too Much to Do book site: TheProductivityPro.com/whattodo

Screenshots of Microsoft Outlook Tips and Tricks: www.TheProductivityPro.com/Laura

Microsoft Outlook 12-hour online video training: www.TheProductivityPro.com/Outlook

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