“This excellent book is a much needed how-to guide for aspiring leaders, new leaders, and established leaders. The no-nonsense, practical approach is easy to follow and simple to implement—and these methods have been proven to produce outstanding results.”

PRESCRIPTION 1

THE CURE FOR EMPLOYEES WHO DON’T RESPECT YOU

Excerpt from
*The People Pill*

Written by
Ken Wright

Contact the author:
www.engage4results.com
ken@engage4results.com
0414 157657 (AUS)
Leadership Book Enthusiastically Embraced by Best-Selling Authors and Business Leaders Called “The leadership book” by Mark Victor Hansen

The People Pill has won Gold in the prestigious 2008 Axiom USA Business Book Awards. Significantly, it beat Tribes: We Need You to Lead Us by Seth Godin (silver) and The Five Most Important Questions You Will Ever Ask about Your Organization by Peter F. Drucker (bronze).

Ken has written a uniquely personal business book offering a myriad of simple hints and tips solidly backed by cutting edge managerial research, case studies, and pointed calls-to-action. These practical insights teach established as well as new and aspiring leaders the authentic way to truly connect with their people and generate extraordinary results.

Mark Victor Hansen, co-creator of the number one best-selling series Chicken Soup for the Soul and co-author of Cracking the Millionaire Code and The One Minute Millionaire, concurs: “The People Pill is the leadership book that teaches you in a simple way how to be a visionary leader who engenders trust and respect. This produces the productivity and the future that you and your team want and the world desperately needs, now!”

www.engage4results.com • ken@engage4results.com • 0414 157657 (AUS)
IN ALMOST ANY relationship, people want to be respected. That desire becomes a necessity for people in managerial roles. Without the respect of your team, how will you achieve great results? It will be almost impossible.

Many leaders who don’t have the respect of their team blame this lack of respect usually either on their team’s poor attitude and unwillingness to follow direction or on the company leaders’ poor direction. But an employee’s respect for a leader is based on two elements: trust in the leader and feeling valued by the leader. Without these elements, even managers who are skilled at what they do will have a hard time earning the respect of their teams and leveraging that respect to take their team to a higher level of performance.
The first prescription I’m offering is:

**BUILD TRUST**

It is critical in any relationship to have trust. Whether it’s among the members on a sports team, among members of a family, or between a manager and an employee in an office, trust is the glue that holds people together. In any situation, a lack of trust means there is going to be trouble. In the office, if employees don’t trust their manager, then they will view all his decisions with suspicion. When a manager’s motives are in question, employees will be slower to accept any change, no matter how positive that change appears on the surface.

How do successful managers earn the trust of their employees? By behaving in trustworthy ways and constantly exhibiting character and integrity, they convey honesty, fairness, and consistency. The process of “climbing the ladder” can destroy a manager’s humility. Don’t let that happen to you. Remain in touch with your people and your own heart, and you’ll find the trust and respect you’re seeking.

Leadership is about making tough decisions. A leader has to prioritize results, identify workable strategies and plans, and incorporate the reality of every challenge and obstacle. And if you want your employees to trust you, these decisions must seem honest, fair, and consistent. Many leaders shy away from “courageous conversations” because they fall into the trap of wanting to be liked. But
being courageous about tackling tough issues builds respect, and the good performers in your team will admire this strong leadership.

I recommend consulting the following checklist when you’re considering a decision:

- ✔ Is my decision as fair as possible to all concerned?
- ✔ Does my decision violate the law, or my company’s vision and values?

A 2005 Watson Wyatt WorkUSA survey found that companies with high integrity—measured by employee assessments of senior management’s consistency, communications, and other trust-determining behaviors—generate financial returns that are twice those of companies with low integrity levels (“Companywide Trust Affects Productivity, Profitability,” Krell, 2006).

The same study found that 72 percent of employees believe their immediate bosses act with honesty and integrity in their business activities, but only 56 percent believe that about top management (Krell, 2006).

*Communication World* conveyed similar findings from Watson Wyatt studies done in the United States and the United Kingdom, and from MORI, an independent research company in the United Kingdom. The Watson Wyatt study indicated that most employees do not trust senior executives. But MORI reported that employees viewed their immediate manager as a trusted source for delivering accurate company information (Larkan & Larkin, 2006).
✔ Have I applied my heart as well as my head in looking at this decision?

✔ Would I make the same decision if I knew my action would make the six o’clock news?

As a leader, you are intent on succeeding. But the success worth achieving is success you can feel good about—in your heart, as well as intellectually. Although that doesn’t resolve all our challenges, it provides a useful guideline. My life in business has convinced me beyond a doubt that we don’t have to choose between success and a clear conscience. And if we want to build trust, we had better not ask others to make that kind of choice either. Of course, building trust involves more than just doing the right thing. It also means making sure you can follow through with other aspects of earning respect.

*There is more hunger for love and appreciation in this world than for bread.*

—MOTHER TERESA, WINNER OF THE NOBEL PEACE PRIZE

**Be Approachable**

The more approachable you are the more trust you will gain among your employees and colleagues. Everyone wants to work with people they trust and feel comfortable around. That comfort level comes from openness and honesty. Are you open with your team and colleagues?

To find out if the people you work with view you as approachable, just ask them. Ask your employees if they feel comfortable coming to you with concerns and issues. Ask your colleagues if they
feel comfortable confiding in you. Find out from your superiors if they view you as approachable. Constantly monitor your openness.

One way to exhibit openness is to ask for feedback—and take it to heart. If you don’t already have a system for this, develop one. Make sure your team members know that you can handle constructive criticism—and you want it. Then use this feedback for your own constant improvement—the same constant improvement you demand from them. If you find that you are not receiving feedback on ways to improve your leadership style or business processes, conduct an anonymous survey aimed at finding out the real picture. If this elicits the constructive criticism that no one would give you before, look closely at your leadership style. Ask yourself, what am I projecting that makes people feel that they cannot be open and honest with me?

Being more open and approachable is a valuable and admirable aspiration, and it helps build trust. But one word of caution: don’t lose your leadership perspective. Stay upright and focused on the organization’s goals. You must balance the interests of employees, customers, and shareholders if you want to succeed as a leader.

**VALUE PEOPLE**

Making people feel valued is one of the most important roles of an authentic leader. To take this step toward being a better leader and earning the respect of your employees, you must connect with them on both an intellectual and an emotional level, and you must exhibit a true commitment to developing their knowledge and skills.

True coaching, targeted at developing the whole person, comes from the heart, and every technique I’ll share in this section passes
the same important test. Each is an authentic, respectful, and empathetic means of driving toward improved performance.

**Connect with Employees**

People feel valued when they know their leader has taken the time and put in the effort to really connect with them.

Connecting is all about discovering the needs of the people you are trying to develop, and putting your heart into doing what is best for them. When they feel you doing this authentically, their trust in you goes up and their loyalty to the company rises as well.

**Understanding and Connecting**

Understanding and connecting with her people must be a manager’s number-one priority. It’s more important than the numbers for any given month, and more important than enforcing any one policy or procedure. Making this connection requires truly getting to know your people. You must empathize with their individual needs to conquer challenges, to feel supported, and to be valued.

This is critical: the best decisions can only come from knowing your people, connecting with them at a heart level, and working with them to develop their skills. You need to know your people and your business more thoroughly and intimately than anyone else. Your decisions will be respected and deliver results only if you connect with your people on an emotional level as well as intellectually. This level of connection enables both trust and respect and will help you know what skills each person can develop and how. In turn, trust and respect allow you to be open and objective as you work to develop your people.
The aim of the great leader is not to get people to think more highly of the leader. It’s to get people to think more highly of themselves.
—EDGE LEARNING

If your people feel that you know them and care about them, that will have a fantastic impact on performance. People happy in their roles, carrying a strong sense of purpose, will perform exceptionally. Such a wave of clear intention and healthy self-esteem is the best way to drive results from any sales team.

Be Visible

One route to connecting with people that is key to making employees feel valued is a manager’s visibility. Respect for you, across your organization, will increase tenfold if people see you frequently spending time “on the floor,” at the ground level. You need to resonate with your people on every level, showing them that you truly understand the challenges they face. Personally, I’ve taken this commitment to the level of insisting to be included on the kitchen-duty list. Where I’ve seen a spill, I’ve cleaned it up—even as CEO.

The power a leader gains from visibility and participation is amazing. You are highly visible and constantly scrutinized anyway, so rise to the challenge of showing your people that they are highly valued by displaying your feelings and conveying a sincere desire to connect with them personally and professionally. Every interaction with your people should be treated as a great opportunity to reinforce vision, values, and expectations, as you build their self-esteem. The results for all will be awesome!
Encourage Personal Growth

Think about this important distinction: Managers manage things; leaders develop people.

You’ve probably heard it before and it may seem like a cliché. But it’s frequently quoted because it rings true—if we recognize that our real gains and successes as leaders come from helping others reach their potential.

Developing people is the single most important job of any leader. I’m absolutely certain of that. This subject hits me right in the heart, because it’s where I get my greatest “buzz” and take my greatest satisfaction. My own success has come out of my passion for seeing people grow to be the best they can be. I love seeing them reach and exceed their potential—as leaders, sales representatives, professionals in other roles, yes, but also as confident, fulfilled people, whom you have really connected with and have helped to achieve their dreams. That fantastic buzz comes from seeing people develop their skills, attitudes, and self-esteem beyond what even they thought possible.

When thinking about developing people, it’s helpful to remember the acronym KASH:

- **Knowledge:** The committed employee will want to be continually learning. Facilitate this desire by working closely with your employees on their own personal development plans (see page 22).

- **Attitude:** By creating a positive culture focused on development, attitude will improve (see Prescription 2).

- **Skills:** Work on a skills improvement with every employee on a monthly basis with the goal of improving by at least 10 percent.
Habits: Encourage all your leaders to set a good example. Good habits will thrive in your organization if an excellent example is set from the top.

At the root of my philosophy is a very simple principle. It’s much more beneficial and cost-effective to develop people—and make a strong effort to rehabilitate them when they underachieve—than to have a “revolving door” on your team. When a team member fails and must be replaced, the costs are tremendous. Develop and improve the KASH of your people and watch your business reap the cash. Avoiding those costs by committing to development does require huge effort, however. Most important is a passionate commitment to

- an intensive, disciplined hiring process that enables a solid evaluation of attitude and soft skills, as well as hard skills and experience;
- a method for developing all the skills our people need to succeed;
- a positive environment where coaching and growth are truly valued; and
- an authentic, connected way of leading by providing frequent, honest feedback and investing in rehabilitation when needed.

We will deal extensively with employee recruitment, selection, and retention in another prescription. For now, let’s just recognize that our processes for finding the right people will be thorough and consistent. This is an incredibly important part of creating a true “people development” culture of success. It provides the base for knowing that our efforts with our people are justified, because we
have every reason to believe they are capable of delivering what we expect: excellent performance.

In his book *Inspire! What Great Leaders Do* (2004), leadership thinker and pioneer Lance Secretan succinctly states the importance of employee development.

Unless I am vigilant, I will become a prisoner of process instead of an enjoyer of experience. How much of our time is spent on the means rather than the ends—the rules and policies, the structures (strategic plans, budgets, proposals, compensation programs, agendas, etc.), and the rituals (meetings, voice mail, email, performance appraisals, agendas, and politics)?

Thinking about this question can help us refocus on our most important activity: developing our people in ways that promote success.

**SEVEN CRITICAL PEOPLE RULES TO LIVE BY**

A leader’s ultimate challenges are building a team intently focused on delivering exceptional results and delivering real, recognizable value for customers and shareholders while creating and sustaining a culture that values people and rewards results.

The common thread between these goals is a true commitment to building relationships and connecting with and developing people. To help you infuse this commitment into your actions and your organization, I’ve developed seven guidelines. These are rules to live by. Practicing them with everyone on your team is essential to earning the respect of your team. If they believe in you as a connected leader, they will trust you, respect you, perform excellently, and have the right attitude to work hard for improvement.
1. **Listen without judging.** Encourage open and honest feedback between yourself and all of your people. Determine what they want to get out of the job: What are their goals? What do they need? What obstacles are they facing? Approach each topic or concern by really listening with your heart, without judgment. You must encourage your people to share their needs, dreams, and obstacles with you. You need open, honest discussion and feedback to help them achieve excellence.

2. **Empathize and show compassion.** Spend time with each of your people and find out what is happening in their lives, not only at work but in their personal lives as well. Empathy is the ability to actually feel the pain or joy of another person. Empathy helps you understand someone else’s position, and it’s the first step to showing compassion. I see compassion as “the commitment to connect with passion.”

   Whenever your employees make the effort to share feelings, concerns, suggestions, or constructive criticism, you need to show you care. By taking a true interest in your staff, you will relay to them that your company cares not only about its bottom line but also about each individual working there.

   "We have to get our heads and our hearts reconnected. We have to get our hearts connected with other people’s hearts. It means leading with the wisdom in your heart.”

   —Amanda Gore, motivational speaker and connection expert

3. **Be authentic.** Reflect often on your goals for people, making sure they come from your heartfelt desire to improve your employees’ skills and their lives. Understand that people need to feel challenged and believe that their work adds value. By
respecting your employees as people (and not simply as a means to increase revenue), you will gain their respect. They will genuinely work harder because they believe in the work that they are doing and in you as a leader. This can absolutely be compatible with your desire to improve results.

4 **Give honest feedback.** You need to always be fair and polite, looking first to be a “good finder.” This means searching for the good in people and recognizing it—out loud. Show them what they are doing well and give them some suggestions about how they can improve. Then follow up. Commend them for taking your advice. If they are still falling short, point out the problem and ask them to come up with a solution. When you put the ball in their court, they will realize you trust them and value their opinions, and consequently they will work harder to maintain that trust. When you must be critical, check your motives and test yourself for fairness. Remember Rule 2: Empathize and show compassion when providing constructive criticism. Any corrective feedback carries an emotional charge, so the way it is delivered is as important as the accuracy and fairness of the critique itself.

5 **Share your knowledge and vision.** Help your people understand the overall strategic goal for your company and how each of their individual roles helps to achieve this vision. Be sure they understand your industry, and educate them on issues, changes, and advances in the industry as well. Not only will your people appreciate you taking the time to educate them, they will also have a better understanding why and when you have to make difficult decisions. They will also be able to make better judgments and decisions if they have all of the information they need. Tell your people what you see
happening in your organization and your industry. They will appreciate it, feel valued, and gain confidence in you and the organization.

6 **Provide training.** Determine what skills and expertise each employee currently has, and then compare them to the skills and attributes needed to excel in the role. Provide specifically tailored training programs to help move your people toward maximizing their potential. When someone is great at what he does, he is more likely to enjoy it and be actively engaged. This will have a direct effect on productivity, the service your team provides to internal and external customers, and ultimately your bottom line. But you must personally analyze individual needs and follow through with specific training to address those needs.

7 **Consult and plan.** In addition to having a vision for your company, you need to have a people plan for the future. While you may have a plan for the business, do you have a personal development plan for each employee? You should. Every person on your team needs to have a specific development plan in place. You then need to get involved in their efforts toward achieving their goals and dreams. Get frequent input from each employee, and continually evolve these plans to better meet their needs. Let them know how you want to expand, what new markets you want to tap, and how you see them growing with you. They will work harder when they see potential for both their own growth and the expansive possibilities of the company.

These guidelines all feed and reinforce your effectiveness as the leader in your people development culture. You can expect your
people to be honest, constructive, and empathetic only if you model all these important skills in your own actions. Where you place your focus is where your team will place its focus.

You will need to be persistent, determined, and involved, particularly if this type of culture is far removed from the current culture in your organization. But the hard work will be worth the effort. Forming a culture around developing people will indirectly drive your business results and create a trustful environment. In my experience, following these seven rules and building a culture of development will result in a serious boost in morale, motivation, retention of valuable employees, and bottom-line results. These gains won’t happen overnight, but if you consistently drive this culture change, you will see the benefits sooner than you imagine.

**PUT THE FOCUS ON DEVELOPMENT**

If you are systematic and consistent in putting people development first on your priority list, your entire team will make the same commitment. Leading the creation of such a culture is not easy. You have to start with your direct reports and set the clear expectation that they will cascade your attitude and processes through their teams. The real organizational cultural change occurs when it starts with the CEO and filters through the entire organization. But the size of your team does not matter, nor does it matter if you do not have other leaders as direct reports. You can still initiate the process of developing your people. Keep in mind that people will know when you are truly committed to this kind of culture change, so don’t waste time going through the motions if you’re not willing to see it through.
To smooth the change, I’ve developed a straightforward but intensive process for your creation of a people development culture. It starts with a meeting of all your direct reports, focused on understanding their specific goals, aspirations, and dreams. In this meeting, do the following:

1. Have your team members reach consensus on a “Ten Most Important Skills and Attributes” list for top performance in their roles. For instance, some attributes might include planning, persistence, and focus on results. If you are managing a group of people in diverse roles, there will be some skill areas that are different. But the majority will still be the same: the soft skills like attitude, enthusiasm, passion, and persistence.

2. Next, have the team assess one another’s skills and identify one person within the group as the model for each skill or attribute—the highest-ranked individual in each category on a scale of 1 to 10, by group agreement. You as a leader will need to guide this process and, if possible, ensure that they select different peers for each skill or attribute.

3. Work your way through the list of attributes and their models, having each of your highest-ranked people explore out loud what they focus on to excel in that area. For example, the group has ranked Bill a 10 in attitude, so Bill must speak for a few minutes on his approach to maintaining a good attitude.

4. After each role model speaks, direct every person on the team to think about what they’ve heard and then give themselves a rating in that particular skill or attribute.

5. Explain that each team member’s next step will be to work with you in deciding on one of the ten areas for immediate focus and improvement. The goal will be concise and
manageable: for example, improving their selected area by 10 percent in the course of a month will enable them to lift their rating in that area. For instance, they may be working on “positive attitude,” aiming to lift their rating from seven to eight. Keep in mind that the key to achieving personal development goals is to avoid BHAGs—big hairy audacious goals, or in other words, goals that are unrealistic. I often use the word intention rather than goal because I think it highlights the connection between head and heart that makes achievement possible and ultimately rewarding.

6 Ensure that people do not automatically pick a perceived weakness to work on, explaining to them that often taking a strength to a new level is more effective. Dealing with people’s weaknesses in knowledge or skill is covered more completely in Prescription 4.

To implement this method and get the best possible results, you will need to guide the process. First, you may need to gently direct the process of identifying your team’s ten key skills and attributes. Make certain that key soft skills such as attitude are not overlooked. For example, a well-balanced list for a team of leaders might include the following:

- Authentic leadership
- Attitude
- Passion, energy, and enthusiasm
- Connection skills
- Recruitment/selection/retention
- Planning and strategy development
- Persistence
The Cure for Employees Who Don’t Respect You

■ People development
■ Recognizing/rewarding/motivating
■ Focus on results

When those singled out as models speak about their skills, drill down to get stories showing their real habits and practices. Call attention to simple things they do that make them excel in a certain area. This makes improvement feel more achievable for the rest of the group, as others think, “Really? That’s all this person does to ensure such great results? Almost anyone could do that, and it’s certainly worth a try for me.”

In the “self-rating” phase, it’s important to explain clearly and authentically that you believe this is essential for improving skills and achieving goals, as individuals and a team. Put special emphasis on a modest goal: 10 percent improvement in one area at a time, per month. Be empathetic by acknowledging that you know self-rating is difficult, but that it’s really essential to making the entire process work. You’ll likely find that most people rate themselves lower than you would have rated them. Shown on the next page is a sample rating chart that you might want to prepare ahead of time so that people can take notes throughout the meeting.

Finally, assure your people—and show them—that you fully intend to work with them every step of the way on their quest to improve. Build their confidence by pointing out their strengths and explaining that working on a strength might be more effective than working on a weakness that is not limiting them dramatically. Initially, you may want to simply share a few tips or direct them to a good book or article on the area you agree to work on. Note that this is just a method for focusing your organization on development, not a plan for singling out poor performers and bringing them up to a new level. That process is covered later in the book.
There is one more critical step that you must take if you want people to be invested in the process and trust in your commitment to it: you must rank yourself in the ten key areas and set a plan of development for yourself, just as you asked others to do. Don’t be afraid to show your team members that you created a plan for yourself; let them know they are not alone in needing to improve skills. This will help engender empathy and moral support as you go about your duties as a leader. Here’s a tip: When evaluating a weakness in yourself, always approach it as if it belonged to someone else. This will help you maintain objectivity and provide you space to work toward improvement. And remember to also respect and care for yourself when you discover your own vulnerabilities and opportunities for improvement.

<table>
<thead>
<tr>
<th>Attribute/Skill</th>
<th>Current Rating, 1–10</th>
<th>Notes on How to Improve Rating</th>
</tr>
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<tbody>
<tr>
<td>Authentic leadership</td>
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<tr>
<td>Attitude</td>
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<td>Passion, energy, and enthusiasm</td>
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The simple act of showing you care about your people improving specific skills can do wonders. Insisting that people think about each of these skills will do even more. Based on my experience, this first session will have amazing, often unexpected results. For example, having your model 10 in “personal presentation” talk briefly about how she exhibits confidence when speaking with a client will cause others to imitate what works for her.

On top of gains in the focus areas for each individual, there are additional benefits to be had from using this method. In one meeting, you can

- show your people that soft skills truly matter in their success;
- turn abstract “qualities” into a set of habits, practices, tools, and tricks available to everyone;
- start overcoming and disarming the greatest obstacle to improvement: the attitude or thought that “I will never be good at that”; and
- help your team members realize how easy it is to improve 10 percent in a specific skill or attribute.

Your own participation and follow-through will be critical. You cannot drop this ball! Make certain that your monthly follow-ups take place, and that each engagement is sincere and productive. Be sure that the focus is not only on improving the results of the team but also on providing each person with an opportunity to develop his abilities to further his career and achieve his goals. This will help you secure total buy-in.

Far and away the best prize that life offers is the chance to work hard at work worth doing.

—Theodore Roosevelt
In my experience, it takes about three months to introduce this process and inculcate it into the team’s culture before seeing strong results throughout a team. By that time, team members will have seen their own skills improve and seen their peers improving as well.

Along the way, you should devote at least one meeting to discussing what you’ve done so far. Allow your team to offer feedback and suggestions for making the whole process work even better. Answer their questions honestly, but insist that they follow through with the process religiously.

You will remain the key to getting results all through your team. You must remain focused and keep a hands-on approach until you feel the process has become embedded in your new people development culture, particularly if you are a higher-level leader with leadership teams reporting to you. You should attend as many of the introductory meetings at the next level as possible, and celebrate every success you see or hear about along the way. Never stop following through on this commitment, and you will build a great foundation for achieving truly outstanding results.

TEAM DEVELOPMENT

As you work through the process of developing your people, it is important to also understand that your team has its own development needs, and its own development stages, in addition to those of the individuals who compose it. Developing the people on a team will fast-track team development, but team development takes time, as the individuals learn to trust, rely on, and work with their teammates.
DIAGNOSIS: A CASE OF THE OFF-SITES

Many managers today lead mobile or off-site workforces, so let’s look at the major aspects of leading and developing these employees.

- Make sure your mobile or off-site employees are following the same development process as the rest of your employees.

- Encourage teamwork by holding meetings when it’s possible for all off-site employees to attend, or utilize videoconferencing or telephone conferencing.

- Help off-site employees feel part of the bigger picture. Request frequent updates and share ideas and initiatives often. Make sure they are on every important email list.

- Focus on measuring results—quantity and quality of work, meeting deadlines, etc.—as you won’t be able to measure the process each employee goes through to get the results.

- Rewards, incentives, and competitions should still be communicated to off-site employees as a team, even though they aren’t all in the same room.

- Conduct monthly one-on-one meetings with each off-site employee.

- Discourage overwork in off-site employees. For those who are driven, working from home presents the risk of working all the time. If they fall into this trap eventually they will burn out and become unproductive. Don’t call or email them outside of reasonable business hours.
Let’s look at the five stages of team development.

■ **Stage 1—Guidance:** New teams need guidance and support, but be careful not to stifle them by micromanaging. This will squash the sharing of ideas and initiatives. It is important in this guidance stage that you be seen as an authentic leader, operating from the heart and working to forge a close connection among team members.

■ **Stage 2—Challenge:** As the team develops, there will be conflicts as team members strive to be the top performers. Your role is to massage egos, provide encouragement, and keep everyone focused on the team. As you take your team through this stage, be very aware of feelings; display compassion and empathy as you bring people back to the team path.

■ **Stage 3—Working together:** This is where you really earn your money as a leader. As the team grows, your coaching duties begin, and the following leader responsibilities become critical:
  - Team meetings
  - Developing each individual’s attributes and skills
  - Monthly one-on-ones
  - Group training sessions
  - Teamwork skills
  - Rewarding and recognizing team efforts
  - Rewarding and recognizing personal bests
  - Celebrating successes

■ **Stage 4—Obstacles:** Usually teams will go through a stage of conflict where obstacles seem too huge to surmount; these
obstacles will come from both within the organization and outside it. Your role is to have the team see these as speed bumps and not brick walls. Occasionally you will need to be a bulldozer for your team. This means standing up for the team and watching out for its best interests. It also means removing internal obstacles. A leader who supports his team by clearing away obstacles that the team can’t control builds enormous respect.

- **Stage 5—Maturity:** Once you have shown the team that obstacles can be overcome, the team will really mature and move on to performing at consistently excellent levels. Now is the time to start involving the team in planning and strategizing.

  Teamwork has its own arithmetic. Combine two or more people with a common goal and suddenly one-plus-one is more than two.

  —Dan Zadra, author of *Together We Can: Celebrating the Power of a Team and a Dream*

As you should be able to tell by now, a major focus of this book is investing in people. Certainly when it comes to earning the respect of your team, exhibiting honesty and integrity, connecting with them emotionally and intellectually, and expressing a sincere commitment to helping them develop to improve their personal success and the success of the team are the most critical steps. These elements are the foundational skills of an authentic leader’s repertoire.
YOUR NEW HEALTH REGIMEN

Earn respect by building trust and showing people you value them.

Build trust by making decisions and acting in a way that shows integrity, honesty, fairness, and consistency.

Be approachable and maintain your humility.

Be committed to connecting with and developing people as the single most important thing you do in your leadership role.

Do the hard work of creating a people development culture and watch your team’s performance and bottom-line results improve.

Respect others, and they will respect you; remember that it is a two-way street.

Find a way to obtain constructive criticism and be seen to act on the feedback.
What Business Leaders Are Saying About The People Pill

“The People Pill is exactly what every manager needs. It’s honest, practical, enlightening, and puts the responsibility for a problem-free workplace where it belongs—on leaders.”
—Vanessa Castagna, former CEO, JCPenney Stores, Catalog, Internet

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- Do you know how to turn “problem people” into motivated, contributing team members?

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“The People Pill was easy for me to swallow and digest, because it is simply the best book I have read in over a decade on the most critical aspect of business and personal life: relationships with other people. Ken Wright is writing from personal experience, not theory, and no one knows better than he does how to get on top and stay on top by leading from the heart. A must read for all managers and leaders!”


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