"A Sense of Urgency"
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Monday Call, January 28, 2013

- TNL – Kevin Robbins and Angie Law – 7:30 Pm CDT at Mannatech Corporate offices or www.mannatechlive.com
- Thursday night XFM Support Call at 8 Pm CDT 800-768-2983 access code 471-741#7
- Power 400 Tour 2013… Check out http://events.mannatech.com/power400tour for a location near you
- Are you getting the Mannatech Texts…. If not, Text the word Mannatech to 57682

1. It all Starts with a Sense of Urgency
   a. Innovation/change is many times viewed as "the flavor of the day" Look at all the marketing ides over the years in Mannatech…the product innovation. What has your attitude been?
   b. You may have it right but two three levels beneath you in your organization, complacency is running rampant.
   c. Frenetic energy is not a sense of energy…in fact it is false urgency.
   d. People can say whatever they want but if you examine what they do you will find their entrenchment...in complacency since they are A-okay with the status quo. This creates disaster.
   e. Frenetic energy, making power points, etc. arising from anger or pressures, are equally as destructive if not more since they rob the organization of energy without productivity. Differentiate from "a true sense of urgency:" focuses on critical issues, not frenetic actions...a true determination to win not anxiety about losing.
   f. Real urgency is an essential asset that must be created, and re-created and it can be.
   g. We live in an age when change is accelerating. The rate will continue to quicken. External change requires internal change. The first step (in the 8 step process) is a sense of urgency
   h. A changing world provides a lot of hazards, but more importantly a tremendous amount of opportunities. What is your viewpoint?

2. Complacency and False Urgency
   a. Must first understand the opposites to a true sense of urgency: complacency and false urgency.
   b. Complacency: a feeling of contentment or self-satisfaction especially when coupled with an unawareness of danger or trouble. It is your feeling about you...what you need to do or not do. Virtually all-complacent individuals do not view themselves as complacent. You present a threat and they rationalize as it
being only perceived. Historical success is one of the #1 causes of complacency.
c. False Sense of Urgency: filled with energy, built on a platform of anxiety and anger. These emotions create activity but many times non-productive if not destructive. People start focusing on their own personal losses...preoccupied with finding "safe." Competing and aggression pour out...instead of cooperative compromising to achieve maximum results.
d. There are always 3 red flags to indicate you have fallen into these "opposites". Here are a list of many:
  1) Instead of saying "we have to deal with this as soon as possible", hand off to valued consultants...4 months later get plan, then hand off to internal group who redraft and give back 9 months later.
  2) CEO fails to participate.
  3) Failure to coordinate calendars so put meeting off 4 months.
  4) Confusion with differing motives at the meeting, so no action taken.

3. Increasing True Urgency
   a. Underlying any case for change is not just the head but the heart...underlying a true sense of urgency is a set of feelings: a compulsive determination to move and win NOW.
   b. When it comes to affecting behavior, feelings are more influential than thoughts.
   c. Tactics that aim at the heart and successfully increase urgency, all seem to have five key characteristics:
      1) thoughtfully created human experiences. A brilliant "business case" (like Why should I work to Win Cabo?, Why should I come back into Mannatech? Why should I fight to reach ND in 4 weeks?) packaged and delivered in the wrong way, can create indifference, suspicion, anger, or cynicism.
      2) Effective experiences work appropriately on all our senses. Sensory experiences can be powerful.
      3) Experiences are not designed to create just any emotional reaction. Not contentment to fear and anxiety. Not fear to complacency. They do make people feel that despite past failures, this time they can get it right.
      4) The experiences are rarely if ever explained.
      5) The experiences almost inevitably lead us to raise our sights.

   He gives an example of a heart/head,
d. The most successful tactics people use to increase urgency with head-heart strategies fall into four categories...next topic.

4. Four Tactics
   a. Bring the outside in.
      We get too internally focused. Get info from outside your organization...it is kind of like the cause of the problems were internal so how are you going to solve them using the same thinking/approach?
      Also, by not keeping up with the "outside," you miss opportunities and hazards coming from competitors, etc. You lose your sense of urgency.
      Listen carefully to your customers...your Members, your young Associates.
They will bring in external information and raise your sense of urgency. Don't always shield people from troubling data...every problem presents an opportunity. Beware of creating anxiety and false urgency versus **positive emotion to move and win now.**

b. Behave with urgency everyday
You act with urgency, it will inevitably increase the urgency of your associates. No stress...smile a lot, praise be positive and speak only of opportunities. "We have to be constantly vigilant."
A killer of urgency is a crowded appointment diary. Clutter undermines true urgency.
Be visibly urgent. Be seen and heard by as many people as you can (facebook, email, webinars, etc.)
Urgency begets urgency. The more in the field with the sense of urgency, the more cynicism and negativity is quashed. Urgent patience.

c. Find opportunity in crisis.
First, control behavior to avoid crisis by informal peer influence, lead by example and organizational culture.
Once crisis occurs, don't go through damage control rather involve people who can view the event as an opportunity. The challenge is almost always more a heart problem than a mind one. "Because they recognize the heart needs hope, they tend to act with passion, with conviction, with optimism, and with a steely resolve." **COMPLACENCY CAN BE DEADLY** so at times a little crisis can shake up an organization and get them back into urgency.

d. Deal with NoNos
What are NoNos? Highly skilled urgency killers. They are more than skeptics...always ready to tell you 10 reasons why status quo is fine. Never ignore NoNos...they can create a lot of mischief. They can lead a civil war. (1) Learn how to distract them. Give them a special assignment.
(2) Push them out the door. (3) Immobilize them with social pressure.

5. Keeping Urgency Up
Sustaining urgency over time requires that it not only be created, and created well, but that it be re-created again and again.
It takes conscious effort to accomplish this and it comes from leaders. The problem of urgency dropping after success is difficult but solvable.
(1) Be aware of it. (2) Know the tools to stop it. (4 tactics) (3) Using the right tools.
The ultimate solution to the problem of urgency dropping is to create the right culture. We have moved from a world where change is episodic to one in which it continuous.

6. The Future
Start NOW. Speed will only increase. A sense of urgency will only become more essential.
A problem and its solution

8. Making change stick: High-urgency organizations

until a vision is a reality.
change sticks by instilling urgency into the real. commit to finding ways to make sure any
structure, systems, and most of all, culture.

7. Never letting up: After initial success, groups

cynics

6. Short-term wins: High-urgency teams guide and

5. Empowerment: Those with a true sense of urgency

organize around envisioning bigger and better.
buy in and generate still more urgency in their
signs and strategies to leverage people to obtain
feel a need to creatively communicate the vs-

4. Communication: High-urgency teams inherently

even when the best strategies are elusive.

3. Visions and strategies: Strong and highly commit-

ready to be overworked or overcommitted.

2. The guiding team: With a strong sense of urgency,

opportunities and hazards now.

1. A sense of urgency: Winners first make sure that

It all starts with urgency

A big reason that a true sense of urgency is rare is that it's so unusual can survive. Or it can be replaced by hundreds of

5 serious problems, devastating problems, business-as-

nor. Even in organizations that are clearly experiencing

since period of time, complexity is more likely the

trained in organizations that have survived for a short-

not a natural state of affairs. It has to be created and Te-

problem and its solution

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