

"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 471-7417#
- Power 400 Tour 2013... Check out <http://events.mannatech.com/power400tour> for a location near you
- Mannafest 2013, April 25th – 28th Special Pricing of \$99 (\$89 if you attended Mannaquest 2012) ends on Jan 31st <http://www.mannacomm.com/mannafest2013/>
- 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 ideas 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. etc etc.

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 sense of urgency

it all starts with urgency

1. **A sense of urgency:** Winners *first* make sure that a sufficient number of people feel a true sense of urgency to look for an organization's critical opportunities and hazards *now*.
2. **The guiding team:** With a strong sense of urgency, people quickly identify critical issues and form teams that are strong enough, and that feel enough commitment, to guide an ambitious change initiative, even though the team members may already be overworked or overcommitted.
3. **Visions and strategies:** Strong and highly committed teams orchestrate the effort to find smart visions and strategies for dealing with a key issue—even when the best strategies are elusive.
4. **Communication:** High-urgency teams inherently feel a need to relentlessly communicate the visions and strategies to relevant people to obtain buy in and generate still more urgency in their organizations.
5. **Empowerment:** Those with a true sense of urgency empower others who are committed to making any vision a reality by removing obstacles in their paths—even if it's very difficult to remove those obstacles.

it all starts with a sense of urgency

6. **Short-term wins:** High-urgency teams guide empowered people to achieve visible, unambiguous short-term wins that silence critics and disarm cynics.
7. **Never letting up:** After initial successes, groups with a true sense of urgency refuse to let their organizations slide back into a comfortable complacency. They expand the effort, working on every phase of the challenge, and never let up until a vision is a reality.
8. **Making change stick:** High-urgency organizations feel compelled to find ways to make sure any change sticks by institutionalizing it into the structure, systems, and, most of all, culture.

a problem and its solution

A big reason that a true sense of urgency is rare is that it's not a natural state of affairs. It has to be created and recreated. In organizations that have survived for a significant period of time, complacency is more likely the norm. Even in organizations that are clearly experiencing serious problems, devastating problems, business-as-usual can survive. Or it can be replaced by hundreds of