

Strategic Acceleration:
Succeed at the Speed of Life (Session 3)
Monday Call, December 12, 2011

- Tuesday Night Live – Merri-jo Hillaker – 7:30 PM CST – Mannatech Corp Offices or www.mannatechlive.com
- Special Call with Patrick Dean – Thursday, Dec 17th at 7 Pm CST Call in # 712-432-6060 Conf ID: 1320800#
- Last 2 weeks for current associates to find their new partners for the IPAD

Book by Tony Jeary

CLARITY - FOCUS - EXECUTION

1. Review the Exercises from Session 2 (last Monday call)

Exercise #7: SWOT Analysis

Exercise #8: Document your Vision's Purpose and Value

Exercise #9: Create your own Recipe for Clarity

2. Focus is the opposite of Distraction

"Learn to say 'no' to the good so you can say 'yes' to the best." John Maxwell

a. Clarity is Step 1: Focus is Step 2

Once you are able to Focus on your visions you will be ready to execute on it.

This chapter: learn how to identify and concentrate on what really matters...the high leverage activities that are the backbone of reaching your vision.

b. What is focus? a skill that must be learned, polished and practiced.

Focus is a thinking skill that is acquired through mental discipline.

c. 4 Steps to acquiring better focus (see Effectiveness Ladder Chap.1):

1. Become aware of the need for focus

2. Clarify the need to improve your focus skills

3. Focus on Improving your Skills, then practice

4. Execute your solution and make it a second nature routine

STEP 1: How well do you focus today? How well do your associates focus on what needs to be done daily to create results? Are you aware of how many minutes you lose a day due to distractions? Do you really understand the huge benefits you will enjoy once you eliminate the distractions?

Time management is not a solution...it does not address ***distractions***.

Our brain is constantly seeking input to process...this is why we truly need to avoid distractions! Distractions are normal.

You become distracted every time you allow something into your mind that takes you away from what you should be doing in that moment

Do Exercise 10: Keep a Focus Journal for 2 weeks.

STEP 2: Clarify the need to improve your focus skills

See from your journal that you need to take action. Specifically see those things that take you off course. Ask "why did you not complete the things you committed to complete."

Do Exercise 11: Review the Journal each week and see what changes you can make

STEP 3: Focus on improving your skills and then practice.

The nature of the practice regarding focus is mental because distraction is mental. To do lists are okay but they do not reflect the high leverage activities later in the outline. Example: doing a power point is helpful BUT prospecting is truly what will produce greater results toward your goals.

Example: past present and future...past is distraction; present is the #1 focus area. Future contains your vision but both past and future can trigger distractions.

STEP 4: Execute your solution and make it second nature

So set up exacting steps daily to support your focus.

d. Four strategic facts and characteristics about your behavior confirm your ability to execute and focus at a higher level:

1. Fewer distractions
2. More high-leverage activities
3. On-time performance
4. Increased productivity

3. Finding Focus and Producing Real Results

a. Think of focus not just as something you do but also somewhere you go.

"Focus can also be a location, and when you find it, you will have what I call strategic leverage."

Strategic leverage is produced when you organize your goals and zero in on activities that produce real results.

b. How to locate focus

Compare your current situation with your future vision. Acknowledge the gap.

The GAP: all your focus is here, as well as all the strategies, objectives, high leverage actions that will help you reach your vision.

CLARITY: with clarity you have a pulling effect that gets you through the GAP faster, but the pulling effect can be mitigated if you don't have your focus on the most significant things you need to do every day.

c. Getting clear on Current Conditions

To understand your current conditions you must gather two sets of data:

1. Strategic positives: the strengths you possess that most powerfully impact your success. 5 areas to explore

a) Competitive advantage: MANNATECH has plenty...

b) History: 17 year company, sustainable durability

c) Satisfaction: phenomenal health results

d) Strategic principles: provide monthly health newsletters, weekly calls, free weekly coaching, websites, etc.

e) Strategic opportunities:

2. Strategic negatives: factors that most powerfully contribute to failure or less than favorable results. 4 areas to consider:

a) Employee (associate) complaints

b) Customer complaints

c) Competitive opinion

d) Failure factors

Do Exercise 12: Get clear on Current Conditions

d. Many Goal setting gurus use SMART (which is good), but then they organize your life in segments: family, professional, financial, physical, spiritual.

Reason: balanced life. "our life is one life. When we organize our goals into categories like these, it opens the door to the possibility of investing too much time on activities that don't have much impact of achieving the results wanted.

e. A strategic plan is topped by the vision which is supported by three Focus Tiers that will collectively produce the power to propel across the GAP. The three Focus Tiers are:

1) The **strategic goals** you must develop to execute your vision successfully

Strategies represent what you must become along the way as you cross the GAP. "Strategies are about creating conditions that produce unique, competitive advantages that come together to support the successful execution of your vision." They should relate to creating value and enhancing value.

"creating relevant strategies is the most significant critical success factor in being able to identify high-leverage activities."

2) The **operational goals** or specific objectives that lead you to successfully reach your strategies

Must be based on the strategies of Tier 1. Tier 1 is more long term, while objectives are focused on actions to take in the present.

3) The **action goals**, or specific steps that you must accomplish to successfully reach your objectives.

Mini-objectives made up of the specific things you must do on a daily and weekly basis. Must ask..."Will this action step have a direct impact on helping you successfully complete the objective to which the actions step is related."

Do Exercise 13: Develop your Strategic Plan

Exercise 11: Improve Your Focus Skills

Journal Evaluation

When you complete your Focus Journal, look for how many minutes each day you lose to distractions that barge into your mind and lead you in unplanned activities. Specifically, take a closer look at the priorities you established for each day and the specific things you intended to *finish* each day. Make a list of the priorities and tasks you did not complete on the day in question, and then subject each of them to a couple of tough questions. Ask yourself:

- Why didn't I complete the work I had prioritized to complete each day?
- What happened that caused me not to complete them?

Four strategic facts and characteristics about your behavior confirm your ability to execute and focus at a higher level.

1. Fewer distractions
2. More high-leverage activities
3. On-time performance
4. Increased productivity

Do you see any improvements in these areas?

Exercise 12: Get Clear of Current Conditions

Strategic Positives

Strategic positives are the strengths you possess that most powerfully impact your ability to succeed. There are five questions to ask that will help you identify those strengths, listed in the following questionnaire.

My Strategic Positives

Question	Definition	Your Answer
1. What is my competitive advantage	Things that make your offering unique and determine market share and overall success	
2. What has made me great?	Things that have produced the foundation for your current success	
3. How do my customers and associates view me?	How your customers and employees view you as well as the value they receive from your offering, and why they buy it	
4. What are the top three facts that determine my ability to win?	Two or three core strategic principles that drive success over a long period of time	
5. What strategic opportunities exist that I should pursue?	How you can add value to your product or service or create new opportunities	

Strategic Negatives

Strategic negatives are the factors that most powerfully contribute to failure or less-than-satisfactory results. The four questions listed in the following questionnaire will help you identify those negatives

My Strategic Negatives

Question	Definition	Your Answer
1. What internal complaints have historically created challenges and affected the satisfaction on my employees?	Consistent that come from within	
2. What are my top three customer complaints?	Consistent complaints that come from the outside	
3. What do my competitors believe to be my strategic shortcomings?	What competitors are saying about your potential strategic weaknesses	
4. What are the top three factors that can cause me to lose?	Issues that consistently contribute to your failures	

Exercise 13: Develop Your Strategic Plan

In an ideal strategic plan, three tiers of focus support execution of the vision, and they collectively produce the power to propel you across the gap to success. This exercise will help you define and document the following:

Strategies

At Tier 1 are the strategies you must develop to execute your vision successfully. Strategies represent what you must *become* along the way as you cross the gap to your vision. Strategies are about creating conditions that produce unique, competitive advantages that come together to successfully execute your vision. Strategies should relate to *value creation* and *value enhancement* because that is what creates long-term sustainability of your competitive advantage and your success. For that reason, creating relevant strategies is the most significant critical success factor in being able to identify your high-leverage activities.

Objectives

On Tier 2 are objectives that lead to successfully executing your strategies. These goals are more tactical in nature. The most important thing to remember about creating Tier 2 objectives is that they must be based on the strategies you created in Tier 1. Objectives are specific components of what your strategy must achieve, and they represent the goals that are most critical to your achieving those strategies. When you begin to establish your objectives, you are beginning to transition into focusing on the action(s) you need to take in the present. In contrast, the strategies created in Tier 1 have more of a *long-term perspective* and represent how far you can see. The objectives you create to achieve those strategies represent the more *immediate* tasks you must perform so you can actually go as far as you can see.

Actions

Finally, as Tier 3, you see the actions or specific steps that must be accomplished for you to successfully reach your objectives. Action steps are mini-objectives made up of the *specific things you must do on a daily and weekly basis*. Action steps are the most immediate issues you must deal with and they are always found in the near present. Consider if the action step will have a direct impact on helping you successfully complete the objective to which the action step is related.

Following the blank template you can use to start developing your own strategic plan. Remember that a vision can have more than one strategy, and a strategy can have more than one objective. This template keeps it simple, but you can expand it easily to suit your vision's specific requirements. After this template is an example to help you populate your own plan.

