



get **A**

GRIP

on

**BUSINESS
PERFORMANCE**

ENGAGING EMPLOYEES & DRIVING RESULTS

ALAN ADYNIEC





INTRODUCTION

I am not very good at elevator speeches or sound bites when it comes to explaining what my company [Coach2Engage](#) does to help organizations succeed. So I thought it might be better to outline one of my basic approaches for helping clients improve business results. It really isn't all that complicated ... mostly common sense.

So who am I? Well, I am just your average guy who spent 25 years in management and leadership roles throughout my career. I began as a shift supervisor and worked my way up the ladder. It wasn't necessarily my intention, but I seemed to learn most everything the hard way. I have lived the frustration, confusion and disappointment that most managers in the middle have experienced from both above and below their position. That gives me a perspective that many authors, consultants and coaches don't have: boots on the ground **reality!**

Organizations are made up of people. After all, that's what is being "organized" -- the efforts of people. But many organizations don't really recognize the power of this undeniable fact. Leaders think that the business is about vision, strategy, products, markets, etc.

But the vision can't be achieved without people. The strategies can't be executed without people, the products can't be made without people, and

the markets can't be penetrated without people. So if you are a leader in an organization whether you realize it or not you are in the people business.

It took me about 20 years to figure that out. Luckily, somewhere along the way I had an epiphany. I began to realize that, when you came right down to it, I had very little direct effect on results. I needed the staff much more than they needed me to get the right things done and done right.

I have tried to make this book a practical "how to" guide for leaders at all levels to engage people intellectually and emotionally to the performance of the organization.

I hope you agree.





THE NEW WAY FORWARD



Over the last 30 years the activities we know as “work” have changed dramatically – including our concepts of leadership. Some of the pressures that have recently accelerated these changes are obvious: globalization, the Internet, economic instability, and technology to name a few.

Collectively these have caused organizational structures to become flatter by eliminating multiple levels of management and supervision. Frankly, there simply isn't the capacity to “control” things anymore. We need to learn a different approach.

Success these days requires much more than showing up and doing what you are told. People are required to engage in thinking, assessing, interpreting, creating, problem solving and many other behaviors to maintain **competitive advantage**. These characteristics are frequently used in describing “Employee Engagement,” a term I first encountered when reading “First Break All the Rules” by Curt Coffman and Marcus Buckingham. Reams of data demonstrate that the level of Employee Engagement directly affects performance outcomes.

As I mentioned earlier, people under forty seem to be much clearer about the concepts of “Employee Engagement,” but there is a problem. Most of

what we learn is by example. We tend to model our behaviors based on those we are around the most and view as effective. Depending on your age and or social situation the following analogy may or may not hit home. Think about how many times you said as a youth that you would never be like your parents when you became a parent. Now think about how many times you have said... “don't make me come up there,” “I'll give you something to cry about” and “because I said so that's why.” The point is, we tend to follow our most prevalent role models.

Knowing what we want to do is one thing, but knowing how to do it is another. We can learn a lot of great leadership theory in the classroom but it is hard to apply it in real life. This is simply because more effective leadership behaviors have never been modeled for us. Bumping around for 25 years in the field of management and leadership as well as serving 8 years as a leadership coach, I've learned a few things the hard way. To help others to avoid some of the pain I encountered and

even more that I caused, I decided to create a very simple, straightforward and practical “how to” guide to help leaders engage the staff in moving the organization forward.

It’s true that employee engagement has been on the radar for some time. But too often it is viewed as an activity separate and apart from performance management; hence the lack of improvement in employee engagement data over the past 10 years. Rather than being separate,

I see employee engagement and performance management as the same thing from different points of view.

In my experience, the most effective way to engage staff is to directly involve them as much as is practical in discussions and decisions about performance. I have outlined an approach that integrates a focus on performance as well as employee engagement.

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ALIGN WITH *the* FUTURE

WHERE WE ARE GOING AND WHY

GOALS

THE ACHIEVEMENTS NECESSARY TO GET US THERE

ROLES *and* PROCESSES

THE WAY WE WILL GET THERE

INDIVIDUAL COMMITMENT

HOW EACH OF US CONTRIBUTES TO GETTING THERE

PERFORMANCE MONITORING

OBJECTIVELY MEASURING PROGRESS TOWARD GETTING THERE

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