

Unity of Effort **in a Positive Direction**

Performance Development Manual

Excerpt

Positioning in a Consistent Positive Direction



Organizational *ESP* ***Excellence on the Same Page***

A T.A.L.K. Associates Project

by

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Using the Power
of Direction



Concentrating on front line
performance and delivery



Unifying toward
a shared vision



Positioning Relationships,
Performance and Morale in a
Consistent Positive Direction



Sustaining
A Climate of Interaction
for customer-focused success



Exercising
Complete Respect
in a positive direction



Multi-level
Leadership Consistency



Accelerating Progress



Forward Movement &
Continuous Improvement



Managing Excellence
in a positive direction



Synchronizing Everyone's
Direction of Excellence



Data-Based
Decision Making

A Special Note

This excerpt provides a brief overview about Consistent Positive Direction and how positive direction communication skills can impact workplace success. Like many other Unity of Effort skills, approaches and practices, Consistent Positive Direction **works because you use it.**

The largest percentages of time and money for professional development are devoted to information technology (Knowledge and use) and professional practices (knowledge and use).

For many teams and organizations, after the best systems are set up or installed or after the cost improvement projects are implemented, relationship, performance and morale issues begin to surface. Perhaps some employees may be receiving a different message than intended. Maybe organizational communication at every level might be more about having to adjust to the changes than about providing the customer, client or student better service and experiences than ever. Perhaps the excellence of many, including the great ones, may be in different directions. **Effective multilevel human communication often becomes the highest need** for getting the most out of the technology and professional practices that are implemented or improved.

Are you trying to get that one person on board with everyone else?

How can the team get motivated to work on this great project?

Where is the support that I need to get the job done on time and in budget?

On any given day, circumstances occur outside of the ordinary or routine. They can happen at work, at home or any other place. Your direction is connected to the relationships, performance and morale that you experience everyday with yourself and with other people.

In your organization, how much do the relationships, performance and morale work together in a positive direction – the direction that moves you closer to the successes or outcomes that your customer/client requires/desires or your students require/desire?

When you put any programs, projects, systems or processes in place that involve human activity, you can learn and develop the positive direction communication skills, approaches and practices **that you can use immediately** for relationships, performance and morale (the human activity) to work together.

Positive Direction Communication Skills: accelerate progress; assure forward movement and continuous improvement. They are useful in addressing critical realities, resolving differences, building relationships and making change work faster, more easily and more completely. Effective communication skills are essential for organizational leaders and self-directed teams and individuals.

Everyone has a direction of excellence and success. When you identify the direction of excellence that moves you, your team or your organization in the direction of the customers, clients or students that you serve, positive direction communication skills are a major investment toward success. They keep you solution-focused, moving forward and improving forward. They also help to keep everyone functioning in the same direction while making corrections or adjustments.

References:

The Organizational ESP Performance Development Manual - http://www.positivedirection.net/product-unity_of_effort_in_a_positive_direction_performance_development_manual.htm

Taking Charge of Your Positive Direction

<http://www.positivedirection.net/takingchargeofyourpositivedirectionsynopsis.pdf>

Unity of Effort in a Positive Direction

Performance Development Manual

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Organizational ESP

presented by T.A.L.K. Associates

Part 3

Everyone *Positions* RPM's in a Consistent Positive Direction

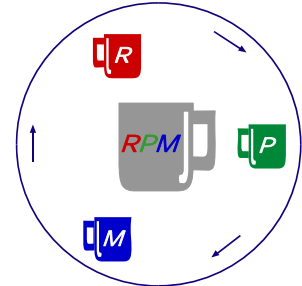
Parts 1 and 2 introduced the organizational framework called “Unity of Effort in a Positive Direction”. They shared the importance of Concentrating the entire organization on supporting front line performance and delivery in a way that the front line can have the very best performance so that customers can have the very best products, services and experiences. They explained that the organization’s vision statement, workplace respect and Direction of Excellence are most essential to unify everyone in the same direction. Those were the first two steps in filling the Relationship, Performance and Morale (RPM) CUPS.

Concentrate RPM's on supporting front line performance and delivery – Part 1

Unify RPM's toward a shared customer-focused vision – Part 2

Position RPMs in a Consistent Positive Direction – Part 3

Sustain an RPM climate of customer-focused success. – Part 4



Position RPM's in a Consistent Positive Direction

The power is within you to control the *direction* of what comes out of your mouth. Your tongue can steer you in the direction closer to the success that you want or farther away. If you want success, then *talk* success. If you want teamwork, then *talk* teamwork. If you want trust, then *talk* trust. Let the language of *Consistent Positive Direction* (Read Appendix 3) navigate you to the success that you want; the achievements that you want; the results that you want; the goals, objectives and/or accomplishments that you want. This introduction helps to show the power of positive direction in a Unity of Effort framework.

Consistent Positive Direction is speaking, writing, learning and approaching the realities that we face, day-to-day, in the direction of the outcomes, the results and the successes that we want – the positive direction. It increases the assurance of forward movement and continuous improvement by the direction of our verbal activity. That direction can be short term or long term, forward or reverse, up or down. In our personal lives, it could be anything from getting across the street to getting an ‘A’. In our professional lives, it could be anything from getting along to getting promoted. In a Unity of Effort framework, the direction of success and results always includes the direction toward the customer – customer satisfaction, client success or growth, student achievement.

‘Positive thinking’ became one of the most significant learnings in the twentieth century. *Consistent Positive Direction* takes you into the twenty-first century with the language to identify and use positive *direction* in your thinking, speaking *and* attitude. The emphasis is on *direction*.

Verbal Positive Approach (Appendix 3) is the core language of Consistent Positive Direction. It is the use of everyday neutral and positive language in talking and writing that increases the assurance of moving things forward and getting things done. You can always be yourself. You can always say what needs to be said. Here are some examples.

- **INSTEAD OF SAYING:** If we don't get the order in time, we will not make the shipment.
YOU CAN SAY: We need the order in time, to make the shipment.
- **INSTEAD OF SAYING:** We will not be successful if we don't change the way we communicate.
YOU CAN SAY: We need to change the way that we communicate to be successful.
or
Using Consistent Positive Direction increases our chances for success.
- **INSTEAD OF SAYING:** Don't forget.
YOU CAN SAY: Remember.

- **INSTEAD OF SAYING:** That is wrong.
YOU CAN SAY: That needs to be corrected.
- **INSTEAD OF SAYING:** This is difficult.
YOU CAN SAY: This is going to take some effort.
or
I need to spend some time on this.
or
This will really test your skills.
or
We will have to really concentrate.

Verbal Positive Approach is used in all of the advanced skills and approaches. That way, you can use positive direction to handle the most compelling situations as well as everyday conversation. The language of Consistent Positive Direction is designed to be used in all of your communication skills, every minute of every day. It is important to note that you are in charge of *your own* positive direction rather than the positive direction of others.

It works because you use it. I had a conversation with a manager after one of my leadership sessions. She talked about one of her projects at work. She said that another person that she had to work with was, “slowing things down and didn’t seem to want the project to be successful.” She said that she could only do so much because the person outranked her. My response was that rather than to focus so much on the differences between her and the other person, make the other person an ally. In other words, create the circumstances that will cause the person to *want or feel a need* to help you so that the project can be a success. “Also”, I said, “instead of predicting how the person is going to act, create the circumstances that may produce a better relationship. That means that *you* may have to do something different too.” I saw her a month later. She said that she did what was suggested and it worked. She said she focused more on making the other person an ally to her and the project. She also made some changes in the way she acted, which created more favorable circumstances for them to work together. They even became friends, she said, and the project was working better than she could have imagined. That was a *Consistent Positive Direction* approach called **PC Upgrade** – going from **P**rediction to **C**reation. That is just one of the skills and approaches that are great for improving organizational relationships, performance and morale.

Even in the most demanding situations, you can use *Consistent Positive Direction* to move things forward and get things done. It takes practice and the more you practice the better you get. Here are a few positive direction communication skills and approaches for revving up the *RPM*’s in your organization.

- **Reality** – Interact more about the reality that you want to ‘move toward’ instead of the reality you want to ‘get away from’. Human beings are designed for *forward movement*.
- **Starting Line** – Set your current reality as your “*starting line*”. If it must change, translate it into what you desire or require and use Consistent Positive Direction to move forward from there.
- **Start Options** – Talk more about what needs to ‘**START**’ rather than what needs to ‘stop’, especially when you refer to ‘working together’. Human beings are designed for *continuous improvement*.
- **PC Upgrade** – Create the circumstances that need to occur for success, instead of predicting the way that people will act to take away from success.
- **TALKEASE** – TALKEASE involves the use of Verbal Positive Approach in different types of statements that you use in your speaking and writing everyday. Whether you want to emphasize your point, provide conditions for approval, express feelings and emotions or state your preferences, you can use Verbal Positive Approach. Please refer to Appendix 3, page 153 for details and examples.
- **Help people to ‘PLAY’ instead of making them pay** – providing guidance, instruction, education and/or convenience. Perhaps in your organization as well as many others, relationships, performance and morale are put to the test. Those are times to most often help people to ‘Play’ (act right or do right) even when making them ‘pay’ is very tempting. It saves time and speeds up progress. This is a key element of Internal Partnering for the External Customer (Page 96).

- **Exercise Complete Respect in a Positive Direction (Appendix 3)** – Your organization’s ability to accelerate forward movement and continuous improvement in diversity, inclusion and individuality. For example: Instead of saying we will not tolerate discrimination, you can say, “Respectful behavior in our workplaces is a condition of employment”.
- **Attitudinize Yourself in a Positive Direction** – Attitudes are often reflected in relationships and morale either of which can impact performance. *Attitudinizing yourself in a positive direction* means to express attitudes in the direction of the success or results that are required or desired. Whatever feelings you have, you can always express your attitude in a positive direction. A team member may feel that, “Nobody gives us the recognition that we deserve for the work that we do.” In a positive direction the person can say, “We need to be recognized for the work that we do. We want to be able to receive awards and opportunities like others in our organization!” The meaning and feeling can be just as intense. By using the forward-focused language of *Consistent Positive Direction*, you influence more effort in the direction of the desired or required results.
- **The Positive Direction Power Principle** is a *solution-focused* decision-making tool to help identify the most compelling circumstances that cause deviation from an issue or environment and translate them into positive direction activities that contribute to the desired/required success and outcomes.

The Positive Direction Power Principle Guidelines

1. Using the Positive Direction Power Principle, for one issue, situation or set of circumstances, ask a group two questions: **1) What will contribute to or move us closer to the success and/or outcomes of the issue, process, change or circumstances; 2) What causes deviation or takes us farther away from achieving the desired/required success and outcomes that need to be accomplished?** After getting responses from the group, you are better equipped to effect the access, the activities and the behavior that move you closer to your goals. Plus, you will be able to help everyone to stay motivated by sharing and celebrating successes along the way.
2. When you identify attitudes and actions that take you farther away from your successes and outcomes, the group (with some guidance) translates those attitudes and actions into positive direction actions that *also* contribute to the success and outcomes. Reality Management skills will accelerate your forward movement when you encounter situations that are particularly compelling.

Reasons for using the Positive Direction Power Principle:

- a. **For a quick start, update or continuation on a project or program**
- b. **To uncover silent contributors**
- c. **To help determine ingredients for success**
- d. **To help identify or discern a successful future state**
- e. **To accelerate the progress of Relationships, Performance and Morale**

Participants in a Positive Direction Power Principle session should be a group that is directly impacted by the issue that is being addressed. This is a brainstorming session in which participants respond freely and respectfully.

A session leader would set up a response chart similar to the one on the next page and brainstorm the issue in steps 2 to 4:

1. Determine the issue, circumstances or future state to be addressed.
2. Ask “What contributes (or moves us closer) to the successful outcome?”
3. Ask “What causes deviation (or moves us farther away) from the successful outcome?”

4. Translate each response to “What causes deviation (or moves us farther away)” into a positive direction.
5. Include the translations as a part of the “What contributes” column.

Positive Direction Power Principle Process Model/Format

Purpose/Issue: _____ The Positive Direction <i>POWER</i> PRINCIPLE for Successful Outcomes	
What contributes or moves us closer	What causes deviation or moves us farther away
<hr/> Added Contribute or Closer: <small>translated into a positive direction from responses in the 'Deviation' column</small>	

Example (Future State): Your management support professionals have streamlined their roles in the organization to help the frontline to be more responsive to customer needs. Using the Positive Direction Power Principle you ask staff members to project the organization two years into the future and the responsiveness to the customer is better than it has ever been:

What is contributing to that success? The responses are

- Communication
- Modeling what works already
- Staff training and preparation

What would cause deviation from that success? The responses (in a new column) are

- No set guidelines on process
- Staff shortages and overworked
- Transfer of records is often late
- Leader and staff perceptions about progress are different
- Name calling by staff
- Stupid Rules

Then you ask them to translate the deviation responses into a positive direction. You put the responses into the column under what is contributing (See illustration below)

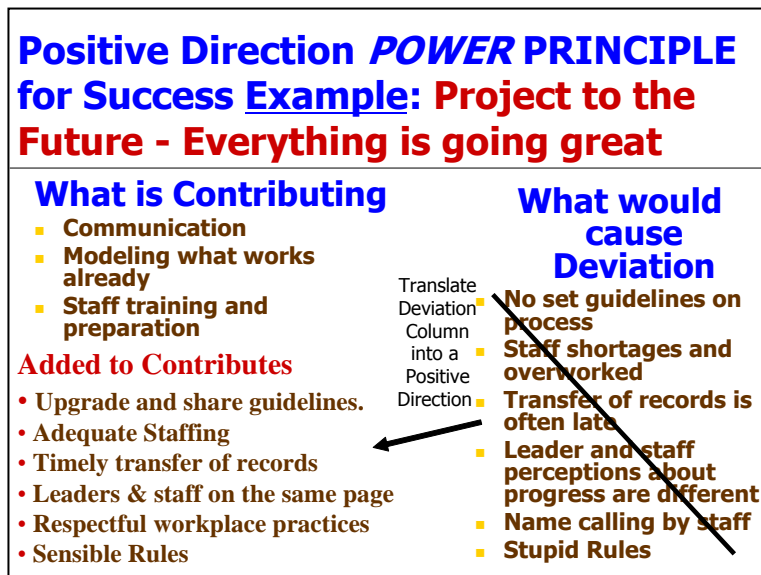
- Upgrade and share guidelines.
- Adequate Staffing

- **Timely transfer of records**
- **Leaders & staff on the same page**
- **Respectful workplace practices**
- **Sensible Rules**

Then you cross out the original deviation responses (See illustration below)

~~No set guidelines on process
Staff shortages and overworked
Transfer of records is often late
Leader and staff perceptions about progress are different
Name calling by staff
Stupid Rules~~

Translating the deviation responses into a positive direction helps everyone to know more clearly what to move toward.



TOLLing in the Workplace

TOLL is an acronym for **T**otal **O**pen **L**istening and **L**earning. Listening, being as much a part of the language of human communication as speaking and writing, helps us to gain, process and translate information that impacts our everyday realities.

There are four major elements of TOLLing:

- Open Listening
- Total Self Listening
- Positive Direction Listening
- Positive Direction Learning

Open Listening means to take in information before you process or judge the information, and before you speak. When you are listening to someone with *your* reality, you are probably listening with filters, sometimes translating the information into what you think you hear. As you listen, the best way to be more correct about the reality of someone else is to set your reality aside. Be open to the information that comes in. Then manage what comes out of your mouth.

Total Self Listening means to listen with all of your senses: sight, touch, hearing, smell and taste. It is easy to understand that we listen with our ears. Yet we are listening with our eyes, skin, nose and mouth as we experience our 5 senses. The coordinator of the listening effort is the mind, where information is

gathered, learned and analyzed. It may take effort to identify the moods and attitudes of others from the information that we receive. However, we have the ability to identify direction.

Positive Direction Listening is the ability to readily recognize the direction in which someone communicates whether it is positive direction or otherwise. It is your positive direction compass. The chances are high that you may be the only person in a group that knows and understands Consistent Positive Direction. This sensitivity is a *trigger to act*. You can choose to speak or write in response, you can wait to receive more information, or you can let it go. It really is your choice. If you choose to act, here are a few comments and Consistent Positive Direction responses that may help you.

Comment: I don't think we will ever see any progress with our effort.

Your Response: What needs to be done to make progress?

Comment: You can't do it that way and expect it to be OK.

Your Response: What is the best way to do it?

Comment: They didn't give us the directions. How do they expect us to do this?

Your Response: Looks like we better get the directions. What is the telephone number?

Whenever you choose to speak or write, you will have opportunities to re-channel, redirect or refocus the direction. Of course, some situations require more effort and patience than others and you may have to use more than a few comments. You will be able to interact, using Consistent Positive Direction, whatever time or effort is required.

Positive Direction Learning is your ability to translate what you experience into Consistent Positive Direction or to readily identify positive direction. This is an ability that can be used often and immediately. It is important to note that expressing your learning in a positive direction is different from being extra nice, extra polite or particularly accommodating. You can always be as direct as you want and/or as polite as you want and you can always express your point. Here are some examples:

1) "Since my stay in the town of Decker, I know that I will never live where it gets that cold."

Can be changed to

"Since experiencing the cold weather in the town of Decker, I will only live where it is warm."

2) "Based on my experiences with Arthur, I don't think you should approach him about your idea."

Can be changed to

"Based on my experience with Arthur, it is much better for you to approach someone else about your idea."

3) "It sounds like you are not in favor of the idea."

Can be changed to

"It sounds like you want to hear another idea."

Expressing your learnings in a positive direction is also one of the best thinking tools that you can use, whether you say it out loud or keep it to yourself. It helps you to keep your realities in a positive direction. It helps you to always stay focused forward and to more easily work the thoughts, ideas and realities of others into a positive direction.

Positizing in the Workplace

Positizing is a Consistent Positive Direction Quality of Performance which includes three levels of achievement:

- **Maximizing** your positive direction is using an increasingly higher percentage of the language of Consistent Positive Direction, getting beyond a 99.7% frequency of use.
- **Attitudinizing** (yourself and controllable circumstances) in a positive direction is executing improvement, innovation or intervention in the direction of the required/desired results, outcomes or success. Just as a pilot executes efforts to keep steady forward movement of a plane through the air,

you, your team and your organization can execute positive direction RPM efforts to keep steady forward movement and continuous improvement in the workplace.

- **Optimizing** your positive direction is using the most appropriate positive direction for the circumstances.

Among the three levels, ‘Attitudinizing’ is the positive direction driver for adjusting deviations or differences in the workplace. Circumstances often occur that require remedial attention. In a Unity of Effort framework, along with attitudinizing yourself, you and your team can attitudinize the circumstances for steady (Level) forward movement. Using the Attitudinal **RITE** helps you to be consistent with your positive direction.

Receive the information from the circumstances that you are experiencing. If you are hearing, you are receiving. If you are experiencing, you are receiving.

Interpret the information. Allow yourself to hear yourself and others that are involved – reactions, responses, ideas.

Translate the interpretation into a positive direction, first by setting the circumstances as your starting line. Then focus forward from there. Answer the question(s): “What needs to be happening? What needs to be in place?”

Express yourself and the circumstances in a positive direction thereafter, either quietly, out loud or both.

Here is a quick example:

Receiving information from your experience: One of your team members is late to work for the tenth time in two months.

Your **Interpretation** (reactionary): He’s never on time. Every time he’s late it messes up our daily schedule.

Your **Translation** in a positive direction: He needs to be on time from now on. We need to tell him that. We need to let him know how important his assignments are to our work. We need to do something right away.

Expressing your translation in a positive direction thereafter is essential to keep the circumstances forward-focused. To gain forward movement and continuous improvement, it is important to also physically attitudinize the circumstances – take action to effect correct behavior. Bring your circumstances into balance or correctness – physical or mental activities.

- Forward Movement
- Level (functioning with stability)
- Progressing
- Tools and options for Attitudinizing Your Circumstances in a Positive Direction
 - First the Direction; then the correction; synchronize the Direction of Excellence, first
 - Checklists (for accuracy and success)
 - Revisit Policies, Practices, Standards or Procedures

Be mindful that ‘expressing attitudes in a positive direction’ can still go in *different* directions. In a Unity of Effort framework, express the attitude in a way that you are best concentrating on supporting front line performance and delivery. When significant *corrections* must be made, adjust the direction of excellence first, even if you only have a short time – **First the direction, then the correction.**

INTERVENTION ELEMENTS for moving everyone’s behavior in a positive direction are useful to ensure forward movement and continuous improvement for making adjustments.

1. Identify what needs to start
2. Identify what needs to be assured 1) regarding the customer(s), 2) regarding internal partners (e.g. assure that we are meeting customer requirements; assure appropriate support to internal partners; assure that the everyone’s Direction of Excellence is synchronized in the direction of the customer)

3. Focus on the customer's delivery requirements (customer requirements and expectations as a part of the reason why).
4. Help internal partners and customers play rather than making anyone pay, building and being allies through sincere comments (e.g. provide additional background information about the needed improvements).
5. 360 degree understanding and communication before implementation of new rules/regulations, when applicable (e.g. use Core Question or Meeting before the Meeting processes).

Conclusion Part 3

Some primary Unity of Effort tools and practices include Consistent Positive Direction as a process component. It increases the assurance of forward movement and continuous improvement.

- **Organizational Core Questions:** In the 'Analyze' step, identify answers that need positive direction translations. Make translations prior to making determinations of action. Page 86
- **Direct Core Questions:** In the 'Analyze' step, identify answers that need positive direction translations. Make translations prior to making determinations of action. Page 87
- **Meetings-before-the-meeting:** In the 'Analyze' step, identify answers that need positive direction translations. Make translations prior to making determinations of action. Page 98
- **Decision-Making Round Table:** State the single issue in a positive direction. Use Consistent Positive Direction throughout the dialogue. State action steps in a positive direction. Page 106
- **Positive Direction Power Principle:** Establish 'deviation' or 'farther from' responses as starting lines and translate into required or desired positive direction realities. Page 103
- **TOLLing (Total Open Listening and Learning):** translate thoughts or comments that come from listening or observation into a positive direction. Appendix 3
- **Attitudinizing [workplace] Circumstances** in the direction of excellence: Using the Attitudinal RITE, Approach remedial efforts in a way that sets corrections and correct outcomes in a direction of excellence. Page 46

Consistent Positive Direction provides the RPM skills and approaches that a workforce needs for solution-focused communication. With the emphasis on direction, everyone can apply a solid connection of logic that lends a new element of intelligence to organizational and individual behavior. *Direction* becomes recognized as an easily identified organizational essential.

Parts 1, 2 and 3 of this workbook talked about Concentrating, Unifying and Positioning to fill our RPM **CUPS**. Part 4 will introduce interaction factors for "Sustaining an RPM climate of customer-focused success".