

Foreword by Ken Blanchard

10 Leadership Virtues

for

DISRUPTIVE



Times

Coaching your
team through
immense change
and challenge

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A PDF COMPANION TO THE AUDIOBOOK

10 Leadership Virtues for Disruptive Times

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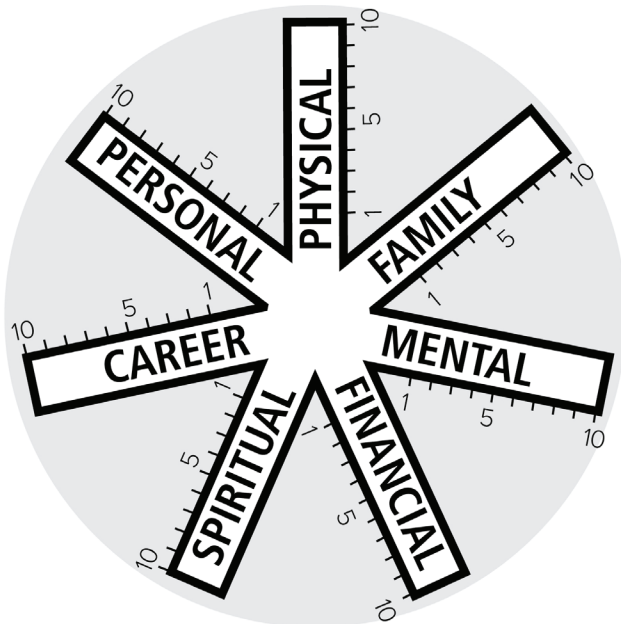
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CHAPTER 2

COACH LEADERS CREATE THE ATMOSPHERE

ZIGLAR WHEEL OF LIFE



HUMAN ●
TECHNOLOGY ●

HUMALOGY® SCALE

MOSTLY MANUAL **PARTLY AUGMENTED** **AUGMENTED** **MOSTLY TECH**

H5 H4 H3 H2 H1 T1 T2 T3 T4 T5

The diagram shows a scale from H5 to T5. H5, H4, and H3 are under 'MOSTLY MANUAL'. H2, H1, and T1 are under 'PARTLY AUGMENTED'. T2, T3, and T4 are under 'AUGMENTED'. T5 is under 'MOSTLY TECH'. A large arrow points up to T1.

APPENDIX B

COACHING WORKSHEET

A downloadable Coaching Worksheet is available on our resource page at www.ZiglarCoachLeadership.com.

Name: [name of the team member]

Job Description: [Put their complete job description here.]

DISC Profile: [List their personality profile here with the list of tendencies found in the DISC assessment. You can use other profile assessments if you are already using them.]

Words That Inspire and Connect with This Person: [From the DISC, list the words that connect and communicate with the person.]

Personal Motivators, Dreams, and Goals: [List everything the person has shared with you about goals, dreams, and aspirations (to get a promotion, pay off debt, buy a car, travel, etc.). This allows you to connect what they do (their job) with achieving their goals and dreams.]

Skill Training Focus for the Week: [List the training you are currently doing with this person so they can put what they learn into action.]

Weekly Game Plan

Attitude: [List the attitudes your team member identified as important to their success (see appendix C). Ideally, you will want your team member to write out how they are going to work on these attitudes and why this is important to get the results they want. Use the team member's description rather than your own, because this creates ownership.]

Attitude Focus for the Week: [For example, "I know you are working on several areas of attitude. Which one are you going to focus on this week and how can I help?"]

Effort: [Activities required this week to hit weekly goals (for example, calls, emails, appointments, proposals, projects, deliverables, pre-appointment planning and preparation). This list should be co-created with your team member, and ideally all or most of it should come from your team member. If something you believe to be important is not on the list, ask questions to help your team member discover this rather than just tell them.]

Question You Will Ask to Discuss Weekly Expectations: [For example, "Which action is your top priority this week and how can I help you to be successful in this?"]

Skill: [What specific skill is the team member working on this week? List the skills your team member said they wanted to improve in or-

der to get the results they want. As the Coach Leader you are focused on helping your team member grow, so it may be appropriate to ask questions not only about the skills they need to flourish in their current role, but also questions about the skills they need to develop to advance in their career.]

Questions You Will Ask to Discuss This Skill Development: [For example, “What skill that you have listed, if you could have mastered it this week, do you think would give you the greatest results? How can I help you to develop that skill?”]

Mental Model: [Before you have a coaching conversation with your team member, review the Coaching Worksheet that you filled out from prior meetings and take a minute to do a mental model. During this minute imagine how you want the conversation to go and what questions your team member may have. Reflect on what is working well for your team member and any areas they may be struggling with. Are their relationships positive with other team members, leadership, and customers? Are they doing well at home? Are they making progress toward their personal goals? Is their attitude, effort, and skill on track and growing? What questions can you ask them to increase their ownership and action toward their goals?]

APPENDIX C

EXAMPLE OF A COACHING CONVERSATION

Coach: Hi, John. Thank you for meeting with me. I appreciate all that you are doing during these challenging times. I am grateful for your contribution and want you to know you are making a difference. How are you doing?

John: Doing fine. These are interesting times, aren't they?

Coach: Yes, they are. Your family doing okay? I know having the kids home from school has to be a big change.

John: We are adjusting. Some of it has been tough, but compared to so many others, we are doing pretty well.

Coach: That's good. The reason I wanted to meet with you is I have been thinking about our business and our plans for next year, and I wanted to get your input and some ideas from you as it relates to your own goals. I see a lot of opportunity for you and our business, and I want to make sure we are on the right track. Is it okay if I ask you a question?

John: Sure, go ahead.

Coach: As we come to a close for this year, I want to ask if you want to make more money next year, the same money next year, or less money next year?

John: Is that a trick question? Of course I want to make more money next year.

Coach (with a smile): Yes, I suppose that is an easy question. The good news is I want to pay you more money. And of course, to do that, the business has to be doing well, and you have to be a reason the business is doing well. I thought it would be good to talk about a plan for you that would allow you to earn more money next year. Does that sound fair?

John: Paying me more money always sounds fair to me! What do you want me to do?

Coach: Before we get into the what and how, can you tell me why you want to earn more money? Is there something specific or special that earning more money would allow you to do?

John: Mainly just bills to pay off and some credit card debt. More money would be a big help on that.

Coach: Once you've got that taken care of, is there anything else you would use the money for?

John: Well, my wife and I would really like to save up for a down payment for a new home and get out of renting.

Coach: That is fantastic! Do you guys already have something in mind or is this something that you have just recently started discussing?

John: We have been talking about it for some time now, but it just seems so out of reach because of the uncertainty.

Coach: I get that. I remember how I felt when we bought our first home. It can be pretty scary. Is there anything other

than the money that is holding you back on getting your home?

John: Mainly just the money. But I really have no clue how the process works and how much house we can afford and where to even get a loan or a real estate agent we can trust. I guess I just have lots of questions that aren't worth asking until the money comes together.

Coach: That's the way I thought as well, and then a good friend shared something with me that changed my thinking and allowed me to get a house several years sooner than I thought possible. He told me to write down exactly what I wanted in my dream house and then put in place a plan to get that dream house. He gave me Zig Ziglar's Performance Planner to use and actually helped me to flesh out what I needed to do. I realized I needed a budget and a lot of education on how buying a house works. But the biggest change for me was my dream house was so clearly defined in my mind and my plan was so rock solid that it allowed me to resist impulse purchases and short-term decisions that would delay getting the house. Before I knew it, we were moving into that house! Would you like me to get you a Performance Planner? I would love to help you in any way I can.

John: Yes, that would mean a lot to me.

Coach: Consider it done! Now I would like for us to develop a plan around your job that makes sense to you so you can earn more money. I really like the Ziglar Performance Formula described in *Choose to Win*. It simply says that attitude times effort times skill equals performance. In other words, our attitude with our customers and each other impacts our performance, as does our effort and

hustle, as does our skill level and professionalism. These three multiplied together either build or break a business. We have to be good at all three, because if any of them is bad, we will lose customers and stop getting referrals. Does this make sense, John?

John: Yes, I think so. Could you maybe explain how it works with attitude so I can get a better understanding? I think I have a good attitude, so I am not sure where you are going with this.

Coach: Absolutely. And you do have a good attitude. I am just thinking if we approach it from a different perspective, we can create a *wow* attitude with our customers and with each other. Our attitude is the way we come across to others, and it includes our words, our expressions, our tone, our eagerness, and our presence. I have another question for you. When you show up at a home and the AC is broken and the inside of the house is a sweatbox, what do you think the homeowner is thinking and feeling when you start to talk to them?

John: That's easy. I deal with this every day. They are wondering how long it will take to get it fixed, and they are worried about how much it is going to cost them, and they are very concerned if they can trust me.

Coach: Tell me more.

John: They are also wondering if I will do a good job and fix it right, and if it's a woman, she is often concerned for her family's safety, since they don't know me. Sometimes I feel as if they are comparing me to the last service person who was in their home, and usually that's not good, because they have been burned before.

Coach: Perfect. I think you hit all the major feelings and

thoughts our typical customer has in that situation. Since you understand how the customer is feeling when you show up, what attitudes from you do you think would put the customer at ease and help you get a five-star review?

John: I think it starts the moment I get there. Since I know their worry and concern levels are high, my attitude and demeanor need to be polite, upbeat, courteous, and confident. Anything I can do to put them at ease, build trust, and let them know I am a professional is going to be essential.

Coach: So what attitudes do you think are the most important for you to display?

John: I have never thought of it this way. . . . I am thinking empathy, confidence, being present, hopeful, encouraging, trustworthy, and professional.

Coach: Fantastic. Now, how can you prepare and develop those attitudes before you ring the customer's doorbell?

John: I am not sure what you are asking.

Coach: How can you be intentional in making sure you come across with empathy, confidence, being present, hopefulness, encouragement, trustworthiness, and professionalism?

John: Ahh, I get it. I guess it starts the night before. Making sure I get plenty of sleep so I can prepare in the morning without feeling rushed. If I review the service call notes before I arrive and I get there early, they will know I am focused on them. I can make sure the truck is clean and fully stocked, so the service call has the best chance of being completed on a single trip.

Coach: Good. What else?

John: I know you are always listening to inspirational and

educational programs as you drive around, so I can do the same thing to make sure my attitude of encouragement and hope is fully fueled.

Coach: Good. What can you do to create confidence, trustworthiness, and show professionalism through your attitude?

John: In my initial conversation with the customer, I can thank them for trusting us enough to call us. I can affirm their decision by letting them know how long we have been in business and that our goal is always to deliver a phenomenal customer experience that would make it easy for them to give us a five-star review and refer us to their friends. I can then show them the checklist and how we diagnose the problem, how we will keep them informed, ask them questions about what is going on, and then present them with our findings and possible solutions.

Coach: Fantastic! You really get how attitude sets the tone for putting a customer at ease and is the first step in creating a raving fan. Why don't you take a minute and write down the actions you are going to take to create the attitude we just discussed?

John: Okay. . . . I have them written down. What do you think?
[Presents list of actions.]

Coach: Perfect. Exactly what you came up with and what we discussed. Now let's talk about the second part of the Ziglar Performance Formula. Effort. As you remember, the formula is attitude times effort times skill equals performance. How do you plan on demonstrating effort to the customer that will result in them being happy and giving us a five-star review and referrals?

John: I think demonstrating effort is about all the little things

we can do. It's about being on time. Taking care to be clean, like putting booties over our shoes. Leaving an area cleaner than when we found it. Moving quickly and with purpose but not coming across as rushed. Keeping them informed on our progress takes a little extra effort. Even following up with them after we leave to make sure everything exceeded their expectations would be a nice touch and would require some extra effort.

Coach: It sounds like you have the effort part down pat. Our customers regularly comment on how you go the extra mile. Would you write down under effort the things you are going to do? I plan on sharing these with the rest of the team!

John: Here you go! Is this what you were wanting?

[Presents list of actions.]

Coach: Yes. Exactly what I was looking for and a great effort plan. Now let's talk about the third part of the formula. Skill. What skills could you demonstrate to the customer that would build their confidence in us as a service provider?

John: This is where I think I need some help. I consider myself pretty good as a technician, since I have been doing this for several years. But there are a few systems I am not that comfortable with that I come across from time to time. They take more time to fix than they should, and sometimes I have to call you for help. I know this creates uncertainty for the customer and unneeded stress. I need some additional training on these systems.

Coach: Let me know what HVAC systems you need help with, and I will get you scheduled for some training. Also, next time you have a call with one of those systems, let me

know, and I will go with you and do some training while we work on it. What else on the skill side?

John: Well, to be honest, I am uncomfortable when it comes to sharing with the homeowner what problems we have found and what our recommended solutions are. As you know, most of the time we find several things that need to be fixed, and the cheapest solution is not always the best solution, since it will often mean we will have to return and fix the unit again and the previous money was wasted. I don't want to come across as high pressure, but I want to present with confidence the best way to go.

Coach: John, that is definitely the right motive. What is best for the customer. How would you want to be treated if you were the homeowner in this situation? Would you want to be shown only the cheapest option or only the best option?

John: I would want to understand all the options, and then, based on the condition of my air conditioning unit, which solution would give me the most value. I would want the expert to recommend the best option for me and still give me choices.

Coach: Yes! So what skills do you need to develop to give our customer this experience?

John: I need to get really comfortable and confident with sharing options with the customer that educate them, letting them know what I recommend, and finally giving them the choice of what they want to do and what that likely means for them.

Coach: Excellent! That sounds really good and somewhat familiar.

John (with a smile): Yes, it does. Just like you have been teaching

us for a long time now. Why does it seem like such a good idea now when before it seemed like a mechanical script?

Coach: Could it be that you are starting to understand the sales and service process is not something you do *to* someone but something you do *for* someone? Our customers call us because they have a problem, and our job is to help them out of the problem and do whatever we can to help them avoid future problems and to do all of this with the highest degree of integrity and your best attitude, effort, and skill. Now, write down what you are going to do to develop these skills in yourself. I want to see what you come up with.

John: Here you go. Let me know what you think.

[Presents action list.]

Coach: What you have written down here is perfect. Your plan to develop your attitude, effort, and skill is right on the money. Do you believe if you implement this plan you will get more referrals and five-star reviews?

John: Yes, I do. I like it because it covers all the things I can control.

Coach: What would it mean to you if you got more referrals and five-star reviews?

John: Hopefully this would help our business grow and I would get bonus money for being a key part of that growth. Plus, as I increase my skills, I become more valuable to the business, which is good for both of us. (Sly smile.)

Coach: Why is increasing your value to the business, improving your skills, and earning more money important to you?

John: Because, if I do this, my job security goes up and I get closer to owning my own home.

Coach: I agree completely. Now you are working for your dream and not just a paycheck. That is a powerful motivator. One last question.

John: Sure.

Coach: Is it okay if I hold you accountable to the plan you created?

John: Yes. Absolutely.

Coach: Great! I know you are going to have your best year ever. I am going to schedule a short check-in meeting with you each week, either right before or right after our regular team meetings, so I can make sure I am giving you the support you need and to make sure your plan is working great. Does that sound good to you?

John: Yes!

APPENDIX D

DISC PERSONALITY ANALYSIS

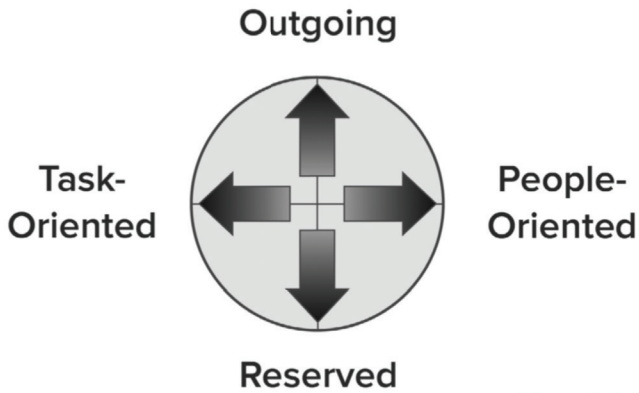


Diagram 1

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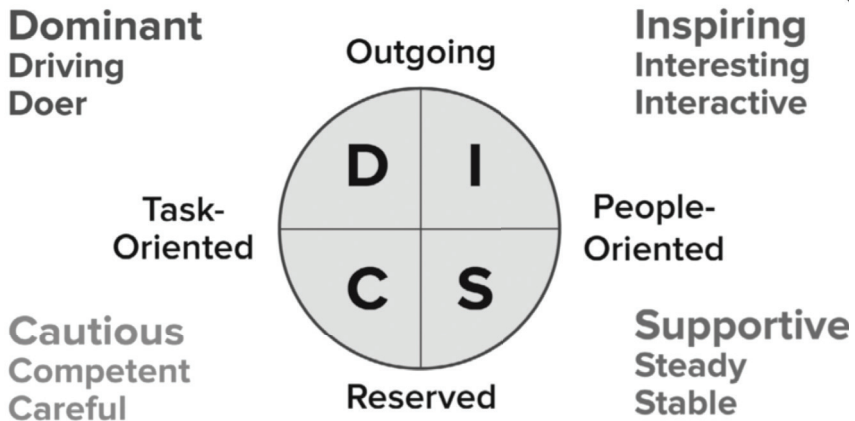


Diagram 2