

What's Your Mindset Newsletter

from **Helena Radeson - Your Partner to GET YOU WHERE YOU WANT!**



What's the relationship between results and leadership?

Or: How do you get someone interested in doing something?

I've loved reaching results for as long as I can remember. Whether finishing my homework in school, achieving my sales goals when I started out as sales rep, finishing that last pool lap or simply reaching the grocery store that I'm walking towards when in the need for milk, it's always given me a deeply satisfying feeling. It promotes in me a sense of victory, joy, contentment, a balance that is total perfection. Maybe it's a sense of pride to have made it, maybe it's relief that it's over, maybe it's a queue that something else is starting, I'm not sure, I just know it's GOOD. And it's something I want more of.

Knowing that about myself and adding to it a bit of smartness around how to break the goals down has made it quite easy for me to achieve set goals. It goes something like this:

You want to break the full goal down into challenging yet realistic and achievable goals. Key is to start breaking the big goal apart as soon as you've decided on it, quickly, before the resistant part of your brain has the chance to understand how big the overarching goal is. It's kind of like when they say, "work out first thing in the morning, before you're fully awake and start resisting". You got to move fast to outsmart yourself.

Then, with the first of the new bite size goals set, you throw yourself onto it, and start working towards it, fully knowing that when you reach it you're going to experience that amazing feeling of satisfaction. That feeling is your end goal. Doesn't make the getting there less enjoyable, but somehow it turns the doing in to collateral, something to get out of the way in the most positive way. And this to me makes reaching the actual goal non-negotiable, as in that the alternative to no reach the goal does not exist, because it's the only way to get to the feeling. And being newly tanked up with that super great feeling of satisfaction, it's super easy to move on to the next bite size goal, and the next, and continuing like that to the end goal. It's kind of a domino effect, once you start, you just keep rolling.

(A word of warning may be that through experience I've learnt not to forget to sometimes look up and see if there's a need to adjust the direction, it can sometimes be easy to get caught up and not realize that the surroundings have changed and you have to adapt your goals. So, building in an evaluation loop has proven smart.)

When growing up, I wasn't even aware that break-it-down-to-trick-yourself-to-reach-the-goal was what I was doing, but leadership taught me it.

Being in leadership positions, in other words working through others, forced me to break my process down to be able to understand better. I needed to know how I could transfer my extreme satisfaction when achieving results to the equivalent for my people. Because I needed them to reach their individual results, because their joint results were my results.

The story highlights one of the base pillars of the relationship between reaching results and leadership: As a leader you have got to find out what motivates your people.

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The next story manifests a second base pillar: As a leader you have got to bring people on board.

Whether working with sales teams, marketing teams, analyst teams or with teams of managers, over the years I've found one formula that works overwhelmingly well to get people on board: Make them understand the What, Why and How of that what needs to be done. Don't tell people what to do, don't expect them to figure it out on their own, instead, bring them in. Think of it as building a house together, you've got to have a joint idea of what you're getting yourselves into.

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Most often, people and teams know the What that they're expected to do, for example sell x amount of y, exercise more, write a report, change a process. When you bring people in and you help them understand the Why you're going to do the What, you get understanding. The Why answers: What will it bring you as an individual? What will it mean to the consumer or clients? How will it influence the company's future? What will it mean to us as a team?

That understanding is what gets them going. Now they see what difference it will make to achieve the goal. They understand what's in it for them, for example having more energy through the day, higher bonus because the clients are buying more, more resources, a nicer office. From here the process takes it's own form and shape.

This is where I've seen magic happening on numerous occasions and in all sorts of teams. People start being part of the solution, they get creative, and they feel empowered to bring up ideas on the How to get to the What. They start crafting the roadmap to success.

And here's the thing: they are now feeling personally responsible for achieving the goals. They are committed. Because they crafted the road how to get there. Not a chance they're not going to reach the goals.

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And that's not even the best part. The icing on top is that they'll be expecting the same approach next time you're defining goals together, they'll go in with the mindset that they are part of the solution, they are already on board, you are now tackling this together. And they'll be getting better and better each time, they'll be self-learning and self-motivating. And hang on there's more, because they'll want their peers to succeed and they'll get newcomers to the team in on the process too, creating ripple effects beyond what you could ever imagine. It's magic.

The thing though is that finding out what motivates people and creating a setting that gets people on board takes time. And all leaders are not prepared to make this time investment. Some think it's easier and faster to tell people what to do and then be done with it, move on. Ever worked with that type of person? I guess sometimes it works. But when it does, who knows Why it worked, right, and if you don't know that then how can you repeat the behaviour?

I'd rather stick to what evidence has showed me again and again, for myself, at work and at home, and what equally feels right in my gut: Two essential aspects of what connects leadership to reaching results are found in finding out and speaking to what motivates people plus in consciously bringing them on board.

And I am willing to invest time into it. Because it's a long-term investment that pays off big time.

What type of leader are you? And don't forget, we are talking both self leadership and leadership towards others.

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