

ENGAGE YOUR TEAM TO **10X RESULTS**



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MEETING MISTAKES

To shift from clinician to CEO you must be able to run effective, powerful and ultimately transformational meetings.

Meetings that bring about rapid and purposeful change, engage your team to perform even better together, unite your team towards a common cause, and of course, give your team absolute confidence in your leadership.

There are 4 common mistakes that leaders unknowingly make when leading meetings on a daily basis.

They are either unaware that it's a problem (until now) or they simply don't have the tools to solve the problems (we'll address that shortly).

These mistakes must be avoided and addressed so that you can lead effectively.

Which of the following mistakes are you making? What is the impact it's causing for you, your team and your company?

1. Lack of frequency and consistency

What problems is this causing for you, your team and your company?

2. Lack of meeting planning

What problems is this causing for you, your team and your company?

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3. Lack of energy

What problems is this causing for you, your team and your company?

4. Not DEMANDING engagement

What problems is this causing for you, your team and your company?

THE TRANSFORMATIONAL MEETING PLANNER



Make your point:

Ask yourself, what is the point of this meeting? Every meeting needs to serve a purpose and the best way to approach this is as a transformation from one state to another. Get this clear in your head before planning your meeting so that you clearly convey your message, gain a clear understanding from everyone on your team, achieve effective buy in of your point, and then demand accountability for the actions required by your team.

The transformation I want to achieve in this meeting is:

To move from (state issue, problem or thing that you're not thrilled about):

And to move to... (state, goal, what you'd be thrilled about) ...

Why is this an issue for you? i.e What is the negative impact it's having?

What difference would this make for you and why is this so important for you and your team?

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CONTEXT: Why is this important?

Before any effective transformation can take place, your team need to understand “why” things must

change. Write a list of the negative things that happen as a result of the current situation/process etc:

Negative 1:

Negative 2:

Negative 3:

Overall Impact:

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Write a list of positive things that will happen as a result of the transformation:

Positive 1:

Positive 2:

Positive 3:

Overall benefit and transformation:

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PRE-OBJECTIONS: BEAT THEM TO IT!

People are resistant to change and quick to defend their actions. This is normal.

List off any and all potential objections to the change that you want below, with your counter objection written

beneath.

You will use this in your meeting formula when leading the meeting:

Objection 1:

Counter objection:

Counter objection:

Objection 3:

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Counter objection:

Objection 4:

Counter objection:

Objection 5:

Counter objection:

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ACTIONS (THE WHAT)

Nothing changes until something moves.

You are in the best position to choose what actions each person needs to take to ensure you move forward and win together.

Before the meeting even starts, choose one action for each person to take following the meeting to work towards the transformation.

NAME	ACTION
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

ACCOUNTABILITY

Follow through is king. The world's best intentions don't mean shit without action.

Ensure accountability by using this process:

1. Create a manila folder with the word "team meetings accountability" written on the side of it.
2. Use one for each month
3. File these in a cabinet which is used for staff reviews
4. Simple – have a glass of red to celebrate your cleverness

THE TRANSFORMATIONAL MEETING SCRIPT™



POINT:

Hey everyone, the point of today's meeting is to (insert transformation you want from your Team Meeting Planner)

CONTEXT (WHY)

This is important because the way things are done right now, we are getting these issues:

(refer to negative issues from your Team Meeting Planner)

Negative 1:

Negative 2:

Negative 3:

And overall this leads to (state the overall disaster this creates for THEM PERSONALLY and the business)

Before I continue, I want to know which of these issues most affects you:

(Demand engagement: start with one person and move through everyone in your team. When it is SPOKEN it becomes REAL)

Tim, why do you want to avoid (insert negative consequence)

Jane, why do you want to avoid (insert negative consequence)

Keep going until everyone has agreed to avoid the problems.

When we get this right these are the benefits:

(refer to positive benefits from your Team Meeting Planner)

Positive 1:

Positive 2:

Positive 3:

And overall this leads to (state the overall WIN this created for THEM PERSONALLY and the business)

THE TRANSFORMATIONAL MEETING SCRIPT™



Before I continue, I want to know which of these benefits do you most want and why:

(Demand engagement: start with one person and move through everyone on your team. When it is SPOKEN it becomes REAL)

Tim, why do you want to achieve (insert positive impact)

Jane, why do you want to achieve (insert positive impact)

Keep going until everyone has agreed to want the benefits.

Pre-Object

Now I know what you might be thinking.

You might be thinking that (insert your list of pre-objections from your Team Meeting Planner)

Objection 1:

Counter Objection:

Objection 2:

Counter Objection:

Objection 3:

Counter Objection:

Objection 4:

Counter Objection:

But this is false because of **(insert reasons)**.

In fact **(insert story to back up your perspective)**

Before I continue though, does anyone have any concerns? (handle all objections – shows that you are the leader and only once all objections are handled well your team pay attention)

Teach of Train new approach:

(insert the new training or process that you want your team to do)

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Actions:

Now in order to make this work I'm going to give you some actions to perform.

To make this easy for you, I'm going to record what you're working on, file that in this folder and you're also going to fill in your own accountability form.

Let's get into it.

Here are your actions:

Name, you are going to work on (prescriptions)

Name, you are going to work on (prescriptions)

Name, you are going to work on (prescriptions)

Record:

(record what everyone is working on in your team accountability sheet and file this in your manila folder)

Now, I've recorded what you are all working on and why it's important to you. Do this and also why it's important for our team for you to do this.

Now, you need to complete this form here (show them the form) in the next 2 minutes and return to me)

I'll organise for (name) to print a copy for you too so that you can refer to it during the week.

Now, if you need help I'll be available on (day/time) and you can ask for help by (approaching me, buying me a coffee, contacting me on slack) N.B. DO NOT use email as a channel. It will create more problems than it solves and you'll lose control

Have you all marked down when you will get this done (intention)?

Do you all know what you need to do? (skill)

Pumped? (will)

Great, let's high five this out!

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ENGAGEMENT TOOLS

To achieve purposeful action, you need your team to be fully engaged.

Meetings are the perfect situation to engage. They are scheduled daily which means that you have a high frequency to engage your team and it continually positions you as the leader.

To achieve engagement, you need the right focus, the right energy and the right level of commitment from everyone on your team.

Use these tools in all of your meetings to ensure a high level of engagement. Whether it's a daily stand up, weekly one to one, formal review or even an off the cuff unplanned discussion, these tools apply in

all situations.

Before you begin to apply these tools, remember that leadership starts with you. Plan and prepare every meeting before you run it and practice obsessively. Running effective meetings and leading people is a skill that needs to be first learned, then practiced in order to become effective at it.

Much like the conversion consult, running meetings will be a core focus of yours in your journey from clinician to CEO.

1. The script

Every meeting has a process to follow. Think of your meeting structure like a clinical reasoning framework.

Turn your meeting process into a script using a series of bullets and follow it in order.

By leading your team in an organised process, you create engagement naturally.

1. Focus Interrupt

To get engagement you need to focus interrupt:

If the person in question is focusing on something that is not in alignment with what you have previously agreed or not the focus that you want, then you need to interrupt the focus before your team is taken off track.

ACTION Call out your team member as you go and re-align their focus.

"Name, I don't believe that is what we discussed as your focus for today. Your focus should be on A,B,C because of X,Y, Z okay?"

Realign their focus as you go to ensure everyone is working on and towards what you have decided.

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3. Focus re-enforcement.

Focus re-enforcement is a tool to use to encourage the right focus.

It can be used in 2 situations.

Firstly, to follow up from the Focus Interrupt pattern above to reward the new focus and ensure “connection” with your team member.

And secondly, to encourage a team member and demonstrate that you support their focus when they are on track.

ACTION

Situation 1: Great, you’re back on track now, I love your focus for today/week etc. Can you see how that is going to help you/us to achieve (goal)?

This is powerful because it shows that as a leader, when someone goes off track or gets distracted by a new focus (we all do it), that you will help to realign them and then support them in the correct direction. This is an example of leadership being done “with” your team not “to” your team (which isn’t true leadership).

Situation 2: Great, love your focus for today/week etc. This is going to help you/us to achieve (goal)!

This often goes unsaid, but when it is said it is powerful because it is a clear demonstration that you approve of your team members focus. Your team will enjoy the feeling of being supported in their focus and direction. It’s important to note that discipline is hard. In fact, it can feel like “punishment” without “reward”. In this case, the reward is your encouragement and approval and overall it creates more connection to you, your company and your cultural values.

4. Energy interrupt.

The right focus executed without the right level of energy is going to result in half built bridges.

No doubt you’ve heard the saying: “it’s not just about what you do, but how you do it”

Everyone’s energy needs to be right in order to achieve the outcomes that you want. The right energy level creates “intention” around the action. The impact is that “how” it’s done is dramatically different with the right focus and energy.

It’s your duty to always be at 10/10 energy and intentionality around your team, and especially in a meeting environment. Your team will mirror your energy, body language, behaviour and even habits so ensure you create the right level of energy and intention around you.

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ACTION

Situation 1: You don't feel that a person's energy is at the level that you want them to be in your meeting.

"Hey name, you sound like you're at an 8/10 energy right now. Let's get it to a 10. Let's say that again".

Once they lift in energy, reward them by being encouraging.

You can then set the standard for everyone after you have called that person out.

"Guys, I expect a 10/10 energy from everyone. To get results and feel awesome we need the right level of focus and intention. So for the rest of this meeting, bring MASSIVE energy"

Situation 2: You feel that the energy of the previous day was low for an individual or for the team overall. (when an individual's energy is down it will spread amongst the team)

Before you start your daily stand up:

"Guys I feel that yesterday we were at an energy level of X. Personally I felt like I was at Y, but because the overall team energy was at X, I felt it pull me to a Y. That's the power that we have as a tight team, our behaviour, energy and commitment really impacts each other both negatively and positively. So today I want our energy to be at Z. To lead the way, the way that I'm going to bring more energy is by doing A,B,C. So before we get started for today's stand up, let's go around and share how we are all going to create more energy today. Let's start with (name)".

5. Align

It's important that you leave no "loose ends" at the conclusion of any meeting.

Silence or negative body language is a final tool that a slacker or downer will potentially use against you in any meeting type. Most typically those personalities will feel most comfortable using those tools against you in a group setting. In private they feel more comfortable making excuses or using manipulative behaviour against you.

At the conclusion of the meeting before you commence your day, ensure everyone is aligned.

ACTION

Firstly, ask for commitment from the group and engage response.

Secondly, interrupt any attempts to challenge your leadership from anyone that is off track or creating low or negative energy.

(it's important to call this out immediately so that you can re-align or start the process to relocate them without it affecting you and certainly before it creates a negative movement within your team. It can be like a virus, misery likes company.)

Thirdly, call a one to one with the person who is pushing back if required.