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**• TOP 10 GROWTH AREAS**

“You don’t make leaders; you maximize what’s there. We are who we are. We can’t change, but we can optimize what we are/have.” Bobb Biehl

Personal Development

(1) Keep focused

(2) Ask profound questions

(3) Communicate clearly, convincingly

Organizational Development

(4) Planning

(5) Build a great team

(6) Manage resources

(7) Generate revenue

(8) Seize opportunities to help others grow by sharing this process

(9) What do I do that when I do it, I feel smart?

(10) What do I do that is easy for me, but others find it almost impossible to do?

If someone can do something 80% as well as you can, let him do it, and choose something else for you to do. In *THE EFFECTIVE MANAGER* Peter Drucker prescribes the ideas and theories a manager can use to become more effective. You need “elevator speech clarity.” Communicate using only 10% of the words you’d prepared to say, and you’ll be much more successful. Fewer words, more effective.

**• LIFE FOCUS**

This helps you find the most direct route to significance for the rest of your life. It allows you to review all your priorities, letting you know what to do next, why it’s important and how to get it done.

On the front side put:

“Organizational” – In left column list 5 major areas of your responsibility. In right column put Single Word Focus (SWF).

“Personal” – (same)

“Future Projects” – What 4 things do I want to accomplish before I die?

“Dream X 10” – 10 things to do to accomplish these 4 Future Projects

On the back side of “Life Focus” sheet put:

“Top 10 Clients” and “Top 10 Proteges”

“Top 10 People I Care About” and “Top 10 Personal Physical Priorities”

“Top 10 Things I Enjoy” and “Top 10 Priorities for this Year”

“Q1 Priorities”

• Problems I Need to Solve

• Goals

• Opportunities

**• JOB TITLES**

“Volunteer” is a swear word! Use “Team Member” instead. If you call someone a Volunteer, he/she will behave like one. People volunteer to do things they don’t get to do at work. “Employee” and “Boss” should be “Team Member.” “Secretary” should be “Personal/Executive/Administrative Assistant.” Call people what they want to be called!

Leaders find out what people enjoy and help them find a way to do it. It’s okay to be who you are. Maximized your strengths; make your weaknesses irrelevant.

**• ANNUAL CAREER PATH DISCUSSION**

Use this name instead of “performance evaluations.” Focus 80% on the future, 20% on the past. What percentage of your time at work are you using your greatest strength? Everybody who operates in their greatest strength can realize 100% of their potential. Ask each member of your team what they consider to be their teammate’s greatest strength. Then ask them to ask themselves:

(1) What’s your single greatest strength? Of all the things you do well, what do you do best?

(2) Where would you like to grow? Don't discuss weaknesses. That keeps you from maximizing strengths.

(3) What are your plans for the future? Where do you see yourself five years from today?

(4) What do you see as your highest and best position in this organization?

(5) If you become president of this organization in five years, what would you have to DO, KNOW and BECOME to feel ready?

Bobb Biehl: “Insecure people resist measurability. Measurability turns good intentions into reality.”

(6) What are your ten most important long-term projects?

(7) What/who are your top five personal and organizational priorities?

(8) If I were to accept this promotion/position, what would you want me to AVOID, ACHIEVE and PRESERVE?

**• ANNUAL BALANCE CALENDAR**

What would your ideal year look like? You schedule your balance or imbalance. Only you can be responsible for your health and balance. You’re in control when you schedule proactively, not reactively; otherwise, it will never happen. The key to balance is scheduling A YEAR IN ADVANCE, no longer attempting to find balance on a WEEKLY basis. We tend to think seasonally.

Create an Annual Balance Calendar by drawing a circle with 1 to 12 around the circumference representing months. Pencil in fixed appointments, the breaks you’d like to take, i.e., a 2-week vacation, a weeklong getaway with an old friend or relative, a weekend diversion every month, a daylong private retreat every quarter to just think and plan, etc. Then transfer these dates into your calendar. ALWAYS take a family vacation; it’s where memories are made. Plug those events into your calendar. Now you have an excuse to say “no” to some opportunities that don’t fit, “yes” to those that do, some breathing room, and the joy of anticipating doing things you really *want* to!

Purge files doing your slowest time of the year. Mark your peak and low emotional seasons on your calendar; if you’re expecting it, it won’t affect you as much. Every Nov. 1 calendarize all of next year’s events. Never cancel your break times; reschedule them.

Life has 7 components to be balanced:

Physical

Social

Spiritual

Family/Marriage

Professional

Personal Growth

Financial

**• LEADERS’ TOP 3 CHALLENGES**

• Building a team

• Developing a team

• Keeping a team

Startup phase is 10 years. It takes 15 years to survive the founder, 30 years to last for a long time. The Leader keeps looking at the forest (big picture) while staff cuts down trees. Often there’s no one to tell the senior leader that “it’s time to focus.” The leader’s job is to “see.” Has good judgment; i.e. puts right weight on the right variable.

**• TOP QUALITIES IN A LEADER**

Character

Clear vision

Attracts good people

Manages money really well

**• LEADERS’ TOP 3 ENEMIES**

• **FOG** – the state of being out of focus about (1) what to do next, (2) why that’s important, and (3) how to accomplish it. A high-powered sports car can go no faster in a dense fog than a beater.

• **FATIGUE** – It makes you question yourself, and introspection turns negative. Vince Lombardi said, “Fatigue makes cowards of us all.” Being diverted from our focus is the result of fatigue.

• **FLIRTATION** – This includes all distractions.

**• HIRING A SUCCESSOR**

When done right, succession is a long process. The leader’s top challenge is to build and keep a team. The start-up phases lasts 10 years. It takes 15 years for the organization to survive the founder, and 30 years to have a foundation that will last a long time.

Hire based on character AND talent.

The Professional Style Leader. Leads by doing, sees VP’s as assets.

The Coaching Style Leader. Leads by directing, not doing. Sees his/her assistant coaches as VP’s.

Ask your candidates to attend some parties. Later, ask the host/hostess if they’d invite that candidate to another party.

**• ALL PLANNING**

Begin with “At this time of my life ….” Or “At this phase of our development…..”

**• THE FOG-CUTTING ARROW**

Everything you’re doing can be reduced to one question or statement. Then to a single word (SWF) to represent your Key Benefit or Key Bottleneck.

Draw an arrow whose shaft penetrates a big circle (DREAM). Put the Key Benefit or Bottleneck in the circle. Put your #1 Tactic inside the shaft. Atop the shaft put #2 Tactic. Along the bottom of the shaft put #3 Tactic. Which of these tactics has the best chance of optimizing the Benefit or solving the Bottleneck? Do “Groups of 3” for each Tactic.

**• FOG CUTTING QUESTIONS**

With these you can do in seconds what would otherwise take hours. After using them a few times, you’ll automatically think: Am I dealing with a decision, a question, a goal or an opportunity?

“If you could have help defogging one issue today, what would it be?”

Think outcomes, not processes. The human brain cannot tolerate an unanswered question. The right question can penetrate a subject immediately. Principles are timeless, applicable across the spectrum, containing cause and effect. Every problem is due to the violation of a principle. Nothing is meaningful without a context. Ted Engstrom: “Every business is a ministry, and every ministry is a business. Forsake one or the other at your peril.”

**Prioritize**. What are the top 10/3/or 1 question(s) which require a decision from me?

Time. If I had my entire life/year/quarter/month/week/day/hour to resolve those questions, what would I do?

**Simplify**. Define the situation in one word. “What is the IDEAL solution?” (This is the most profound question; it instantly moves the conversation to a higher plane.)

**Motive**. Why am I dealing with this? “Why” is the most powerful question. What are you really, really, really excited about these days? What makes you weep with compassion or pound the table in rage? What makes you come alive?

**Re-context**. What would I do if I had to decide in the next two days/two hours/two minutes?

**Rate**. Rate each question 1-10, 10 being the #1 question I should answer.

**Reserve**. What have I missed?

**Imagine**. Make a list of the 10 wisest people you’ve met. What counsel would they give you on this topic?

**Strength**. Of all the things I do well, what do I do best?

**Measure**. How can I measure the results to turn your good intentions into reality? Nothing clarifies like measurability. (The most important things in life are NOT measurable.)

**Action**. What are the first 3 steps I need to take?

* **• PEOPLE DO WHAT THEY DO IN ORDER TO BE …..**
* Loved
* Significant
* Admired
* Recognized
* Appreciated
* Secure
* Respected
* Accepted

Rate yourself 1-10 on each of these. What’s the #1 reason that you do what you do? When interviewing an employee or applicant, ask “Which of the above 8 reasons we do what we do is what you need most in addition to a paycheck?” Then give it to them as often as necessary.

**• TEAM MEETING AGENDA**

Decisions, Problems, Plans, Programs, Prayer Requests.

The #1 question of those reporting to you is “What is expected of me?”

Reporting Questions

1• Do you need any decisions from me?

2• Do you have any problems I can help you with?

3• Do you have any plans we should discuss?

4• What progress have you made?

5• How are you doing personally?

6• How can I be praying for you?

Staff meetings deal only with points 3, 4 and 6 above.

**• HEALTHY ORGANIZATION CHECKLIST**

List employees’ names, their main strengths, how much of their time do they actually use that strength.

A leader creates healthy growth. 85% of being a good leader is mastering these three skills:

• Having a clear direction

• Building a great team

• Generating enough revenue

• What are four phases our organization has been through? What phase are we entering?

**• 3 KEY PEOPLE**

#1 Your **Driving Force** focuses on momentum and spends most of his/her time outside of the office. His/her Single Word Focus is **GROW**. Is responsible for finding a predictably profitable business model. Very bright. Can typically fill all three roles but then violates 60% rule; leads to burn out. Is well-balanced, focused, sees the year ahead, passionate about the enterprise becoming all it can be. Connects organization to the outside world. Able to prioritize/sequence ideas, not taking them all on at once. Strong on ideas and research. Understands Vital Signs. Insatiable drive to grow the organization by 10x. Is an Opportunity seizer and should NOT be running the company.

#2 Your **Team Builder** focuses on manpower and growing your staff by a factor of ten. Is responsible for FOLLOW-THROUGH on models and opportunities that are predictably profitable, and for maintaining the proper balance of quality, morale and personnel. Has been building/leading teams since 4th grade. Has clear focus/balance. Runs the company on a daily basis. Maximizes the team, easily gives credit to team, not to him/herself, is well-liked by the team. Keeps fine balance between quality and profitability, morale and metrics.

#3 Your **Creative Money Person** focuses on money, business development and growing net worth by a factor of ten. Is responsible for FUNDING opportunities that are predictably profitable, generating cash flow, controlling expenses and managing reserves. 75% of companies have controllers (focused on the past and on control). Better to have a CFO (focused on the future and on growth). From $20 million in revenue on up you need a CMP. The CMP makes money that grows the company. Both a for-profit and a non-profit make a profit; the difference is what is done with it. When asking for money, at the meeting with the donor, have your CMP and the donor’s CMP work together. This results in twice as big a donation! Go into the meeting knowing exactly what you want to do with the amount of funds you’re seeking. I sales-friendly. Learns prospects’/new clients’ fields rapidly. Focused on results, not titles. Asks “stop-you-in-your-tracks” questions. Goal is organization’s, not personal success. Always does homework. Values team members’ skills, ideas, expertise. Recognizes emerging trends. Always teaching. Articulate, polished, fields intricate money questions.

 **• WAR CRY**

What word or short phrase instantly reminds your team of your mission, making their adrenalin rush? Right after 9/11 Pres. Bush visited with the Justice Department staff, leaving them with this charge: “NEVER AGAIN!!!”

**• BOULDERS GRID**

What are your organization’s top 3 problems, goals and opportunities in the next 90 days?

**• MISSIONARY PASS-ALONG**

What one, affordable thing can you hand out that will prompt people to ask, “What else do you do?”

**• THE ROCKET**

The goose that will lay your golden egg.

**• FOCUS YOUR TEAM**

In moments this will let every member of your team know what team, and individual teammates, are to do next, why that’s important, and how to get it done.

On the far right put a half-dollar-sized circle. That’s the “Dream,” i.e., in one sentence or less, “In 3-5 years, in one sentence or less, what would you want people to say in describing your organization?” It’s specific and non-measurable.

On the left side of the Dream is an overlapping circle. That’s your #1 Goal for the next 12 months. In one sentence or less, “In 12 months, in one sentence or less, what is the most productive, measurable thing you can accomplish that will move you closer to your Dream than anything else?”

Draw a horizontal arrow from the left margin through the #1 Goal into the Dream. Beneath the arrow’s shaft is a box representing the #1 Bottleneck, i.e., in one sentence or less, “What will be your biggest obstacle in achieving your #1 Goal?” Focus all the needed manpower and overcome it; then deal with the #2 Bottleneck.

Above the arrow’s shaft is a box representing your #1 Opportunity which (1) is only available for a very limited time and (2) will accomplish the #1 Goal faster than real time. “The opportunity of a lifetime must be seized within the lifetime of the opportunity.” What opportunity can you arrange yourself or be prepared to seize? Usually you can identify an opportunity just 2-6 months in advance. In *MANAGING FOR*

*RESULTS* Peter Drucker says the effective business focuses on opportunities rather than

problems. Here’s how to achieve focus in order to make organizations grow and

prosper.

At the left end of the shaft is the “Driving Force,” the one responsible for achieving the #1 Goal. Spending less than 60% of the DF’s work week on the #1 Goal will guarantee mediocre results. The average DF spends only 5-20%.

**• VITAL SIGNS**

These are the leading indicators of the health of your organization. They are what your board should be tracking regularly to make sure that the organization remains on a healthy course. “If you don’t know what you’re doing, measure it, and the fog will disappear.” Bobb Biehl

**• VISUAL PERSPECTIVE CHART**

It’s a way to keep focus now and long-term. It lets you see your world on a single sheet of paper in graphic form. It’s a tool to keep you in focus. Use it to take notes. This chart may also be filled out by a couple or a team or an entire organization. It’s an objective snapshot answer to the question, “How’s it going?”

• Get a large, flipchart-size sheet of paper and colored pencils.

• Draw a small stick figure of yourself; put today’s date on top.

• At the bottom of the page write “Stresses.” These are your current stresses, caused by indecisiveness or lack of control.

• On the left side of the page write “Unanswered Questions.” Decisions you need to make.

• On the right side of the page write “Good Things.” Blessings, things going right.

• At the top of the page write “Goals.” The top 3 or 4 things you want to accomplish in the coming twelve months.

• Connect related items from all four areas using lines, different colors to rank them from Normal to Crisis. Conclude by writing the next three things you need to do as a result of conclusions made using this exercise.

**• STAYING UP**

Leaders need to keep themselves “up” if they’re to help others stay “up.” On a separate sheet list the positive things happening in your life right now. “60% of the U.S. workforce is unhappy in their work.” You can’t be inspiring when you’re discouraged. To make people feel valued, LISTEN to them.

**• LIFE PRIORITIES**

• Of all the things you do well, what do you do the best?

• What do I do that when I do it, I feel smart?

• What do I do that is easy for me that others find almost impossible to do?
• What do you see to be your ultimate potential?

• What three measurable things, personally and organizationally, would I like to accomplish before I die?

Jesus asked 165 questions in the New Testament.

Ask this question at least 5x/wk:  "How could I be of the very most help to you today?”

www.iQuestions.com

"We don't own the truth; the truth owns us."

What are you about?  Answer in two words, verb first then noun.  (e.g., Rescuing Children), If necessary, use an adjective before the noun.

Strengthen a leader, and you strengthen the entire organization.

Every organization is a reflection of its leader's strengths and weaknesses.

Significance is making a change that lasts over time.

**• DECADES OF LIFE**

Life is frantic today. So many things are constantly coming at us. “How To Relax In This Phase Of Your Life” examines the patterns of the stresses of each decade as well as the corresponding pressure release valves. This information will help young people know what to expect in the years ahead, and it may help older people understand their children and grandchildren.

**• BIRTH TO 9**

 Single Word Focus is “security.” “Who will love me unconditionally?” Tell them often, “I love you. I will always love you no matter what you do or don’t do. I’m proud of you.”

* Confidence is a by-product of predictability in all areas of life. If confidence is lacking in a given area, restore predictability, and confidence will return. *LEADING WITH CONFIDENCE* by Bobb Biehl contends that confidence increases dramatically when predictability increases.

**• CONFIDENCE**

• Situational Confidence – You may be very confident in your ability to play golf.

• Life Confidence – If you received unconditional love as a child, you’re flexible, comfortable in almost any situation, and have Life Confidence.

• God Confidence – If everything falls apart, even your Life Confidence can be shaken. That’s when it’s time to rely on your God Confidence.

**• 4TH GRADE**

4th grade (ninth year of life) is the single most formative year of your life as you establish your comfort zones. Protect your 9-year-olds at all costs. Get them out of schools, churches, scout groups, etc. if they’re mistreated there. Have them play with both older and younger children to teach them to both lead and follow. Find your 4th grader’s favorite “talk time” and be available to listen. 3rd graders can’t concentrate and can’t remember that much. 4th graders are “adult children” who can focus for an hour. 5th graders become skeptics. 4th graders have moved from close to very little supervision. They truly believe what people say about them. In addition to nicknames, give every child a “heart name” (used only to address that child and only when you’re alone with her / him). Bobb has produced a DVD entitled “4th Grade.” – available at BobbBiehl.com.

• Is the role you’re playing today like your 4th grade role?

Any parallels in relationships?

Parallels in how you felt, e.g., rich or poor, popular or withdrawn, etc.?

Did you play almost exclusively with boys or girls? Who were/are you most comfortable with?

If you could describe that little kid in one word, what would it be?  [That word will also describe him today.]

What was your role on the playground?

Did you grow up feeling rich or poor?

Did the teams you played on typically win or lose, or did you just enjoy playing the game?

What was the most common feeling you experienced in that stage?  [That emotion or its influence will still persist.]

What was your dad's first name?  What were the three most important principals at that time in his life?  [This will influence if not define the person today.]

Same question regarding your mother.

What was your role in the classroom?  [This defines how person acts in institutional settings.]  On the playground?  In the neighborhood/at home?  [defines how entrepreneurial a person is or how he behaves in free association settings.]

Did you relate exclusively to boys or girls or did you relate to both?  [how well he relates to same sex and opposite sex.]

What did your world/life center around in the 4th grade?

In your 9th year you establish your comfort zones. Protect your 9-year-olds at all costs. Get them out of schools, churches, scout groups, etc. if they are mistreated there. Have them play with both older and younger children to teach them to both lead and follow. Find your 4th grader’s favorite “talk time” and be available to listen. In addition to nicknames, give every child a “heart name” (used only to address that child and only when you’re alone with her / him). Bobb has produced a DVD entitled “4th Grade.” – available at BobbBiehl.com

**• TEENS**

SWF is “self.” “Why can’t I have everything?” Teens are moving from being Sheltered to Self-centered. By age 26, you’re pretty well defined. Those under 26 look for opposites. Those 26 and older look for people who share many similarities with them. Encourage them to not marry until they’re 26-30 because they’re changing much too fast until then. Many are divorced in their early 20’s. Do ALL of your pre-marital counseling BEFORE you get engaged; by the time you get engaged you have lost all of your objectivity and have made firm commitments.

“Maturity is putting Process between Opportunity and Decision.”

**• LIFE ORIENTATIONS**

All planning begins with “At this stage of my life …….” Leaders find out what people enjoy and help them find a way to do it. It’s okay to be who you are. Maximize your strengths; make your weaknesses irrelevant. There are three very different ways to move toward one’s dream.

• 15% of people are naturally GOAL-ORIENTED, ENERGIZED. Offensive players. The future is their friend. 80% of start-up CEO’s are goal-setters. Since so many people are put off by the word “goal,” change it to “priority.” Everyone wants to know what the priorities are. • A Goal is something you want to achieve in addition to what you’re doing. ADD IT.

• 80% are naturally PROBLEM-SOLVERS, ENERGIZED. Defensive players. Most wealthy people are problem solvers. 80% of Fortune 500 CEO’s are problem solvers. They focus on today. A Problem is something to be restored or resolved. FIX IT.

• 5% are naturally OPPORTUNITY-SEEKERS, ENERGIZED. Special teams players. They plan at least two months ahead. When announcing priorities to your team, address all three groups and their respective proclivities. Some are a combination of the three. Get comfortable with who you are … don’t try to be who you are not! An Opportunity is a sudden surprise. GRAB IT. When opportunity knocks, it’s too late to prepare.

We have had presidents of the United States of America in each of the three categories. You can have any of these orientations and be a leader. Help your teenager be who he/she is.

**• TWENTIES**

SWF is “survival.” “Can I survive in the adult world?” Tell them, “No one is expecting you to change the world in your 20’s.” The 20’s are a decade of deciding what they do NOT want to do with the rest of their life. “Try it, and see if you like it.” An exception is a profession demanding much post-graduate education, such as medicine. If you don’t know what you want to do until age 35 or 40, it’s still not too late to settle on a different career. Start saving a percentage of your income and learn to live on the rest.

**• THIRTIES**

SWF is “success.” “How can I climb the ladder faster?” They’re fixated on buying bigger homes, faster cars, having more children, etc. Now’s the time to enter into a lifelong relationship with a mentor – always man-to-man or woman-to-woman.

All planning, personal or organizational, begins with “At this phase of life …….” Between ages 38 and 45 men ask, “Is my dream realistic?  Are my emotional needs being met?” Asking these questions is part of the mid-life re-evaluation -- a natural, healthy process. A negative answer to either question often leads to mid-life crisis.  These often lead to affairs and other poor decisions. Don’t ever make a major decision on the spot. A negative answer to both questions often leads to mid-life dropout.  Many of today's homeless are mid-life dropouts.

**• FORTIES**

SWF is “significance.” Now we begin to transition from Success to Significance (making a difference that lasts over time). Only eternal things are significant. By 34-37 we reevaluate our life. “Is my success making a difference? I’m no longer a whiz kid. I’m an adult!” Read Jim Conway’s *Mid-Life Crisis* and Bobb’s *Mid-Life Storm* (available at BobbBiehl.com)

This is the decade of your greatest Struggle. More men have heart attacks in their late 40’s than at any other time. They’re liable to say, “I guess this is what adulthood feels like.” Wrong! “This is what this phase of adulthood feels like. It’s just a phase. The best is yet to come.”

What is your single greatest strength? Others can be more objective in helping you identify it. This will point to your LifeWork, that calling which is worthy of giving the rest of your life to. You’re not looking for a job or career. It should NOT be what you HAVE to do to make a living. 40-somethings feel they should be rich already, but if you can just pay your bills, you’re doing fine. 40’s people are so exhausted.

Your LifeWork should allow you to spend 80% of your time using your greatest strength. Make your weaknesses irrelevant, says management patriarch, Peter Drucker. “Complement” them by hiring assistants to do what you don’t do excellently. We all have blind sides in leadership which seem normal to us. Have someone help you identify yours.

To confront someone about their blindside or unacceptable performance, open the subject with “I need to talk with you about something very sensitive.”

A common assumption in your forties is that you should be earning your peak income now. Actually, you’re fortunate if you’re able to afford all your family’s needs and wants including your mortgage. Your highest earning income decade is actually your 60’s!

**• FIFTIES**

SWF is “stride.” “At last my life is firing on all cylinders.” Here you hit your Stride. On your 50th birthday you begin to “feel old.” Tell the 50’s how good life will be in their 60’s, the most productive decade in terms of influence and income. That good news will come as a breath of fresh air. Pay more attention to your health. Think about what platform you want to be standing on when you turn 60. What 10 things are left for you to do in order to be prepared to maximize your 60’s? Become a mentor, and have one. List your milestones of things you’ve done right; be ready for times of discouragement. Life is like a railroad track; on the same day things are going both right AND wrong.

**• SIXTIES**

SWF is “strategic.” “How can I maximize experience and energy?” Your natural energy is not as high as it was at 35. By thinking more strategically you can maintain peak levels of productivity. Beginning to view time differently. Instead of thinking of time backwards – how many years have I lived? You think of time forwards – how many years do I have to live? You still have energy but need to use it more wisely. The Sixties are the decade of one’s greatest income and influence. Next biggest income years are 70’s, then 50’s.

**• SEVENTIES**

SWF is “succession.” “Who will take my place?’ Today’s 75-year-olds are as tired as our parents were at 65. REAL retirement should occur at 65, but 65-year-olds have just now gotten it together!

Life is not really predictable from age 70 on. Be prepared to die TODAY. Keep your estate plan / will current. Make sure you’ve chosen the right executor. Keep mentoring. If the highlights of your family history were collected in a single album, you’d probably read it at least once in your lifetime. So, write your memories and invite the reader (your descendants) to embrace Christ’s offer of salvation. Therefore, all of your progeny will hear the Gospel at least once. (Memories book – BobbBiehl.com)

**• EIGHTIES** – SWF is “slippery.” “Will my health hold out?” Friends and peers are having serious, unpredictable health problems. More and more are dying. Finances are often problematic. To be better prepared for your eighties, begin now to learn about issues and emotions your parents and elders are facing.

**• NINETIES**

SWF is “sleep.” “I hope I die in my sleep.” Many parents and grandparents just want to lie down and sleep right into the next life. When a 90’s asks you to call her/him by a certain name, honor her/him by doing so. Many want to know if they’re going to heaven when they die.

**• BOARD CHAIR TO PRESIDENT**

• What are your plans?

• How can I help?

In addition to a succession plan for the CEO, each direct report should make a recommendation yearly on who (or who not) to hire as his replacement in the event of a sudden emergency.  Store these in a secure place in sealed envelopes that are returned each year, updated and re-submitted for safekeeping.

**• BEFORE A MAJOR DECISION**

When you know where you’re going, you can have confidence and communicate clearly. To make decisions, focus on fact-finding by asking profound questions. The brain can’t tolerate unanswered questions. It likes parameters.

80% of stress is due to indecision and feeling out of control.

• Define in one sentence or less: What is the basic decision I’m trying to make? If there are multiple major decisions, list in priority order and make them in order, one at a time.

• Give yourself 24 hours to let this decision settle in your mind.

• Am I thinking clearly? Vince Lombardi: “Fatigue makes cowards of us all.”

• Is the timing right for this decision? If not now, when?

• Will this decision deal with a symptom or the cause of the problem?

• Do I take on more projects than I should?

• What would be the ideal in this situation? This stretches your thinking from “get by” to “win big!”

• What facts do I need to have before I can make a wise decision? Peter Drucker: “Once the facts are clear, the decisions jump out at you.”

• How will this decision affect my overall Masterplan?

• Does this decision maximize my strengths?

• Should I seek outside counsel for this decision? What would my ten wisest, most trusted friends advise?
• How do I feel about this decision?

• What 1 to 3 options/alternatives do I have for this decision? No options? Then no decision; find some options!

• What are my lingering questions?

• Is there a hidden agenda in this decision? Who has the most to gain from this decision?

• To limit my risk, can I subdivide the major decision into sub-decisions?

• How is my assumed budget affecting the wisdom of my decision?

• How does this decision affect my family?

• Have I done my homework?

• What assumptions as I making that may not turn out to be true?

• What are the spiritual implications of this decision?

**• FOCUS YOUR LIFE**

If you are not growing, you are what you will be.

-1- What is the broadest context for your life? If it’s eternity, the key word (at 12 noon on Focus Your Life star) is “**GOD**.” He is the anchor point in your life. When you hear the word “GOD,” what’s the first word that comes to your mind? In one sentence or less, who is God?

-2- (at 10 o’clock) **Purpose** – In one sentence or less, why did God put you on this earth?

-3- (at 2 o’clock) **Dream** – In one sentence or less, what is the most significant difference I can make for God during my lifetime? Your “life dream” gives you endless energy. Plans can be completed; dreams cannot. Your dream fuels your plan. Defining your dream is like plugging in the lights of a Christmas tree. Only 2% of people have a life dream. 30-40% have a “mid-range dream,” one that takes 1-10 years to accomplish. Almost 100% have a “short range dream” that takes up to 1 year to fulfill. Typically, dreams are consistent with – and require – one’s greatest strength. You’ll never burn out by focusing on your greatest strength. What’s single best indicator that I’m making progress toward my dream?

-4- (at 7 o’clock) **Life/Work**. – In one sentence or less, what’s worthy of the time, energy and money that I have left? What’s the best organizational context for my dream? Ask an unemployed person, “If you could live anywhere in the world, where would you live?  Why don't you spend a week there and tell some people there that you're thinking about moving to town? Ask if they know of any opportunities.”

-5- (at 5 o’clock) **Legacy** – In one sentence or less, what one thing do you want to leave behind after you die?

**• BOBBISMS**

• You’ll never rise above the five people you surround yourself with.

• In your 30’s seek out lifelong friends. Ask yourself, “Is the employer I’m riding now the right horse for me to ride long-term?”

• List your key people and the decade they’re in. What will you apply in your relationship with them from what you’ve learned today?’’

• 4th grade is the year of the “adult child.”

• 70% of men are comfortable with being a man. 30% are not because their dads didn’t give them unconditional love. A man becomes a man when a man he respect treats him as an adult equal.

• At age 9 the kids who led on the playground during school are today’s leaders in organizations. Those who led after school are today’s entrepreneurs.

• Only 2-4% of people aspire to become the president of anything.

**• QUARTERLY FOCUS**

What 3 measurable priorities could I accomplish in the next 90 days that would make a 50% difference in my year?

**• ANNUAL FOCUS**

• What single word best captures the focus of my next 12 months?

• What was my greatest, unexpected success in the past 12 months?

• What 3 steps can I take to reap the full advantage of that success?

• What is the most formidable roadblock that needs my immediate attention? What 3 changes could reduce by 50% the risk it represents?

• What 3 changes could improve the quality of my work by 50% during the next 12 months?

**• 10 YEAR FOCUS**

If you could only accomplish 3 measurable priorities that would make a 50% difference in your life, what would they be?

Clarify long-term priorities, and you’ll get some of them done in half the time.

**• MENTORING**

It’s the critical price of leadership development. Usually we have 3 or 4 in our lifetime who have helped us become what we are today. A mentor asks, “What are your plans, and how can I help?”

Working on a protégé’s agenda, the mentor asks, “What are your current plans, and how can I help?” It’s a lifelong process of helping a mentee reach their God-given potential. Mentoring is based on experience and relationship. Prayerfully ask, “Would you be one of my mentors?”

To reach young people, Christian organizations need to be mentoring. This Mosaic generation is hungry for an involved, loving parent. Mentoring is not just accelerating one’s potential; it’s about picking people up when they fall. “I’m here to be a cheerleader; you have enough critics.” Mentoring is a lifelong process in which the mentor helps the mentee to reach his God-given potential. *MENTORING* by Bobb Biehl explains clearly what mentors do and don’t do, the nature of the mentor/protégé’ relationship, the most common roadblocks to effective mentor, etc. *WHY YOU DO WHAT YOU DO* by Bobb Biehl contains wisdom from more than 50,000 hours of one-on-one sessions with the finest, emotionally healthy leaders of our generation.

**• MORALE, CASH AND QUALITY**

What 3 changes could I make to see a 50% difference in our morale as a family or team?

If I had to cut the budget by 20%, what would be the first 3 thing to go?

If I got a surprise gift of 20% of my budget, what 3 things would I do immediately?

What 3 changes could improve the quality of my work by 50% in the next 12 months?

 “The Joseph Principles” – 7 Divine Secrets to Wealth and Prosperity (www.josephprinciple.com)

* **• TEAM CHART**
* You “hire” your problems, so double the time you spending hiring. YOU are the key to building a team that FEELS like a team! With this tool you will reduce your frustrations with your team, to assess any team you’re leading in 60 seconds. An intuitive feel of how each member is doing. Don’t wait for a sophisticated evaluation process to decide their future.
* List your direct reports. Take 30 seconds and give each person a 0-10 rating.

0-5 Red. Not the right person for your team. Redefine their assignment, or reassign them or release them ASAP to find where they do fit long-term.

6-7 Yellow. You’re not sure if they’re right for the job. To see if they have the potential to turn to Green, put him/her under careful evaluation on 3 measurable priorities for 30, 60, 90 days. Nothing focuses better than measurability. Have the employee tell his/her spouse about this. By giving measureable projects that Reds fail at, it will become clear that the Reds must leave the organization. Given crystal-clear, measurable priorities, the employee’s reaction may be (1) “Oh, THAT’s what you expect of me! Sure, that’s easy! I’m glad you told me.” Or (2) “If THAT is what you’re expecting me to do, I may as well quit now.”

8-10 Green. How do I maximize this uniquely, well-suited individual’s strengths? What is her single, greatest strength? 10 is the right person, right time, long-term employee.

Jim Collins, author of *Good to Great,* says, “The leader’s role is to get the wrong people off the bus, put the right people in the right seats on the bus, and then add more right people. You’ll never have championship morale with anything less than an all-green team. Try to get 20% of your top people to be Green ASAP. List you team members’ main strengths, i.e., what they do best. How much of their time do they actually use that strength?

* **• HOW TO RELEASE AN EMPLOYEE**
* Ask your new boss:
* • What’s your dream?
* • What are your top 3 priorities for the next 12 months?
* • What do you want me to preserve, avoid and accomplish?

Most organizations wait too long to release people. The nanosecond you realize that an employee cannot clear the bar, the clock starts on releasing them. The organization should get value worth 3x what it’s paying an employee. If confronting is difficult for you, then move from confront to CLARIFY. When you release someone, it should not be a surprise to either of you. Let them feel the pain of failing for a month or two before releasing them. Use measurability as basis for firing. Using a 5-pointed star, beginning at 12 noon put “Honest,” at 3 pm. Put “Fair,” at 5 p.m. put “Strength,” at 7:30 p.m. put “Stress,” and at 9:30 p.m. put “Care.”

Caring people don’t like to see people feel failure, so they keep lowering the bar. You must let people feel some failure before they’ll be ready to leave. Every person who can’t perform the task above their ability secretly longs to be relieved of the task.

“If you knew that a year from now that you won’t be with this organization, when would you want to know that?”

Use this to discuss thorny topics. It will move you from Confront to Clarify, especially when dealing with a problem team member whom you’re about to release.

LEADER’s Speech: “I **care** too much for you not to be **honest** with you. In all **fairness** your future is not with this organization. I see your **strengths** to be \_\_\_\_\_\_\_\_\_\_, and this is what you do best. I see you under such **stress** because in your current position you’ll unable to utilize your greatest strength, so I’d like to move you to this other position to reduce your stress. But if this doesn’t appeal to you, I need to release you to use your strengths where they will **fit** best.”

**• PROBLEM-SOLVING**

The sources of most stress are indecisiveness and feeling out of control. If you’re in a sea of confusion, create an “island of clarity” that the rest of your team will want to join you on. “Once the facts are clear, the decision jumps out at you,” says Peter Drucker.

“Every problem is the result of the violation of a principle, so the more principles you know and live by, the fewer problems you’ll have.

What 3 problems have to be solved in the next 90 days? Assemble team (or leaders) to rank them 0-10:

Problem Member 1 Member 2 Member 3

Pbm A 7 3 9

Pbm B 4 1 6

Add the horizontal rows of numbers, and discover the consensus ranking by the team (leaders).

• Define the problem precisely.

• What outcomes are most likely?

• Which actions are possible?

• Which actions are the most desirable?

• What are the anticipated negative effects?

• Which actions would cause the fewest negative effects?

• What 3 actions must I take in the next hour/day/week/month/year?

• Who will follow up? By when?

On your Life Focus Sheet:

• Clients

• People I Care About

• Protégé’s

• Things I enjoy

• Books/Things I want to write about

• People I want to stay in touch with

• Priorities for next year

What are you top 3 for this year:

• Goals

• Problems

• Opportunities

“Nothing clarifies like measurability. Nothing motivates like results!”

**• BOBB’s FAVORITE PROFOUND QUESTIONS:**

The mind God gave us can do some amazingly heavy lifting in an instant if you ask it a very relevant question. In fact, it cannot tolerate a provocative, unanswered question. If you ask profound questions, you get profound answers. If you ask shallow questions, you get shallow answers. Worst of all, if you ask no questions, you get no answers.

For example:

• What single word best captures the last 12 months of your life?

• What single word best captures your hope for the next 12 months?

• What single word best captures the first thought you have on a given subject?

Isn’t it amazing how clear things can become in just ten minutes of unpacking answers to these questions? It would be wise to do this monthly.

• “Concerning \_\_\_\_\_\_\_\_, what is the ideal?” (The most profound question ever)

• “If you had all the TIME, ENERGY, MONEY and were guaranteed SUCCESS, what would you do?”

• “Why?” (The most powerful question ever)

• “If I could remove something heavy that’s on your shoulders today, what would it be?”

• “When you were age 9 in 4th grade out on the school playground with no adults present, what role did you play?”

**• TEAM BUILDING**

1. What is our team’s inspirational dream?

2. What is our practical masterplan?

3. What training/tools do we need individually and as a team?

4. What communications system do we need to keep the team on one track?

5. Do we have team spirit?

6. Do we have team discipline?

7. Are our strengths complementary?

8. Do we have the top people available?

9. Do we have a team “captain” responsible for final decisions?

10. Who can help us think and view our work more objectively?

11. Are we experienced in working as a team?

**• MASTERPLANNING**

1. Whom are we trying to serve, and what needs are we meeting? What is our core business? (MARKET/PROSPECTS/SERVICE)

2. Do we have the right people at the top to accomplish our goals? (LEADERSHIP)

3. Whose advice do we need in order to succeed? (COUNSEL)

4. Exactly what are we going to do short-range, mid-range and long-range? (DIRECTION)

5. Who will be responsible for what? And who will be responsible for whom? (ORGANIZATION)

6. What are our expected expenses and income? (CASH) If you have to cut your expenses to eat by 20%, what 3 things would you cut? If you had a surprise intake of 20%, what three things would you do instantly?

7. What is our Positioning? Our Defining Visual? Are we on target? (REPORTING)

8. How can we effectively make known what we’re doing, i.e. our Clincher? (COMMUNICATION) “When your VISIBILITY exceeds your ABILITY, it destroys your CREDIBILITY.”

9. Are we seeing the quality we expect or demand from ourselves? (EVALUATING)

10. How can we keep improving in the critical aspects of this project or service? (REFINING)

D-DIRECTION

• What needs (outside of our organization) are we deeply concerned about, and uniquely qualified to meet?

• Why are we doing what we’re doing (Purpose)?

• In what areas (divisions or departments) will we be working over the next 5-10 years?

• If we could only accomplish 3 measurable priorities in each of the above areas:

 In the next 10 years … which would make a 50% difference in our lifetime….

 In the next year … which would make a 50% difference in 10 years ….

 In the next 90 days… which would make a 50% difference in the next year….

 … what would we do?

O-ORGANIZATION

• Who is responsible for what? (position descriptions)

• Who is responsible for whom? (organization chart)

• Do we have the right people in the right place (executive assessment)?

C-CASH

• What is our expected income? Expense? Net?

• Can we afford this plan? How can we afford it?

T-TRACKING

• Are we on target? (reporting)

O-OVERALL EVALUATION

• Are we achieving the quality we expect and demand of ourselves?

R-REFINEMENT

• How can we improve to reach the ideal?

• Re presentations, David Ogilvy asked, “Why doesn’t anybody start with a short summary of the problem, the research, the strategy, the promise, the media ....three minutes’ worth ....a ‘why we’re here’ agenda?”

**• TEAM PROFILE**

(3 overlapping circles, left to right) **Designer Developer Stabilizer**

In the overlap between Design and Develop write “DD-1.” Same between Develop and Stabilize called “DD-2.” Draw a pendulum swinging to the left of Design whose end is Stress. Draw a pendulum swinging to the right of Stabilize whose end is Boredom.

People end up doing what they prefer to do, not what they should.

DD-1 creates the first prototype. If the Designer stays with the design phase, he’s in the way. Developer is goal-oriented. Stabilizer is problem-oriented. DD-2 is task-oriented; Stabilizer is people-oriented.

Designer is brilliant, talks theory, driven by originality, lives in his mind.

DD-1 is wise, gets the big picture, is comfortable with process, influence.

Developer is courageous, talks goals and impact, driven by influence.

DD-2 is faithful, good at refining, driven to maximize.

Stabilizer is loyal, driven by control, orderly, thinks prevention.

Stress occurs when you’re operating out of your Phase or Level. Ask job applicants/current employees, “If you had your preference, which of these 5 roles would you want to play?” They’ll be more effective in their preferred role. People want to know where they can have the best possibility to succeed.

**• 4 LEVELS OF THINKING**

 (1) 80% believe that everyone is like me, or they will be when they grow up.

(2) Everyone is NOT like me. (Realized at about age 30)

(3) NO one is like me.

(4) It’s okay to be the me whom God has created. (Get to this point as soon as possible, and stay here as long as possible.)

**• FOCUSING MENTAL FOG FAST**

No matter how much horsepower you have, if you’re going only 2 mph in thick fog, you’ll feel out of control and in danger. In a fog, you’re either wrestling with a question, or you’ve got to articulate something. When you’re in a fog, ask yourself, “Am I trying to ask a question or make a point?”

**• PREP FOR A PRESS CONFERENCE/INTERVIEW**

• What are the 10 most like questions to come up?

• What is my message/response to each of these? (Give these “talking points” to your staff on 3x5 cards.)

• Regardless of the questions that may come up, what messages do I want to convey? What is my sound bite for this conference?

**• OUTLINE YOUR NEXT TALK**

• What is the title of a talk you’d like to give?

• What is a current decision/problem you’d like to resolve?

• Reduce everything you think about something to just 3 points. There’s always a “driving point” to penetrate your goal, accompanied by 2 supplemental points.

**• CRITICAL ISSUES MANAGEMENT**

• What outcomes are most likely to occur?

• What actions are possible to take?

• Which actions are the most desirable?

• What, if any, will be the negative effects?

• Which actions cause the fewest negative effects?

• Who should follow up? By when?

**• YOUR LIFE’S MESSAGE**

• If you could speak to the entire population of the world for 15 minutes, what would you tell them?

• What are you really, really, really excited about at this point in your life? Couldn’t you talk to a group about this topic for an hour!!?

**• PETER DRUCKER**

The father of modern management speaks:

• Who is your customer?

• What does he/she value?

• Therefore, what business are you really in?

• “If you’re focused on more than 5 things, you have no focus at all.”

**• POSITIVE PROGRESS**

When you start to cycle down toward depression, make a list of all that’s going right in your life. Keep that list up-to-date. Documenting evidence that you’re winning creates positive momentum. Nothing motivates like results.

**• 30-DAY TURNAROUND**

You can turn around any organization in 30 days if you:

• Hire one (for the position most needed to be filled)

• Fire one (Everybody knows who should go.)

• Stop one (the #1 sacred cow practice/product/etc.)

**• MEMORIZATION**

Read anything 100x, and you’ve memorized it, whether you intended to or not.

**• WRITE YOUR BOOK FAST**

• Get a working title.

• Decide how many pages will be in it.

• Write an outline that is 10% as long as the book’s number of total pages.

• A 40-page outline takes one week to write.

• Select a prime target reader.

• Embellish your outline extemporaneously, on tape, as though you’re speaking to that person.

• Get a transcript of your recording.

• Take two days to edit the transcript.

**• REGAINING SELF-CONFIDENCE**

• Restore the predictable parts of your situation.

• Get some “deep rest.” “Fatigue makes cowards of us all,” said Vince Lombardi. And it turns us introspective and negative.

• Spend time with your “cheerleader.”

• Take a few days away; regain your big picture; review your plans; identify your 3 main goals/problems for the next 90 days.

• Review your Positive Progress list.

• Seek objective perspective from your mentor, consultant, close friend

• Perhaps resign some responsibilities outside of your organization.

**• STRATEGY WORKSHEET**

How would you summarize your last 12 months, using just one word? In one word, what do you hope your next 12 months will look like?

3 DESTINY-SHAPING ACTIVITIES

• Ask profound questions.

• Process the answers.

• Turn your plans into reality.

“Maturity is putting *process* between *opportunity* and *decision*.”

Remember: *direction* first, then *momentum*.

• NEEDS – What specific needs are we trying to meet?

• PURPOSE – Why are we doing this?

• ROADBLOCKS - What three things are keeping/could keep this from happening?

• RESOURCES – What are the three key resources we will bring to bear?

• GOALS – What specific, measurable results are we actually trying to achieve?

(Chart the following horizontally across the top of the page:)

• MAJOR ACTION STEPS

• PERSON RESPONSIBLE

• TARGET DATE

• INCOME

• EXPENSE

• NET

• EVALUATION – Comments on site, facilities, food, service, etc.

• NEXT TIME – Recommendations, suggestions to improve this type of project (Include samples of all materials on file for future review.)

**• ELEVATOR PITCH**

One provocative sentence that embodies what you’ll do to bring incredible value to your prospective customer, stated so compellingly that your listener is left thirsting for more.

**• SINGLE WORD FOCUS**

One provocative sentence that embodies what you’ll do to bring incredible value to your prospective customer, stated so compellingly that your listener is left thirsting for more. This Is the nuclear power of what’s known as SINGLE WORD FOCUS.

To ensure that your meetings have accomplished what you intended them to, use this simple concept. As you plan the agenda, do so under the umbrella of a single word. It will act as a laser, zeroing in on your #1 intended outcome. Depending on the situation, that word could be Teamwork, Prospecting, Fund-raising, Economize, Cross-sell, etc.

Then at the conclusion of the meeting, to check on your effectiveness, ask those present to write one word that epitomizes the thrust of that meeting in terms of what action or attitude they will take as a result.

As created and presented by:

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