

Stress Relief Tools



Trying to do something without the right tool is like trying to hammer a nail into a board with your fist!

"Here's a 'toolbox' of profound insights into leadership which my friend and mentor Bobb Biehl has armed me with during our conversations and his presentations over some twenty years. I'm delighted to pass these on to you! Each tool can reduce your stress at the right moment by giving you perspective on your immediate situation." George Toles, www.HisDeal.org



Bobb Biehl (left) and George Toles (right)

"Here is a wealth of 'just-in-time' solutions to quickly dispel anxiety when today's leader is under pressure to instantly think clearly. These wisdom tools are available from the one who created them, my friend, Bobb Biehl."

A stylized signature of "Bobb BIEHL" in white ink. The word "Bobb" is written in a cursive script, and "BIEHL" is written in a clean, sans-serif font directly below it.

Executive Mentor

**for 500+ Senior Executives and 5,000+ Executive Team Members
50,000+ Hours of Personal and Organizational Development Consulting**

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4 Levels of Thinking

1. 80% believe "Everyone is like me, or 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 here as soon as possible; stay here.)

4th Grade

4th grade is the most formative year of your life in shaping opinions about education, church, friends, etc. 3rd graders can't concentrate or remember much. 4th graders are "adult children" who can focus for an hour. 5th graders are skeptics. 4th graders have moved from close to very little supervision, searching for their comfort zone. They believe what people say about them.

Does your life resemble your 4th grade role in terms of how you felt then about being rich, poor, popular, shy, relationships, etc.?

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

If you could describe "the 4th grade you" in one word, what would it be? [That word will also describe you today.]



What was your prevailing feeling in 4th grade? How did you cope with pressure? [That emotion or its influence will still persist.]

What was your dad's first name? What were his 3 most important principles at that time? [This will influence if not define you today.] Same questions about your mother.

What was your role in the classroom? [This defines how you act in institutional settings.] In the neighborhood/at home? On the playground? Did the teams you played on usually win, or did you just enjoy participating? [This defines how entrepreneurial you are or how you act in free association settings.]

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



Protect your 9-year-olds at all costs. If they're being mistreated there, get them out of schools, churches, scout groups, etc.

Have them play with older and younger children to teach them how 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 together).

ONE OF BOBB'S TOP TOOLS
See "4th Grade" on www.BobbBiehl.com

10-YEAR FOCUS

Clarify long-term priorities, and you'll accomplish some in half the time.

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

30-DAY TURNAROUND

Turn around any organization in 30 days by:

- Hiring one (the position most needed to be filled)
- Firing one (Everybody knows who.)
- Stopping one (#1 sacred cow practice/product/etc.)

60% RULE

Devoting less than 60% of your work week to reaching your #1 Goal will result in mediocrity, if not failure.

80% RULE

If someone else can perform a task 80% as well as you can, you're probably wasting time. Find another person to do it. Delegating effectively enhances your value more than your native intelligence does.

ANNUAL BALANCE CALENDAR

What would your ideal year look like? Balance is the outcome of scheduling. You schedule your own balance or imbalance. You alone are responsible. You're in control when you schedule proactively, not reactively; otherwise, it never happens.

We think seasonally. However, the key to balance is scheduling A YEAR IN ADVANCE, not grasping to salvage balance on a WEEKLY basis.

ONE OF BOBB'S TOP TEN TOOLS
Part of "Leadership Academy" on www.BobbBiehl.com

ANNUAL CAREER PATH DISCUSSION

Use this title instead of “performance evaluation.” Focus 80% on the future, 20% on the past.

What percentage of your work day are you using your greatest strength? Operate in your greatest strength, and reach 100% of your potential.

Ask your team to identify their teammates’ greatest strength. Then have them ask themselves these questions:

(1) What’s your one greatest strength? Of all that you do well, what do you do best?

(2) Where would you like to grow? Don't discuss weaknesses; that prevents you from maximizing strengths.



(3) What are your plans for the future? Where do you see yourself 5 years hence?

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

(5) If you become president of this organization in 5 years, what would you have to DO, KNOW and BECOME to be ready? "Insecure people resist measurability. Measurability turns good intentions into reality."

(6) What are your 10 most important long-term projects?

(7) What are your top 5 personal and organizational priorities?

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

Annual Focus

- What single word best captures the focus of your next 12 months?
- What was your biggest, unexpected win in the past 12 months?
- What 3 steps can you take to take full advantage of that success?
- What's the largest roadblock that needs your immediate attention?
What 3 changes could reduce by 50% the risk it represents?
- What 3 changes could improve the quality of your work by 50% in the next 12 months?

Biewl Circles

Every excellence-driven organization needs a Driving Force, a Creative Money Person and a Team Builder.

THE DRIVING FORCE

- Focuses on finding and designing new MODELS.
- Is mostly away from the office, connecting the organization to the world.
- Is responsible for finding a predictably profitable business model.
- Can typically fill all 3 roles, but that violates the 60% rule and leads to burn out.
- Is well-balanced, focused, sees the year ahead, passionate about the enterprise becoming all it can be.
- Strong on ideas and research, able to prioritize and sequence ideas, not taking them all on at once.
- Knows Vital Signs with an insatiable drive to grow the organization X10.



THE CREATIVE MONEY PERSON

- Focuses on MONEY ... 75% of companies have controllers who focus on the past and on control. Better to have a CFO focused on the future and growth. After \$20 million in revenue you may need a full-time CMP.
- Is sales-friendly, learns prospects' and clients' fields rapidly, recognizes emerging trends, is out of the office most of the time.
- Makes money to grow net worth x10. For-profit and non-profit both make a profit; the difference is what's done with it.

When asking for money from the donor, have your CMP and donor's CMP work together to get twice as big a donation! Go to the meeting knowing exactly what to do with the amount you're seeking.

- Focuses on results, not titles. organizational not personal success.
- Does homework; asks and fields "stop-you-in-your-tracks" questions.
- Values team members' skills, ideas and expertise, and is always teaching, articulate and polished.



THE TEAM BUILDER

- Focuses on the team.
- Grows your staff X10 if needed.
- Is responsible to follow-through on models and opportunities that are predictably profitable.
- Maintains proper balance of quality and profitability, order and creative chaos, giving credit to others and is well-liked.
- Has been building and leading teams since 4th grade with clear focus and balance.
- Runs the INSIDE company on a daily basis.

Board Chair to President

In addition to a succession plan for the CEO, each direct report should make an annual recommendation of who (or who not) to hire as his/her replacement in the event of a sudden emergency.

Securely store these in sealed envelopes that are returned each year, updated and re-submitted for safekeeping.

Bobb's Favorite Profound Questions

- If you ask profound questions, you'll get profound answers. Ask shallow questions, you get shallow answers. Worst of all, ask no questions, and you get no answers.

The mind cannot tolerate an unanswered question. The human brain, given the right question, can do much heavy lifting in a hurry. Watch how quickly you summarize and synthesize while answering these questions:

- What single word best captures the last 12 months of your life?
- What word best captures your hope for the next 12 months?



It's amazing how clear things become in just 10 minutes of unpacking these questions once each month.

- “Concerning _____, what is the ideal?” (the most profound question ever)
- “If you had all the TIME, ENERGY and MONEY you needed and were guaranteed SUCCESS, what would you do?”
- “Why?” (the second most profound question ever)
- “If I could lift some weight off your shoulders now, what would it be?”
- “When you were age 9 in 4th grade on the playground with no adults present, what role did you play?”
- "What do you have to know to do what you have to do? Sy Simington

ONE OF BOBB'S TOP TOOLS

See "Asking Profound Questions" on www.BobbBiehl.com

Boulders Grid

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

PROBLEMS

GOALS

OPPORTUNITIES

1.

2.

3.

Cash and Quality

- If you had to cut your budget by 20%, what would be the first 3 things to go?
- If you received a windfall gift of 20% of your budget, what 3 things would you do at once?
- What 3 changes could improve the quality of your work by 50% in the next 12 months?

Church Leadership Academy Categories

Leaders are not made. We don't change, but we can optimize what we are and have as we mature in life.

All you've ever read or heard fits on one of 8 shelves:

Personal Development

- (1) Keep yourself focused
- (2) Ask profound, fog-cutting questions
- (3) Balance competing priorities
- (4) Communicate with confidence
- (5) Plan strategically
- (6) Build a great team
- (7) Generate revenue
- (8) Manage resources

ONE OF BOBB'S TOP 10 TOOLS ...

See "Leadership Academy" on www.BobbBiehl.com

Confidence

Confidence is a result of predictability. If confidence is lacking in a given area, restore predictability, and confidence returns.

- Situational Confidence – You may be very confident in your ability to, for example, play golf.
- Life Confidence – If you were loved unconditionally 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 be grateful that you have God Confidence.



Regaining Self-Confidence

- Restore the predictable parts of your situation.
- Get “deep rest.” “Fatigue makes cowards of us all” - Vince Lombardi. And makes us introspective and negative.
- Spend time with your “cheerleader.”
- Take a few days away; regain the 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 a mentor/consultant/close friend.
- Perhaps resign some responsibilities outside of your organization.

ONE OF BOBB'S TOP TOOLS

See "Leading with Confidence" on www.BobbBiehl.com

Context

Nothing is meaningful without a context.

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?

Decision-Making

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 cannot tolerate unanswered questions. It likes parameters.

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

- Define in one sentence or less the basic decision to be made. If there are multiple major decisions, list them in priority order and make them in sequence, one at a time.
- Give yourself 24 hours to let this decision settle in your mind.
- Are you thinking clearly? "Fatigue makes cowards of us all." -- Vince Lombardi



- Is the timing right for this decision? If not now, when?
- Will this decision deal with a symptom or the cause?
- Do you tackle more projects than you should?
- What would be the ideal in this situation? This stretches your thinking from “get by” to “win big!”
- What information is needed for a wise decision? “Once the facts are clear, the decisions jump out at you.” - Peter Drucker
- How will this decision affect your overall Masterplan?
- Does this decision maximize your strengths and reduce stress?



- Should you seek outside counsel for this decision? What would your 10 wisest, most trusted friends advise?
- How do you feel about this decision?
- What 1 to 3 options do you have for this decision? No options? Then there's no decision; go find some options!
- Any lingering questions?
- Is there a hidden agenda in this decision? Who has the most to gain from this decision?



- To limit risk, can you subdivide this decision into sub-decisions?
- How is your assumed budget affecting your decision?
- How would this decision affect your family?
- Have you done your homework?
- What assumptions are you making that may not be true?
- What are the spiritual implications of this decision?

ONE OF BOBB'S TOP TOOLS

See "Asking Profound Questions" on www.BobbBiehl.com

Elevator Speech

This provocative sentence embodies what you do to create incredible value for your customer, stated so compellingly that your listener salivates to hear more.

In all of your messaging settle for nothing less than “elevator speech clarity.”

Communicate using only 10% of the words you'd prepared to say or write, and you'll be much more successful. The fewer the words, the more effective.

Enemies of Leadership

The Top Three

- FOG is 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 an old jalopy.
- FATIGUE makes you question yourself, and your introspection turns negative. Vince Lombardi said, "Fatigue makes cowards of us all." Being diverted from our focus is the result of fatigue.
- FLIRTATION includes all distractions.

Engaged

Wait until age 26-30 before getting married. By 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 teens to not marry until they're 26-30 because they're changing too fast until then. Many are divorced in their early 20's.

Do ALL pre-marital counseling BEFORE engagement. By then you've lost all objectivity and have made firm commitments.

ONE OF BOBB'S TOP TOOLS

See "How To Get Engaged" on www.BobbBiehl.com

Facts

“Once the facts are clear,
the decision jumps out at you!”

Dr. Peter F. Drucker

Firing a Team Member

- Most organizations wait too long to fire people. When you see that an employee cannot clear the bar, the clock starts on releasing them.
- The organization should get value worth 3x what it pays an employee.
- If confronting is difficult for you, move from confront to CLARIFY. Your anxiety level will drop dramatically.
- When you release someone, it should not be a surprise to either of you. Use measurability as the basis for firing.
- Caring people don't like to see people feel failure, so they keep lowering the bar. Let people feel some failure before they'll be ready to leave.
- Everybody incapable of doing their job secretly longs to be free from it.



- “If a year from now you won’t be with this organization, when would you want to know that?”
- Use the 5-point star to discuss thorny topics. It will move you from Confront to Clarify, especially dealing with a problem team member whom you’re about to release.

If the star were a clock, 12 is “Honest” -- 3 “Fair” -- 5 “Strength” -- 7:30 “Stress” -- 9:30 “Care.”

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 greatest STRENGTH to be _____. I see you under such STRESS because in your current position you're unable to utilize that 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 strength where it will fit best your assignment.”

ONE OF BOBB’S TOP TOOLS

See "Leadership Academy" on www.BobbBiehl.com

Fog-cutting Questions

“If you could de-fog one issue today, what would it be?” The human brain cannot tolerate an unanswered question. The right question can penetrate a subject in seconds what could otherwise take hours. Think outcomes, not processes. Are you dealing with a decision, a question, a goal or an opportunity?

- **PRIORITIZE** -- What are the top 10/3/1 question(s) which require a decision from you? If you had your entire life/year/quarter/month/week/day/hour to resolve those questions, what would you 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 are you dealing with this? (“Why” is the most powerful question.) What are you really, really, really excited about? What makes you weep with compassion or rant in rage? What makes you come alive?



- RE-CONTEXT -- What would you do if you must decide in the next 2 days / hours / minutes?
- RATE -- Rate each question 1-10, with 10 being the #1 question you should answer.
- RESERVE -- What have you missed?
- IMAGINE -- List the 10 wisest people you've met. What counsel would each give you on this topic?
- STRENGTH -- Of all that you do well, what do you do best?
- MEASURE -- How can you measure results to turn good intentions into reality? Nothing clarifies like measurability. (The most important things in life are NOT measurable.)
- ACTION -- What are the first 3 steps you must take?

Fog

Focusing Mental Fog Fast

No matter how much horsepower you have, if you're creeping along at only 2 mph in thick fog, you'll feel out of control and in danger.

Goals Problems Opportunities

- **GOAL-SETTERS**15% of people are naturally goal-oriented and goal-energized. They're offensive players. The future is their friend. 80% of start-up CEO's are goal-setters. If you're put off by the word "goal," change it to "priority." Everyone wants to know the priorities. A Goal is something to achieve in addition to what you're doing. So ADD it.
- **PROBLEM-SOLVERS** 80% of people are naturally energized by problems. They're defensive players. Most wealthy people are problem-solvers. A high percentage of Fortune 500 CEO's are. They focus on today. A Problem is something to be restored or resolved. So FIX it.



- OPPORTUNITY-SEEKERS 5% of people are naturally excited by opportunities. They're special teams players. They plan 2 minutes to 2 months ahead. An Opportunity is a sudden surprise. When opportunity knocks, it's too late to prepare. So GRAB it. "The opportunity of a lifetime must be seized within the lifetime of the opportunity." - Bobb Biehl

When announcing priorities to your team, address all 3 groups and their respective proclivities. Then you will have connected with 100% of your audience. Some are a combination of all 3 types. Get comfortable with who you are ... don't try to be who you aren't! We've had U.S. presidents in each category. You can have any of these orientations and be a leader.

Green Team

You “hire” your problems, so double the time you spend hiring. YOU are the key to building a team that FEELS like a team! With this tool you’ll reduce your frustrations with your team by assessing any team you’re leading in 60 seconds. You already have an intuitive feel of how each member is doing, so there's no need to 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, reassign them or release them ASAP to find where they do fit long-term.



- 6-7 Yellow You're unsure if they're right for the job. To test their potential to turn Green, closely evaluate them with 3 measurable priorities for 30/60/90 days. Nothing focuses better than measurability. Have the employee tell their spouse about this. By giving measurable projects that Reds fail at, it becomes clear that they must leave. Given measurable priorities, the employee may say (1) "Oh, THAT's what you expect of me! That's easy! I'm glad you told me." Or (2) "If THAT's what you're expecting, I may as well quit now."
- 8-10 Green How do I maximize this home run slugger? What's their single, greatest strength? 10 is right person, right time, long-term employee.

In *Good to Great* Jim Collins 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, then add more right people."

You will never have championship morale with anything less than an all-Green team.

Hiring a Successor

- Done right, succession is a long process.
- The leader's top challenge is to build and keep a team.
- Hire based on character AND talent.
- Ask candidates to attend some parties. Later ask the host/hostess if they'd invite those people to another party.

Leaders' Top 3 Challenges

85% of leadership is ...

- Clear Direction
- * The Right Team
- * Enough Money

Leadership

- A leader knows what to do next, why doing it is important, and how to get it done.
- When a leader is stumped by any of these three elements, he/she has lost focus.
- To regain focus, the leader must ask profound questions. They produce profound, actionable answers. Superficial questions yield only superficial answers. Worst of all, no questions means no answers.
- Every team reflects its leader's strengths and weaknesses. Strengthen a leader, and you strengthen everyone on the team

Leadership Academy Categories

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Personal Development

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- (5) Plan strategically
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- (7) Generate revenue
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ONE OF BOBB'S TOP 10 TOOLS ...

See "Leadership Academy" on www.BobbBiehl.com

Leadership Styles

SURGEON Style Leader

Leads by doing, builds a team around her / his own strengths, sees VP's as staff.

COACHING Style Leader

Leads by directing. Never leaves the sidelines to actually play the game. Sees assistant coaches as VP's.

Life Focus Sheet

Your Life Priorities on ONE Sheet of Paper

Now you can stay focused 24/7/365. Carry with you at all times this single page listing all of your life priorities in one place. At any hour of the day you can re-focus your life in just 10 to 15 minutes.

ONE OF BOBB'S 10 TEN TOOLS ...
See "Life Focus Sheet" on www.BobbBiehl.com

Life Priorities

- Of all that you do well, what do you do best?
- What do you do that when you do it, you feel smart?
- What's easy for you to do but almost impossible for others?
- What is your ultimate potential?
- What 3 measurable things, personally and organizationally, would you like to accomplish before you die?

Jesus asked 165 questions in the New Testament.

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

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

Maturity

Maturity is putting Process between Opportunity and Decision.

Opportunity

PROCESS

DECISION

Memorization

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

Mentoring

- Mentoring, a critical cost of leadership development, is a lifelong relationship in which mentors help protégés reach their God-given potential. It's about picking people up when they fall. "I'm your cheerleader; you have enough critics."
- Usually we have 3 or 4 in our lifetime who help us become who we are, based on their experience and relationship. They ask us: "What are your current plans? How can I help?"
- Christian organizations need to be mentoring young people. The Mosaic generation hungers for an involved, loving parent.
- Prayerfully ask, "Would you be one of my mentors?"

In *MENTORING* Bobb Biehl explains what mentors do and don't do, the nature of the mentor/protégé' relationship, the most common roadblocks to effective mentoring, etc.

ONE OF BOBB'S TOP TOOLS
See "Mentoring" on www.BobbBiehl.com

Ministry / Business

“Every business is a ministry,
and every ministry is a business.
Forsake one or the other at your peril.”

Dr. Ted Engstrom

MISSIONARY PASS-ALONG

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

Nothing

Nothing clarifies like measurability.

Nothing motivates like results.

North Star (Focus Your Life)

GOD -- What's the first word that comes to your mind when you hear "God?" In one sentence or less, who is God to you?

PURPOSE -- In one sentence or less, why were you put on this earth?

DREAM - In one sentence or less, what is the major difference you hope to make before you die?

LIFEWORk -- the activity worthy of the time, energy and money you have left in life

LEGACY -- In one sentence or less, what one thing do you want to leave behind after you die?

ONE OF BOBB'S TOP TOOLS

See "LEADERSHIP ACADEMY" on www.BobbBiehl.com

Outlining Your Next Talk

- What's the title of a talk you'd like to give, or have been assigned to give, and are in a severe time crunch to prepare?
- What's a current decision / problem you'd like to resolve?
- Reduce everything about your topic to 3 points: a "driving point" to penetrate your goal, and 2 supplemental points.

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Personal Growth

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

Planning

All planning begins with:

“At this time of my life”

or

“At this phase of our development

Positive Progress

- When you start to cycle down toward depression, list 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.

Press Conference / Interview Preparation

- What 10 questions will most likely come up?
- What's your response to each? (Give these "talking points" to your staff on 3x5 cards.)
- Regardless of questions asked, what messages will you convey?
- Remember: "All miscommunication is the result of differing assumptions." Dr. Jerry Ballard
- What will be your take-away soundbite?

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Principles

- Principles are timeless, weightless, scalable mini-statements of cause and effect.
- Every problem is due to the violation of a principle.

Problem-Solving

- Most stress is due to indecisiveness and feeling out of control. If you're in a sea of confusion, create an "island of clarity" that your team will want to join you on.
- Every problem is caused by violating a principle. The more principles you know and live by, the fewer problems you'll have.
- What 3 problems must be solved in the next 90 days?
Assemble our team 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.



- 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 you take in the next hour/day/week/month/year?
- Who will follow up? By when?

ONE OF BOBB'S TOP TOOLS

See "Asking Profound Questions" on www.BobbBiehl.com

Quarterly Focus Quickly!

“What 3 measurable priorities could you accomplish in the next 90 days that would make a 50% difference in your year?”

Steve Douglass

Quick Focus

- What are you really, really all about?
- (Answer in 2 words, verb first, then noun, e.g., "rescuing children.")
- If needed, use an adjective before the noun.

Relax

The Decades of Your Life

- 20's ... Your "single word focus" at this time is "survival."
- 30's ... "success"
- 40's ... "significance"
- 50's ... "stride"
- 60's ... "strategic"
- 70's ... "succession"
- 80's ... "slippery"
- 90's ... "sleep"

ONE OF BOBB'S TOP TOOLS
See "Relax" on www.BobbBiehl.com

Reporting Questions / Team Meeting Agenda

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.

The #1 question of those reporting to you is “What’s EXPECTED of me?”

Rocket

This is your one product or service that's so popular (or profitable) that when it goes into "orbit," it lifts your entire operation up with it!

Significance

Significance is the difference you make
that lasts over time.

Single Word Focus

This one word captures the end game of presentations, campaigns, meetings, conferences, letters, memo, phone conversations that are coming up. Once you have your SINGLE WORD FOCUS, everything will come into place to support it, i.e., agenda, graphics, handouts, entertainment, food, venue, etc.

This synergism drives home your intent, nuclear-powered by that SINGLE WORD. Depending upon your #1 intended outcome, that word could be Teamwork, Prospecting, Upselling, etc.

At the end of your meeting ask those present to write one word that epitomizes what action or attitude they will take as a result of having been there. This will reveal how well your message got through.

Smart

- Everyone is smart ... just in different areas!
- What do you do that's easy for you, but others find almost impossible to do?
- What are you doing when you feel smart?

Starting a New Position

Ask your new manager:

- What's your dream for this organization / my contribution?
- What are my top 3 priorities for the next 12 months?
- What do you want me to preserve, avoid and accomplish?

Strategic Planning

1. What is your business?
2. Who is your customer?
3. What value do you bring to meet what your customer needs / wants?
4. Do you have the right leaders to accomplish your goals?
5. Whose counsel do you need in order to succeed?
6. Specifically, what will you do short-range, mid-range, long-range?
7. Organizationally, who will be responsible for what?



8. What are your expected expenses and income? If you must cut expenses by 20%, what 3 things would you cut? If revenue jumps by 20%, what 3 things would you do instantly?

9. What is your Positioning? Your Defining Visual? Are you on target?

“When your VISIBILITY exceeds your ABILITY, it destroys your CREDIBILITY.”

10. How can you most effectively communicate what you're doing?

11. Are you producing the quality you expect or demand?

12. How can you keep improving the vital aspects of your work?



D-DIRECTION

- What needs are you concerned about and uniquely qualified to meet?
- Why are you doing what you're doing?
- In what areas of your operation will you be working in the next 5-10 years?
- What would you do if you could accomplish 3 measurable priorities in each of the above areas over the next ...
 - 10 years which would make a 50% difference in your lifetime?
 - year which would make a 50% difference in 10 years?
 - 90 days which would make a 50% difference in the next year?



O-ORGANIZATION

- Who is responsible for what? (position descriptions)
- Who's responsible for whom? (organization chart)
- Do you have the right people in the right place (executive assessment)?

C-CASH

- What's your expected income? Expense? Net?
- Can you afford this plan? How can you afford it?



T-TRACKING

Are you on target? (reporting)

O-OVERALL EVALUATION

- Are you achieving the quality you expect and demand of yourself and your team?

R-REFINEMENT

- How can you continually improve to reach the ideal?

ONE OF BOBB'S TOP TOOLS

See "Strategic Planning" on www.BobbBiehl.com

Strategic Planning Worksheet

- NEEDS Which specific needs are you trying to meet?
- PURPOSE Why are you doing this?
- ROADBLOCKS What 3 things could delay or prevent this?
- RESOURCES What are the 3 key resources you will use?
- GOALS What specific, measurable results will you achieve?
- What word best summarizes your last 12 months?
- What word do you want to summarize your next 12 months?

ONE OF BOBB'S TOP TOOLS

See "Strategic Planning Worksheet" on www.BobbBiehl.com

Strength

Maximizing Your Team

- List your team members' names, their main strengths and how much time they actually use that strength.
- They should spend 60% of the time using their strengths.
- Maximize your strengths; make your weaknesses irrelevant.

Stress

85% of the stress you're feeling today
is the result of indecision or lack of control.

Using Bobb Biehl's wisdom tools
will dramatically reduce your stress.

Swear Words

- “Volunteer” is a swear word! Use “Team Member” instead. If you call someone a Volunteer, they’ll 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! It’s okay to be who you are.
- "Leaders find out what people enjoy and help them find a way to do it."

Team Profile

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

ONE OF BOBB'S TOP TOOLS
See "Leadership Academy" on www.BobbBiehl.com

Time Frames

1 YEAR A leader can often accomplish in 2 years what's hoped for in 1.

4 YEARS It takes 4 years to get up to speed in a new position.

Year #1 Orientation

Year #2 Experimentation

Year #3 Evaluation

Year #4 Acceleration

10 YEARS It takes 10 years to found an organization properly.

15 YEARS It takes 15 years to become an "overnight sensation."

30 YEARS It takes 30 years to survive the death of the founder.

Unemployed

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 there?"
- Ask if they know of any opportunities.

Visual Perspective Chart

This will help you keep focus now and long-term.

It lets you see your world on a single sheet of paper in graphic form. Use it to take notes. This chart may be filled out by one or two people or by a team or an entire organization.

As a mirrored reflection of your life at the very moment it's completed, it's the objective answer to "How are you?"



- Get a large, flipchart-size sheet of paper and colored pencils.
- At the center draw a stick figure of yourself; add today's date.
- Under the figure write "Stresses." These are your current stresses, caused by indecisiveness or lack of control.
- On the left write "Unanswered Questions." Decisions to be made.
- On the right write "Good Things." Blessings, things going right.
- At the top write "Goals." The top 3 or 4 things you want to accomplish in the next 12 months.
- Connect related items from all 4 areas using lines, different colors, ranking them 1-10 from Normal to Crisis.
- Write the next 3 things you need to do as a result of conclusions made using this exercise.



- Leaders need to keep themselves “up” if they’re to help others stay “up.”
- On a separate sheet list all 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.

ONE OF BOBB’S TOP TOOLS
See "Leadership Academy" on www.BobbBiehl.com

Vital Signs and Critical Standards

Just as your primary care physician regularly checks your blood pressure, pulse, responsiveness, weight, etc., so each organization should have identified six or seven measures of how healthy it is all times.

This could include sales revenue, payroll, new client acquisition, client retention, calls on prospective clients, employee turnover, competition's situation, etc.

This information will be vital for reporting to supervisors, senior executives, ownership, board and useful for briefing new hires.

War Cry

What word or short phrase instantly would remind your team of your mission, making their adrenalin rush?

Right after 9/11 Pres. George W. Bush visited with the Justice Department staff, leaving them with this charge:

“NEVER AGAIN!”

Why You Do What You Do

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 is what you need most in addition to a paycheck?" Then give it to them as often as necessary or possible.



"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.

ONE OF BOBB'S TOP TOOLS

See "Why You Do What You Do" on www.BobbBiehl.com

Writing a Book Fast

- Get a working title.
- Decide how many pages will be in it.
- Write an outline that's 10% as long as the book's total pages. A 40-page outline of a familiar subject takes about a week.
- Select your prime target reader.
- Embellish your outline extemporaneously, on tape, as though you're speaking to that person.
- Get a transcript of your recording.
- Take 2 days to edit the transcript.

ONE OF BOBB'S TOP TOOLS

See "Writing Your First Book" on www.BobbBiehl.com

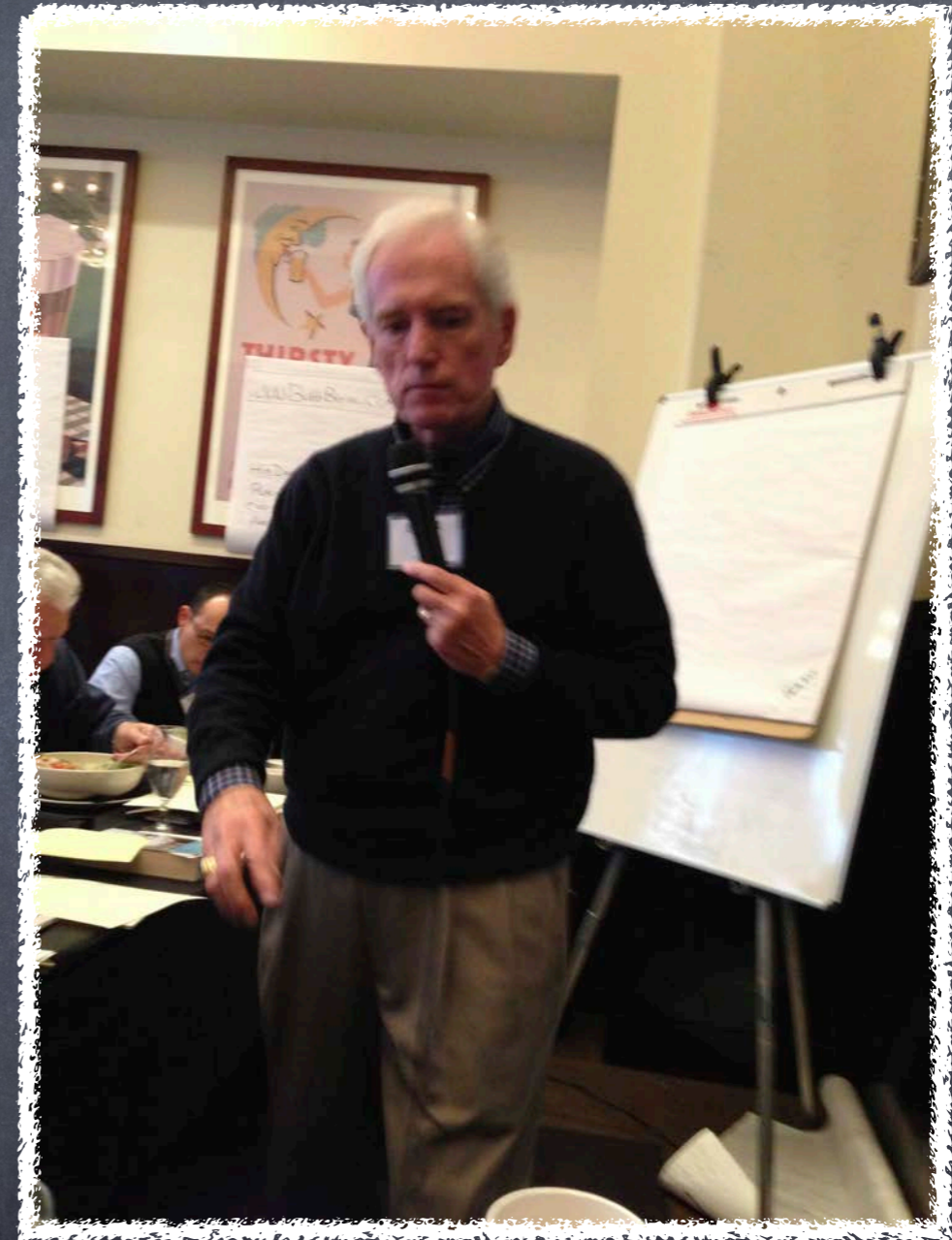
Your Life's Message

If you could speak to the entire population of the world for 15 minutes, in a language each would understand, what would you tell them?

Here are more "Stress Relief Tools" available on www.BobbBiehl.com

D= Digital Tool/iPad compatible

- D Asking Profound Questions – Booklet
- D Boardroom Confidence – Book
- D Career Change / Lifework – Traction Paper
- Church Leadership Academy – DVD Series
- Depression, Fatigue, Burnout – DVD Series
- Dreaming Big! – Book
- Focusing By Asking – Audio CD
- 4th Grade – DVD
- D Heaven – Book
- D How to Get Engaged – Book
- Leadership Academy – DVD Series
- D Leadership Insights – Book
- D Leading with Confidence – Book
- Life Focus Sheet – DVD
- Memories – Book
- D Mentoring – Book
- Mentoring – Booklet
- Mid-Life Storm – Book
- D On My Own – Book
- RELAX – DVD
- Staying UP in DOWN Times – DVD
- Stop Setting Goals – Book
- Strategic Planning Arrow – 24" x 36" Sheet
- D Strategic Planning – Book
- D Strategic Planning Worksheet – 11" x 17" Sheet
- D Team Profile – Self Scoring Inventory
- Ten Most Wanted – Bulletin Insert
- Want to be President? – DVD
- D Why You Do What You Do – Book
- Wisdom of a Grandfather – DVD Series



Having Bobb's tools on hand is the next best thing to having Bobb in person,



All of Bobb's Stress Relief Tools
are available at:

(800) 443-1976
BobbBiehl.com

"Now you no longer need to be driving those nails with your fist!
I hope these insightful tools will relieve as much stress and be as
helpful to you for many years as they have been for me."

George Toles
www.HisDeal.org