

“This excellent book is a much needed how-to guide for aspiring leaders, new leaders, and established leaders. The no-nonsense, practical approach is easy to follow and simple to implement—and these methods have been proven to produce outstanding results.”

—STEPHEN M. R. COVEY, *New York Times* best-selling author of *The Speed of Trust*

THE CURE *for*  
EVERY MANAGER'S  
NUMBER ONE PROBLEM

THE

PEOPLE

PILL



PROVEN to CURE *the* HEADACHE and  
HEARTACHE of ENGAGING PEOPLE

KEN WRIGHT

Published by Amanda Gore Pty Ltd  
ACN 088 184 810 trading in the United States  
as Amanda Gore International  
C/- PACA  
Suite 3, Level 8, North Tower  
1-5 Railway Street, Chatswood  
NSW 2067 AUSTRALIA  
61 2 9415 4877

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Distributed by Greenleaf Book Group LLC

For ordering information or special discounts for bulk purchases, please contact  
Greenleaf Book Group LLC at 4425 S. Mo Pac Expy., Suite 600, Austin, TX 78735,  
(512) 891-6100.

Design and composition by Greenleaf Book Group LLC  
Cover design by Greenleaf Book Group LLC

ISBN: 978-0-9818794-0-6

Publisher's Cataloging-in-Publication Data  
(Prepared by The Donohue Group, Inc.)

Wright, Ken (Kenneth Leslie), 1949-  
The people pill : the cure for every manager's number one problem /  
Ken Wright. -- 1st ed.

p. ; cm.

Includes bibliographical references.  
ISBN: 978-0-9818794-0-6

1. Personnel management. 2. Leadership. I. Title.

HF5549 .W754 2008  
658.3

2008930811

Printed in the United States of America on acid-free paper

13 12 11 10 09 08 10 9 8 7 6 5 4 3 2 1

First Edition

# PRESCRIPTION 6

THE CURE FOR EMPLOYEES WHO AREN'T  
FOCUSED ON THE COMPANY'S GOALS



Excerpt from  
*The People Pill*

Written by  
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## **Leadership Book Enthusiastically Embraced by Best-Selling Authors and Business Leaders Called “*The leadership book*” by Mark Victor Hansen**

*The People Pill* has won Gold in the prestigious 2008 Axiom USA Business Book Awards. Significantly, it beat *Tribes: We Need You to Lead Us* by Seth Godin (silver) and *The Five Most Important Questions You Will Ever Ask about Your Organization* by Peter F. Drucker (bronze).

Ken has written a uniquely personal business book offering a myriad of simple hints and tips solidly backed by cutting edge managerial research, case studies, and pointed calls-to-action. These practical insights teach established as well as new and aspiring leaders the authentic way to truly connect with their people and generate extraordinary results.

Mark Victor Hansen, co-creator of the number one best-selling series *Chicken Soup for the Soul* and co-author of *Cracking the Millionaire Code* and *The One Minute Millionaire*, concurs: “*The People Pill* is the leadership book that teaches you in a simple way how to be a visionary leader who engenders trust and respect. This produces the productivity and the future that you and your team want and the world desperately needs, now!”

# PRESCRIPTION 6

## THE CURE FOR EMPLOYEES WHO AREN'T FOCUSED ON THE COMPANY'S GOALS



THERE'S A SIMPLE truth that all hold to in the world of strategy: He who executes best, wins. While creating a great strategy is . . . well . . . great, it won't get you very far if you aren't able to implement it and use it to build the success of your company. High-level leaders usually create strategy and develop overarching plans for implementing it, but it's the lower-level managers and front-line employees who are really responsible for the execution. So, if your employees are not dedicated to seeing the strategy succeed, it never will.

There are many reasons why employees may not be focused on the company's strategic goals. Poor strategy creation from above, lack of clear communication about the strategic goals, lack of connection between strategic goals and individual work and goals, and poor tracking of the company's progress toward the goals are the biggest factors. What this all boils down to is employees who aren't focused on the company's outcomes because they feel they have no

input or stake in the direction of the company and are disconnected from the company mission.

To avoid this problem, leaders must ensure that everyone on the team knows the reasons behind the business strategy, is excited about that vision, can clearly see where the company is headed, and is personally involved in setting the intentions that need to be achieved.

Therefore, my sixth prescription is:

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**R<sub>x</sub>** If you want to keep employees focused on company goals, create a sound strategy that will resonate with them, communicate about the strategy clearly and often, have a game plan linked to team and individual goals to implement the strategy, and track progress so that employees understand how they can help the company succeed.

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## CREATE A STRATEGY THAT RESONATES WITH EMPLOYEES

In every leadership role, we must develop inspired but workable strategies. Strategies—clear courses of action that unify your workforce toward a single purpose—are powerful, particularly when you follow through with good implementation. It is a leader's responsibility to create a winning strategy that accurately defines how the organization will succeed, grow, prosper, and surpass the competition.

There are many different levels of strategy: strategies for floatations, listings, IPOs, restructures, implementing staff incentive schemes, lifting performance, product or service ideas, supplier

selection process, and developing your people. The one constant is the critical steps in formulating and implementing a strategy.

To develop solid strategies, you must first “do the desk time,” focusing intently on analyzing information, learning your market, ensuring that your products are meeting real market needs, and organizing and training your people. Once you have this foundation in place (which is not a simple process, but also is not the subject of this book), how do you go about determining an appropriate strategy for your organization or even your team? Following are some guidelines to use when assessing your strategic options.

Your strategy needs to be aligned with the organization's overarching mission or vision. For example, if part of your vision is to reduce adverse environmental or social impacts, you could aim at reducing ecological damage and work accidents. To optimize your effectiveness, you would not only reduce these negative outcomes but also search for ways to create a positive environmental outcome and ideas to create a happier, healthier, and more content workforce.

Many leaders become frustrated with the task when undertaking a time-consuming strategic planning process. Often this occurs because they have not looked into the future and involved all the key players in the process. To overcome this frustration, ensure that you look beyond the numbers. Identify long-term factors facing the business, and ensure that you have frank discussions with all key decision makers, including those who will be responsible for driving the implementation process.

- Build your strategy around the strength of your organization, employees, and customers.
- Consider long-term issues facing your business.
- Consider that a successful strategy should be bold, creative, and well thought out, with execution in mind. It also must

guide change, be easily communicated, and create commitment and passion, convincing people that its aims are worth pursuing even when the going gets tough.

- Review what your competitors are doing. Create strategies to surpass them in the market.
- Don't base your whole strategy on what your rivals are doing; create some original pathways. Be inventive and drive the industry with your leadership. A leader of an organization leads into the future; she does not simply repeat what has already been done.
- Consider letting employees know that you are analyzing strategic options or direction and invite their input. This is a great way to support a culture of initiative and to create buy-in early on.
- Set a clear path, but not a rigid one. Allow for alteration of the strategy if necessary.
- Keep it simple and focused. If it is too complicated and convoluted, employees will have a hard time understanding and supporting it.
- Inspire participation with your strategy—it should be exciting!

If you follow these guidelines when creating a strategy, you'll be further down the road of ensuring employee support for the strategies you develop. Strategies require rigorous implementation planning and constant review, so the strategy development process needs to account for this. A clearly defined strategy helps the communication, implementation, and measurement processes enormously. Your end plan should include the following information:

- Clear goals and objectives that capture precisely what you aim to achieve



- Justification for the achievability of your strategic goals
  - Concise measures of performance and time frames for those measures
  - An established review schedule that compares daily, weekly, and monthly progress against the plan for the success of the strategy
  - A contingency plan and timetable for potential course adjustments

If your strategy development process does not account for all of these elements, you'll have a very difficult time explaining the strategy in concrete terms or implementing it in a way that earns the buy-in of all employees.

## **COMMUNICATE ABOUT STRATEGY CLEARLY AND OFTEN**

Once you've created the best strategy for your organization, it's time to start letting everybody know about it. If employees don't know about or understand the strategic goals for the company, how can they possibly align their individual work and goals with the strategy? Leaders, from the head of the company to individual team leaders, must clearly articulate the strategic direction of the company to all employees, with passion. If you want your employees to contribute to the success of a given strategy, make sure to do the following in your communications:

- Before you begin, determine how best to explain the strategy. Talk to friends, colleagues, and subordinates about it and then ask, "If this strategy was communicated to you as an employee

in a company, how would it make you feel? Would you feel a sense of trust in the leadership team? Would it inspire confidence? Is it reasonable? Does it make sense? Does it invoke your desire for success?” If the answer to any of these questions is no, find out why. It may be in the strategy or in how you are communicating it. Once you discover the weaknesses, make necessary changes.

- Be clear, truthful, and transparent when describing how the strategy was created. This will build trust, respect, and a feeling that you have taken employees into your confidence and that you believe in their ability to comprehend higher-level planning.
- Keep your people informed of what is happening in your industry. This will help them understand why your strategy looks like it does. They will grasp how the competitive marketplace affects corporate strategy and team business plans.
- Communicate to all what they need to accomplish to have the company meet its objectives, presently and in the future. A clear picture and purpose will help your employees hold proposed activities against the vision and see if they will help your company get there. When an employee understands what



## Lab Work

According to Robin Cohn, author of *The PR Crisis*, “Management is often so removed from employees that they don’t have a sense for how something will be perceived, misunderstood or not understood” (Krell, 2006).

needs to be achieved, he will find it much easier to contribute. If everyone understands what needs to be done—why, when, and how—you will be surprised at how quickly the strategy is embraced and breeds success.

- Make your initial communication the strongest and most inspiring. Keep fear of failure and intimidation out of your explanation. Instill a sense of strength and confidence through your delivery.
- Sprinkle all company and team communications with language that relates back to the corporate or team strategy to keep it in the forefront of everyone's thinking. Be creative to arouse interest and inspire people to ask questions.
- Discuss the plan as a guide rather than a rigid set of commands so people are prepared to veer in other directions as needed. It's just as important for employees to be flexible and open as it is for leaders.



*If you tell people the destination but not how to get there, you will be amazed at the results.*



—GEORGE PATTON

## IMPLEMENT YOUR STRATEGY CAREFULLY TO ACHIEVE BUY-IN

This is the longest section in this prescription because implementation (or execution) is typically where strategies fail and where the dedication of employees makes the biggest difference. The leader's

role never ends with forming a strategy. Successful implementation requires strong leadership as well. A big part of that leadership is determining how to get individual employees to support the strategy through their actions and how to align the work of each individual with the strategic goals of the team and company. Remember, she who implements best, wins.

Following are some of the reasons why implementation is often more difficult than developing strategy:

- Many senior leaders believe their role is finished when strategy is in place. They are trained to plan and strategize and believe implementation is the domain of middle management.
- Strategy is set by a small number of people but implemented by a much larger group—the entire team of employees.
- The leaders of the business need to achieve the buy-in of all their teams' players, which can be difficult.
- To clearly communicate to the whole organization what needs to happen for the strategy to succeed, leaders need to address changes and requirements every day.



## Lab Work

“According to conversations with business school faculty colleagues conducting research on companies based in Canada, Mexico, and the U.S., 70 percent to 90 percent of enterprises fail to successfully execute their strategies” (May, 2005).

To help you overcome these challenges, I've developed some general guidelines for implementation and some specific processes and tools that you can use in your organization.

## The Seven Cs of Implementation

### ① Connecting

I have mentioned before how important it is for leaders to connect their heads to their hearts and the critical need for an authentic connection with others. This builds trust and respect because this approach displays honesty and provides the transparency that your employees, peers, and customers seek. This type of connection is vital, particularly during times of change, such as when a new strategic direction is being implemented. Never lose sight of the responsibility and integrity needed to maintain this approach. Once you have gained trust, resorting to coercion or manipulation will only result in disheartened employees and customers and a failed plan.

### ② Communicating

I've already addressed the importance of communication, but when you're implementing a strategy, communication is key. Leaders must constantly communicate the strategic direction—what has been done, what needs to be done, why it is being done, and where to get any necessary information. But in times of massive change, communicating every minor development or setback can create anxiety. You need to be the barometer of your team and assess what to communicate and the timing of these communications. Remember, though, to be honest. Don't lie to your team, even when things aren't necessarily going well. As you implement your plan, the process may reveal its weaknesses; keep communicating and informing

employees as your path changes. Don't shy away from the emotions and fears this may evoke. Confront them head-on with compassion and understanding.

### **3 Challenges**

Having your team rise to a challenge and attain new heights is what leadership is all about. Prepare your team for challenges by hiring the right people for the right roles, developing their attributes and skills, building their self-esteem, and boldly leading them to become a winning team. Make it clear that you want them to strive for exceptional levels of performance, surpassing the goals set by the strategic plan, particularly if you have a high-performance team.

### **4 Change Agents**

Implementing a new strategy inevitably involves change across a wide spectrum of teams and activities, and change creates emotional upheaval. Many leaders, while comfortable with strategic issues and crunching the numbers, fall short in dealing with emotion. It is very important for these leaders to obtain professional guidance to address this situation. To be a successful change agent, a leader needs to show his authenticity, empathy, and compassion as his people grapple with change. Remember, successful business is all about feelings, so don't be afraid to address them. Issues will arise that cause changes in the plan. Be prepared to anticipate these and keep employees in the loop. Trust that they can handle the changes and they will. Place strong employee change agents in pivotal positions to help their peers deal with the ambiguity that may unfold.

### **5 Customers**

As you go about implementing your plan and navigating your way through the changes, remember to keep your customers foremost in your mind and remind all of your team members to do the same.

Continually put yourself in the customer's shoes and ask, How and why will this enhance the customer experience?

## 6 Course Corrections

Although you need to start with a clear direction when you create a new strategy, you also need to be ready to navigate your way around obstacles. In tough, uncharted territories innovative ideas are the key to getting ahead, so involve your entire team in finding the gems that make a difference. You cannot change the wind's direction, but you can change the angle of your sails as you guide your team into the winner's circle. Correcting your course means learning from your mistakes and preempting disasters before they strike. This includes developing people and, when all else fails, releasing people who do not meet the team's standards. Let your team know that while the strategy is important and you are committed to achieving it, as they all should be, you are not blind to other possibilities or the need to alter course occasionally.

## 7 Commitment

Commitment across the entire team is an absolute necessity to successfully implement a strategy. Each person's responsibility for achieving the team and company goals needs to be agreed on at the outset, and in writing. The leadership team needs a game plan (see next section) that the entire team knows and understands, one simple yet powerful enough to ensure that you achieve the intended results.



*There are two types of people—anchors and motors. You want to lose the anchors and get with the motors because the motors are going somewhere and they're having more fun. The anchors will just drag you down.*



—WYLAND, WORLD-RENOWNED MARINE ARTIST

## CREATE A GAME PLAN

A strategic game plan sets the course for a team to meet its goals. It is a critical element in the implementation process, useful to any manager, regardless of level. The game plan also offers an important opportunity to create buy-in for the team's strategic goals and the strategic direction of the company. This plan will help employees learn how the strategy will be implemented through their team's activities and their individual goals.

I've created a sample game plan that will help you understand the level of appropriate detail and the type of information presented. Use the sample and the following guidelines to help you prepare your own game plans. You can prepare a game plan to achieve any outcome, internal or external. If you are managing a sales team, for instance, a game plan can be built around customer service, whole-process pipeline management, increasing revenue and performance management, or using the ideas in this book to tailor your own plan.

- Involve your team in setting the implementation game plan. The plan should succinctly cover what you need to do to achieve your business goals.
- Your game plan should be simple and focused and very clearly link to strategy. It should be clear to everyone that sticking to the game plan means achieving the business goals.
- The game plan should be memorable and easily communicated. Ideally, it will consist of about five key points that are communicated constantly, ensuring that everyone knows what you need to do.
- Use key performance indicators in the game plan to tie back to the key measurements of the company's goals, particularly



financial measures such as revenue, sales, profit, etc. This is essential to ensure that following the game plan will achieve the desired results.

- When talking about the game plan, keep in mind that you must articulate five things:
  - You sincerely believe the right people are in the right roles.
  - Following the game plan will mean achieving team strategic goals.
  - Achieving team strategic goals will mean that corporate strategic goals can be achieved.
  - Every team member's input and effort is valuable and necessary to achieve the desired results.
  - You have total confidence in every team member's ability to meet expectations.

### SAMPLE GAME PLAN

**Strategic Theme:** Create partnerships within the industry to drive referrals and increase business, thereby increasing revenue.

#### **Team: Sales**

- ① Establish some parameters for the types of partnerships the team could build that would be most beneficial to both parties. Partnerships should
  - leverage both parties' strengths;
  - represent mutual trust and benefit; and
  - provide dynamic opportunities.
- ② Identify current customers or other entities who operate within the industry and with whom potential win-win partnerships could be formed. Then,

- leverage current partnerships;
  - identify companies or organizations with common goals; and
  - create interconnected networks.
- ③ Create a list of key selling points that will help all team members convince influential customers that partnerships can be win-win. Team members might
- leverage the company's reputation in the industry;
  - describe what the company can offer its partners;
  - focus on partnership development in skills workshops and other development programs; and
  - use right-brain thinking to become more intuitive, conceptual, and relational.
- ④ Build nonbusiness connections that can develop into mutually beneficial relationships over time. Look for connections that will have synergy and be dynamic.
- ⑤ Create relationships between clients to improve the company's reputation for interest in developing partnerships beneficial to its clients.
- Create a database that offers information about clients other than the usual information the company tracks.
  - Constantly surprise clients by creating connections that exceed their expectations.

### **Align Team and Individual Goals with the Strategy**

Once you've developed a game plan for achieving your team's goals, it is time to translate that game plan into individual goals for each team member. These goals are not dictated or imposed by the leader; rather, they are set collaboratively with the employee's input. When people participate in setting their goals and plans, their buy-in is

enhanced, their attitudes are improved, and they will work harder to achieve the desired outcomes. Manipulation and coercion do not mix well with employees achieving their goals.

The key to successfully setting individual goals is a sharp focus, engendered by the leader, on setting clear, “smart” goals and outlining definitive actions to support them. There are five key characteristics that individual strategic plans/goals should hold to.

- **Specific:** What will be achieved? Who else is involved in or must contribute to achieving this goal?
- **Measurable:** How will progress or success be measured? Quantity, quality, number, financials, time? How will we know when the goal has been achieved?
- **Attainable:** Can the goal be achieved? Do we have control over the outcome? Does it have enough flexibility to recover from unexpected changes?
- **Relevant:** Does this goal support the team's strategic goals? The company's strategic goals? Does it tie in to the game plan?
- **Time Frame Oriented:** When does this need to be completed? When are the checkpoints?

Together, these criteria make a goal SMART: specific, measurable, attainable, relevant, and time frame oriented. Setting goals and achieving them are two totally different things, but if you set SMART positive goals, you can then create actions that will drive you to success. For instance, if you are trying to lose weight, you might say, “I aim to lose ten pounds by improving my eating habits and increasing my exercise.” Is this a SMART positive goal? No!

A different way of phrasing the goal to make it specific, measurable, attainable, relevant, time frame oriented, and positive

would be “I will lose one pound weekly over ten weeks, which will reduce me to my ideal weight. I will achieve this by increasing my intake of fruit to three pieces daily, having four vegetables with dinner, and reducing sugars, fats, and simple carbohydrates to less than 10 percent of my food intake. My exercise program will be thirty minutes of brisk walking or a thirty-minute workout in a gym five times weekly.”

If you are a salesperson aiming to achieve six sales per week, you will set your goal knowing your pipeline success rate in locating prospects, obtaining interviews, and closing the sale. So, you might describe the goal as “I will do telephone prospecting two hours daily or until I have a minimum of twenty appointments set for the following week. If my closure rate on appointment to sale falls below my established 30 percent, I will work on my interviewing skills to bring my closure rate back to a minimum 30 percent. If my closure rate stays below 30 percent for two successive weeks, I will ask my manager to attend interviews with me to analyze my techniques and call prospects who did not accept to provide me with feedback. I will then take action to make the necessary adjustments and have my manager monitor my progress daily until I am consistently achieving my goal of six sales weekly.”

When you and your employee have written the goals, check whether they meet the SMART positive criteria. Once the goals are set, reviewing them daily is critical and needs to become a ritual. Ask your employees to review their goals and visualize how they will feel on achieving the completed goal each morning, and then repeat the process each evening. This aligns the conscious and subconscious mind and inculcates the positive thoughts of attaining the goal.



*An unwritten want is a wish, a dream, a never happen. The day you put your goal in writing is the day it becomes a commitment that will change your life. Are you ready?*



—TOM HOPKINS, AUTHOR AND MOTIVATIONAL SPEAKER

When working with employees to set individual goals, leaders must remember that they are responsible for ensuring that everyone receives the necessary training in the skills needed to achieve their goals, if those skills are not already well developed. Don't forget that an employee may also have a set of personal goals that he is working toward as part of the development process. At individual and team development sessions, skills should be developed to parallel the requirements to keep their results on track. The development process must cohere to the strategy, or employees will feel pulled in multiple directions and it will be difficult for them to fully support the strategic direction of the company.

## **Develop Tools for Achieving Team and Individual Goals**

Once you have your team game plan and each team member has a defined set of individual goals, the next step is to introduce tools that the team can use to help them achieve their goals.

The first tool I recommend is the Strategy for Goal Achievement form (see page 172). This form can be part of the game plan for the team or an individual exercise to help someone understand how to achieve her goals. On the form, you can list the obstacles you face in trying to achieve a certain goal and the strategies (keep them specific) that you'll use to overcome those obstacles. I've presented a sample form here, but it can take on any format you like. This tool will keep individuals very focused and thinking creatively about how to achieve their business results.

STRATEGY FOR GOAL ACHIEVEMENT	
<b>Intention (Goal)</b>	
_____	
_____	
_____	
<b>Obstacles</b>	<b>Strategies to Overcome Obstacles*</b>
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____
*Strategies become time-bounded “action items” in the weekly action plan.	

Once the team members have each created a strategy for achieving their goals, you can move on to developing monthly and weekly action plans. As a leader, you can create one for your team so that you know what to look for in terms of weekly progress; you can even indicate who is responsible for each task on the weekly plan. Individuals can use it to guide their day-to-day activities. You may ask employees to send you their action plans with notes on progress at the end of each week and a new action plan for the following week. This will help you make sure that everybody is on course.

Using this tool, or something similar, will take no more than thirty minutes a week and will dramatically increase the chances of the team and each individual achieving their strategic goals.

Obviously, there are many similar tools you could create to track your team’s progress. There are even software packages devoted to

<b>WEEKLY ACTION PLAN</b>	
<b>Week beginning</b> _____	
<b>Critical Actions This Week</b>	
<b>Action</b>	<b>What Day</b>
_____	_____
_____	_____
_____	_____
_____	_____
<b>Contacts to Make This Week</b>	
<b>Name</b>	<b>What Day</b>
_____	_____
_____	_____
_____	_____

this task. The key is for everybody in an organization and a team to use the same tools so that measurement of and communication about goal progress is easy for everyone.

## TRACK YOUR PROGRESS

As I have mentioned, superior implementation starts with great strategy. But to ensure that a strategic direction continues to be relevant and feasible, leaders must conduct regular strategic reviews. The frequency of reviews depends on the complexity of the

strategy and business results. Even if everything seems to be going well and to plan, a six-month strategic review should be conducted. The review can cover corporate strategy, business unit strategy, key performance indicators, game plans for individual business units and teams, communication of the strategic direction, and any updates that need to be shared.

Tracking the progress of a team or an individual toward key strategic goals should be a constant exercise. Otherwise it's impossible to know when a course correction is necessary. Evaluating all team members' progress against their goals on a daily, weekly, and monthly basis is essential to ensure they remain on track individually and as a team to achieve the company's outcomes. The process for tracking progress is the same as that presented in Prescription 4 on performance management:

- Daily monitoring of key activities
- Weekly monitoring of individual and team results
- Monthly monitoring of individual results via one-on-one meetings
- Monthly team results analyzed at leaders' meeting
- Quarterly reviews to determine if the strategic direction is still the correct fit and ensure the team is on track with results and people development

At each stage of this process, leaders should review employees' progress, adjust their actions, and share ideas and initiatives. Use the structured review processes and tools to make sure that progress tracking takes place at all levels. Communicate constantly. As soon as you leave employees in the dark, they will abandon the plan.





EVERY COMPANY AND every leader wants to see success in the market. They want more customers, greater revenue, increased growth, or some other measure of success. The only way to make this happen is to have all employees working toward the same set of goals, the same strategic direction. If employees aren't focused on the company's goals or the goals of their teams, the company won't achieve the success it desires.



*Do you want to be safe and good, or do you  
want to take a chance and be great?*



—JIMMY JOHNSON, DALLAS COWBOYS SUPER  
BOWL—WINNING COACH, 1992 AND 1993



## YOUR NEW HEALTH REGIMEN

Develop strategies that are bold, creative, well thought out, based on solid market and competitor research, and in line with the company's and employees' strengths.

Communicate about the strategy often and clearly.

Inspire trust and confidence through your strategy development and communication.

Implement your strategy carefully, as this is when most strategies fail.

Make sure all team and individual goals support the company's strategic direction.

Create a game plan for achieving team goals; involve your team in creating the plan.

Create individual targets that are specific, measurable, attainable, and relevant and that can be accomplished within a set time frame.

Work with all team members to set SMART positive goals.

Use planning tools to help teams and employees track their progress and achieve their goals.

Track the progress toward strategic targets on a corporate, a team, and an individual level.

## What Business Leaders Are Saying About *The People Pill*

“*The People Pill* is exactly what every manager needs. It’s honest, practical, enlightening, and puts the responsibility for a problem-free workplace where it belongs—on leaders.”

—Vanessa Castagna, former CEO, JCPenney Stores,  
Catalog, Internet

“Do not read this book if you want to learn to manage. Read this book and read it again if you want to lead.”

—Vince Poscente, *New York Times* best-selling author of  
*The Age of Speed*

“Leadership is as much art as it is science, and Ken Wright knows both intimately. *The People Pill* is a must read for anyone who plays a leadership role, no matter how much or how little experience you’ve had as a leader. Both insightful and educational, it’s a great addition to your library of leadership know how!”

—Peter Hearl, chief operating and development  
officer, YUM Brands, Inc.

“Ken Wright has written a fabulous book that very simply tells others how to lead their teams by building connections with people. I’ve personally worked with Ken and have seen him lead his team to great results by connecting to their hearts. It is a must for all leaders who want to build successful teams.”

—John Symond AM, founder and CEO, Aussie Home Loans

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- **Are you achieving amazing results by engaging people?**
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**AMANDA GORE INTERNATIONAL PRESS**

ISBN-13: 978-0-9818794-0-6

51795



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