

BRIAN TRACY

**Poti do vrhunske poslovne
uspešnosti**

High Performance Leadership

Visoko učinkovito vodenje

PART FOUR

BUILDING WINNING TEAMS

1. Synergy, teamwork and personal INVOLVEMENT COMMITMENT are the keys to high performance work groups.
 - a) Everyone wants to be part of something BIGGER than him/herself.
 - b) Manager's job is to BUILD winning teams.
 - c) SELECTION of team members is 95 % of management success.

2. Characteristics of winning teams.
 - a) Clear COACHING and leadership:
 1. Someone calls the PLAYS.
 2. High standards of PERFORMANCE .
 3. DESIRE to win; to excel.
 4. High TRUST factor.

 - b) Intensive PEOPLE-ORIENTED and development focus:
 1. Focus on bringing out the BEST in each person.
 2. Concentrate on the BASICS - over and over.
 3. They develop the TALENT they have.

ČETRTI DEL

SESTAVLJANJE ZMAGOVALNIH EKIP

1. Skladnost, skupinsko delo in OSEBNA UDELEŽBA pri delu so ključni do zelo učinkovitih delovnih ekip.
 - a) Vsak si želi biti del nečesa VEČJEGA, kot je on sam.
 - b) Naloga managerja je SESTAVLJANJE zmagovalnih ekip.
 - c) IZBIRANJE članov ekipe pomeni 95 % uspeha pri managementu.

2. Značilnosti zmagovalnih ekip.
 - a) Jasno TRENIRANJE in vodenje:
 1. Nekdo določa POTEZE.
 2. Visoka merila za UČINKOVITO IZVAJANJE.
 3. ŽELJA po zmagi; želja biti najboljši.
 4. Visoka stopnja ZAUPANJA.

 - b) V središču pozornosti je OSREDOTOČENOST NA LJUDI in razvoj:
 1. V središču pozornosti je izvajanje NAJBOLJŠIH LASTNOSTI iz vsake osebe.
 2. Osredotočite se na OSNOVE - vedno znova.
 3. Razvijanje SPOSOBNOSTI, ki jih imajo.

c) Heavy PLANNING and strategy emphasis:

1. They CONTINUALLY analyze their own performance and compare it against COMPETITION .
2. They have clear GOALS, OBJECTIVES, PLANS going into every game.
3. They RECRUIT THE BEST into the coaching staff below them.

d) SELECTIVE player assignments:

1. Assign players to positions based on their ABILITY TO CONTRIBUTE to overall team performance.
2. They ROTATE a player who's not doing well in one position.
3. They CREATE new positions if necessary to UTILIZE an individual's talents.

e) Supportive FEEDBACK and REGULAR communication:

1. Plenty of REVIEW and discussion of performance.
2. Open arguments and DISAGREEMENTS .
3. CONFLICT resolution is through confrontation and openness.
4. There is RESPECT for each other's performance and contribution.

c) Velik poudarek je na NAČRTOVANJU in strategiji:

1. Vodje NENEHNO analizirajo svojo učinkovitost delovanja in jo primerjajo s KONKURENCO.
2. Imajo jasne CILJE, NAMENE, NAČRTE za vsako igro, ki se je lotijo.
3. NAJBOLJŠE LJUDI SPREJMEJO v trenersko osebje pod sabo.

d) SELEKTIVNO delegiranje nalog igralcem:

1. Igralce razvrstite na položaje glede na njihovo SPOSOBNOST PRISPEVANJA k vesplošni učinkovitosti ekipe.
2. Vodje PREMAKNEJO igralca, ki na nekem položaju ni uspešen.
3. Če je potrebno, USTVARIJO tudi nove položaje, da le IZKORISTIJO sposobnosti vsakega posameznika.

e) POVRATNE INFORMACIJE, ki izražajo podporo osebju, ter REDNA komunikacija:

1. Veliko PREGLEDOVANJA ter pogovora o učinkovitosti.
2. Odprte debate in izražanje NESTRINJANJ.
3. KONFLIKTE se rešuje s soočanjem in odprtim pogovorom.
4. Vladati mora SPOŠTOVANJE do učinkovitosti in prispevkov drugih.

- f) Commitment to EXCELLENCE and personal pride:
1. Each person is committed to the SUCCESS of the organization.
 2. They are committed to DO THE JOB WELL, to superb execution of the business task.
3. The best managers see themselves as coaches, TEACHERS, facilitators of performance.

f) Predanost ODLIČNOST in osebnemu ponosu:

1. Vsaka oseba je predana USPEHU organizacije.
2. Predani so DOBREMU IZVAJANJU DELA, odlično izvedenim poslovnim nalogam.

3. Najboljši managerji sebe vidijo kot trenerje, UČITELJE, ki pospešujejo učinkovitost.

PART FIVE

EFFECTIVE DELEGATION

1. Manager's job is to get the MAXIMUM RETURN on company's investment in people.
 - a) Average person works at 50 % of capacity.
 - b) Manager's job is to GROW people.
 - c) Delegation is how you maximize the POTENTIAL of your staff.

2. STARTING point of delegation.
 - a) THINK through the job.
 - b) Set standards of PERFORMANCE .
 - c) Determine a SCHEDULE – and deadline.

3. Task relevant MATURITY - determines methods of delegation.
 - a) Low TRM = HANDS ON.
 - b) Medium TRM = MBO.
 - c) High TRM = EASY INTERACTION.

PETI DEL

UČINKOVITO DELEGIRANJE

1. Managerjeva naloga je, da ima od sredstev, ki jih je podjetje vložilo v ljudi, NAJVEČJI DONOS.
 - a) Povprečna oseba dela s 50 % svojih sposobnosti.
 - b) Naloga managerja je, da RAZVIJA ljudi.
 - c) Delegiranje pomeni način, na katerega maksimalno povečate in izkoristite POTENCIAL svojega osebja.

2. ZAČETNA točka delegiranja.
 - a) RAZMISLITE o delu.
 - b) Postavite merila UČINKOVITOSTI.
 - c) Določite ČASOVNI OKVIR in časovni rok.

3. Stopnja POZNAVANJA naloge – določa metodo delegiranja.
 - a) Nizka SPN = USMERJEVALNI STIL DELEGIRANJA.
 - b) Srednja SPN = CILJNO VODENJE.
 - c) Visoka SPN = VODSTVENI STIL DELEGIRANJA.

4. PROCESS of effective delegation.

- a) Right PERSON - match the requirements of the job to the SKILLS of the person.
- b) Delegate GRADUALLY , smaller tasks, to build CAPACITY and confidence.
- c) Delegate the WHOLE TASK -100 % responsibility is a major motivator of performance.
- d) Delegate SPECIFIC RESULTS, outcomes; make them measurable.
- e) Delegate with PARTICIPATION and discussion; - explain, AGREE, what and why.
- f) Delegate AUTHORITY over resources commensurate with responsibility.
- g) Leave the subordinate ALONE; don't take the job BACK.
- h) Set clear DEADLINES, sub-deadlines.

5. Maximize efficiency; practice MANAGEMENT BY EXCEPTION.

- a) Set clear GOALS, standards, deadlines.
- b) Only require reporting of EXCEPTIONS, deviations.

4. POSTOPEK učinkovitega delegiranja.

- a) Prava OSEBA – združite zahteve dela s SPOSOBNOSTMI človeka.
- b) Delegirajte POSTOPOMA, manjše naloge, rezultat bosta SPOSOBNOST in samozavest.
- c) Delegirajte CELOTNO NALOGO - 100-odstotna odgovornost je največja motivacija za učinkovito izvajanje.
- d) Delegirajte DOLOČENE REZULTATE, izide; naj bodo izmerljivi.
- e) Delegirajte s SODELOVANJEM in razpravami z drugimi; razložite, USKLADITE SE, kaj in zakaj.
- f) Delegirajte OBLAST nad sredstvi sorazmerno z odgovornostjo.
- g) Pustite svoje podrejene SAME; ne vzemite nobene naloge NAZAJ.
- h) Postavite jasne KONČNE ROKE, vmesne roke.

5. Maksimirajte učinkovitost; izvajajte MANAGEMENT Z IZJEMAMI.

- a) Postavite jasne CILJE, merila, roke.
- b) Zahtevajte samo poročanje o IZJEMAH, nepravilnostih.

6. Manager as MOTIVATOR - building confidence in your staff.
 - a) Positive EXPECTATIONS -tell employee that you have complete CONFIDENCE in him/her.
 - b) Constant ENCOURAGEMENT-build them up.
 - c) PRAISE - catch him/her doing something RIGHT.

7. Delegate DECISION-MAKING and problem-solving.
 - a) DEFINE the problem clearly - in writing.
 - b) Determine COUSES/REASONS for problem.
 - c) Identify possible SOLUTIONS to problem.
 - d) Select BEST POSSIBLE SOLUTION and implement.

8. You always have TWO CHOICES with every task:
 - a) do it YOURSELF,
 - b) have SOMEONE ELSE do it.

Which is it going to be?

6. Manager kot oseba, ki MOTIVIRA – vzbujanje samozavesti v osebju.
 - a) Pozitivna PRIČAKOVANJA – povejte zaposlenemu, da popolnoma ZAUPATE vanj/vanjo.
 - b) Nenehno SPODBUJANJE – okrepite svoje ljudi.
 - c) POHVALE – opazite zaposlene, medtem ko naloge opravljajo PRAVILNO.

7. Delegirajte SPREJEMANJE ODLOČITEV in reševanje težav.
 - a) Jasno DEFINIRAJTE težavo – zapišite jo.
 - b) Določite VZROKE/RAZLOGE za težavo.
 - c) Ugotovite, katere so morebitne REŠITVE težave.
 - d) Izberite NAJBOLJŠO MOŽNO REŠITEV in jo uporabite.

8. Pri vsaki nalogi imate vedno DVE MOŽNOSTI:
 - a) naredite jo SAMI,
 - b) naj jo naredi NEKDO DRUG.

Kako se boste odločili?

PART SIX
SETTING YOUR PRIORITIES

1. Every action (or inaction) involves a CHOICE between what is MORE important and what is LESS important.
2. Law of the EXCLUDED alternative = doing one thing means NOT doing something else.
3. Setting priorities means setting POSTERIORITIES as well.
4. Use the "80/20 RULE" on everything.
5. Separate the "urgent" from the "important."

Key determinant? Long-term potential CONSEQUENCES.

ŠESTI DEL

POSTAVLJANJE PRIORITET

1. Vsako dejanje (ali nedejanje) pomeni ODLOČANJE med tistim, kar je BOLJ pomembno, in tistim, kar je MANJ pomembno.
2. Pravilo IZKLJUČENE alternative = če delate eno stvar, to pomeni, da NE delate neke druge stvari.
3. Postavljanje prioritet pomeni tudi postavljanje POSTERIORNOSTI.
4. Pri vsem uporabljajte »PRAVILO 80/20« .
5. Ločite »nujno« od »pomembnega«.

Kateri je odločilni dejavnik? Dolgoročne morebitne POSLEDICE.

6. Use the A B C D E Method:

A = MUST do

B = SHOULD do

C = NICE TO do

D = DELEGATE

E = ELIMINATE

Use with goals, activities, daily lists.

7. Law of Forced EFFICIENCY: there is always enough time to do the most IMPORTANT things.

a) What are your highest VALUE-ADDED activities?

b) What are your KEY RESULT AREAS?

c) Why are you on the PAYROLL?

d) What can you, and only you, do, which if done well, will make a REAL DIFFERENCE?

8. Your REWARDS will be determined by your RESULTS. What OUTCOMES are expected of you?

9. "Action without THINKING is the cause of every failure." (*Alex MacKenzie*)

10. Key question in time management: "What is the MOST VALUABLE USE of my time right now?"

6. Uporablajte metodo A B C D E:

A = MORAM narediti

B = BI MORAL narediti

C = LEPO BI BILO, če bi to naredil

D = DODELITEV

E = ELIMINACIJA

To uporabite pri ciljih, dejavnostih, dnevnih seznamih.

7. Zakon prisiljene UČINKOVITOSTI : vedno je dovolj časa, da naredite NAJPOMEMBNEJŠE stvari.

a) Katere so vaše dejavnosti z največjo dodano vrednostjo?

b) Katera so vaša PODROČJA S KLJUČNIMI REZULTATI?

c) Zakaj ste na PLAČILNI LISTI?

d) Kaj lahko vi – in samo vi – naredite, kar bo, če bo narejeno dobro, prineslo podjetju RESNIČNO SPREMEMBO?

8. O vaših NAGRADAH bodo odločali vaši REZULTATI. Kakšni REZULTATI se pričakujejo od vas?

9. »Dejanje brez RAZMIŠLJANJA je vzrok vsakega neuspeha.« (Alex MacKenzie)

10. Ključno vprašanje pri upravljanju časa: »Kaj je v tem trenutku NAJBOLJ KORISTNA IZRABA mojega časa?«