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HUNDRED PERCENTERS

**Challenge Your Employees To Give It
Their All and They'll Give You Even More**

MARK MURPHY

MARK MURPHY is founder and CEO of Leadership IQ, a leadership training services provider. Leadership IQ has carried out some of the largest and most comprehensive leadership studies ever conducted and the results have been used by companies like Microsoft, IBM, MasterCard, First Energy and others. Mr. Murphy's work has been featured by *Fortune*, *Forbes*, *BusinessWeek*, *The Washington Post* and many other publications. He is also an experienced turnaround advisor having taken more than 100 organizations from weak financial situations to record-setting levels of prosperity. Mr. Murphy is an experienced public speaker and has lectured at Harvard Business School, Yale University, the University of Rochester and the University of Florida.

The Web site for this book is at www.LeadershipIQ.com.

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MAIN IDEA

How do you motivate your employees to become “Hundred Percenters” – people who give 100% to their work? The answer is simple – you have to become a “100% Leader” first. 100% Leaders take average people and create connections which challenge and inspire them to unleash their true potential and achieve extraordinary things. 100% Leaders don’t just accept people as they are but see their hidden potential and find workable ways to fully tap into and harness that potential.

In particular, 100% Leaders do five things exceptionally well:

What 100% Leaders Do

- ✓ Forget SMART goals – set HARD goals that inspire
- ✓ Use constructive feedback to generate accountability
- ✓ Provide positive reinforcement to those who give 100%
- ✓ Learn how to stop impeding and start motivating
- ✓ Manage your Talented Terrors appropriately

“Since I founded Leadership IQ, we have studied more than 125,000 leaders. We’ve analyzed their styles, decisions, and actions and the hard and soft outcomes that result. We discovered that the two most important differentiating factors in separating exceptional from average leaders are Challenge and Connection. Connection is the strength of the emotional connection a leader builds with his or her people. Challenge is the extent to which a leader pushes his or her folks. Two of the most important decisions you have to make as a leader are how much you want to challenge your folks to push their limits and how tight an emotional bond you want to build with them. The decisions you make on these two issues will determine exactly what kind of leader you’re going to be. If you push people but you don’t seem to care about them, you’re not going to be very successful. But if you care enough about your folks to push them beyond what even they think they’re capable of (i.e. you’re a 100% Leader), you will succeed.”

– Mark Murphy

Forget SMART goals – set HARD goals that inspire Pages 2 - 3

SMART (specific, measurable, achievable, realistic and time-bound) goals don’t motivate people to give 100% effort. To do that, you’ve got to set HARD (heartfelt, animated, required and difficult) goals. When you look behind the curtain at any truly great accomplishment, you’ll find people were challenged to do what others assumed was impossible. Inspire your Hundred Percenters by setting HARD goals.

Use constructive feedback to generate accountability Page 4

Everyone makes mistakes, especially when you’re trying to realize 100% of your potential. When the people you’re leading come up short, providing them with corrective feedback will motivate them to try and do better in the future. Constructive feedback which is motivating typically follows the IDEALS pattern – it is Inviting them to partner, Disarming, Eliminating blame, Affirming their control, a List of corrective feedback and an opportunity to Synchronize your understanding. Using IDEALS feedback reduces defensiveness and increases motivation to do better in the future.

Provide positive reinforcement to those who give 100% Page 5

In addition to correcting people when they fall short, you also have to positively reinforce those who are giving 100%. This is not simply a matter of brandishing praise for menial achievements. Rather, you have to identify and reward those behaviors which are embodied within the 100% ideal. To encourage more consistent 100% behavior, praise the episodes of 100% behavior which are presently happening.

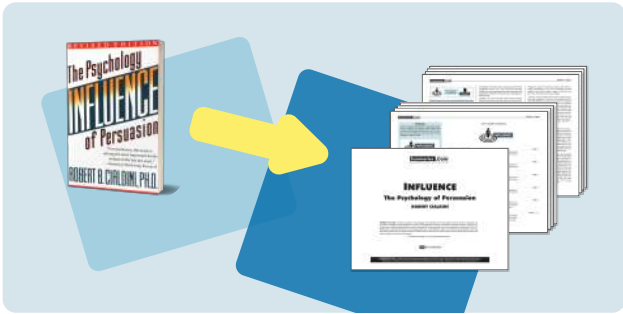
Learn how to stop impeding and start motivating Page 6

Every employee has “Shoves” (things which personally demotivate them and cause them to stop giving 100% effort) and “Tugs” (things which excite them and inspire them to go above and beyond the call of duty). Figure out what these are for each person who works for you and you have a motivational roadmap. Once you know the lay of the land, you can get to work providing your people with regular ongoing Tugs and preventing Shoves from ever cropping up at all.

Manage your Talented Terrors appropriately Page 7

Every now and then, your organization will have “Talented Terrors” – people with 100% skills but 0% attitude. These folks can be difficult to manage because their negativity can be contagious. To handle your Talented Terrors effectively and turn them around, use tough love principles which combine six principles: Timeliness, Objectivity, Specificity, Candor, Calm and Choice. In essence, you need to spell out what’s acceptable behavior and what’s not and then invite the person to choose which road they want to go down. They need to know what the boundaries are and what they need to do to succeed.

Conclusion – The 10 steps you should take today Page 8



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