

MASTERY

7 STEPS FOR EXTRAORDINARY RESULTS



TONY JEARY

The RESULTS Guy™

Tony Jeary on

MASTERY

7 Steps to Extraordinary Results!

Mastery: 7 Steps to Extraordinary Results

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"Business is like a
game of chess. To
achieve mastery, you
have to make the right
strategic moves."

- Tony Jeary



Tony Jeary – The RESULTS Guy™

Since I was sixteen years old and began to study personal development, I've had an insatiable desire to learn more and help others do the same. Expanding on that, my one thing – the single thing – where I most impact both people and organizations is in "thinking."

I've created a life, brand, track record, team, arsenal, processes, and publications so I can encourage others, help them think better, and create the right RESULTS faster!

I have become obsessed with the concept of "Mastery." I hope this book encourages and inspires you to think at a different and higher level...the Mastery level.

Introduction

Mastery. The word itself has impact...power. It speaks to being the very best possible! For the better part of my career, I've been passionate about helping top performers and entire organizations move toward Mastery in their thinking, their focus, their execution, and their results.

What do you think of when you hear the word "Mastery"? Traditionally, most people think of *elite* and *best in class*. When it applies to individuals, these are often visionaries or leaders in their field. They are the first to break through. They stand apart from the others. They are the likes of Bill Gates, Albert Einstein, Colin Powell, and Mark Zuckerberg (to name just a few). When

it applies to organizations, they are names like Walmart, Ford, Mitsubishi, Firestone, and American Airlines (all our clients).

So what does it take to achieve Mastery? In his book *Outliers*, business colleague Malcolm Gladwell references the 10,000-Hour Rule, claiming that the key to success in any field is, to a large extent, a matter of practicing a specific task for a total of around 10,000 hours. I agree totally and also believe *thinking strategically* is a big factor. Being willing to *change your thinking*, and benefiting from the best practices of other successful people and organizations, can accelerate those results and blaze a smart path to Mastery.

The most successful and extraordinary people are committed to making the most disciplined effort and thinking smarter; they are persistent, they are innovative, they are intentional, and they continue to push the boundaries of what is currently mainstream. They are constantly looking for better and more efficient ways to do things, and making sure they remain relevant for the long haul.

We use what we have termed the *Impact Curve* to show the exponential growth and results that can be obtained when there is a commitment to operating in Mastery. Many companies are satisfied with being at the “Good” level. They have had some success, and they’re content with

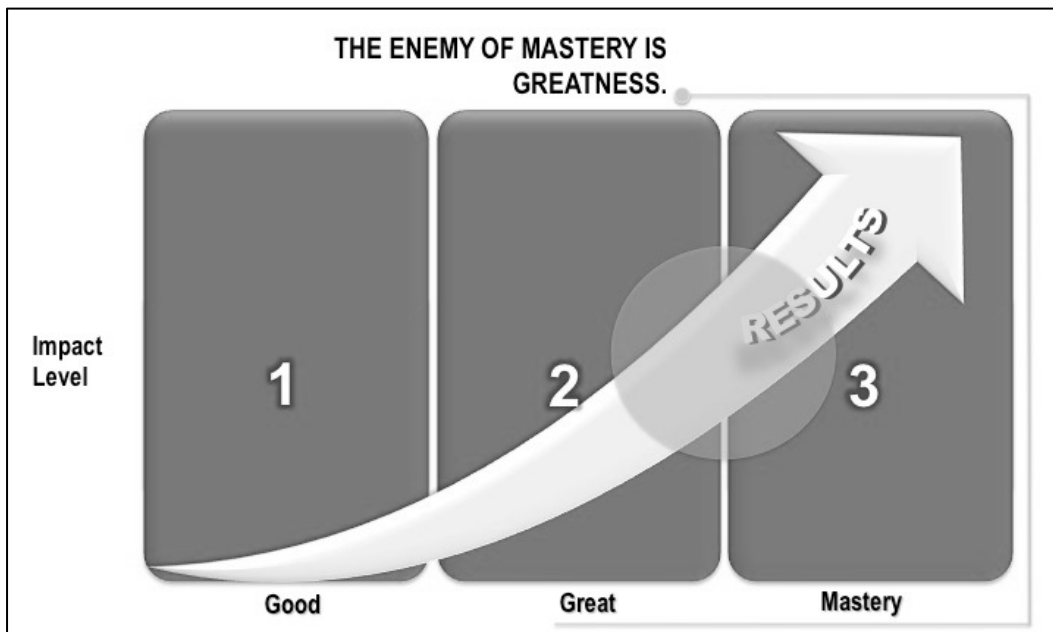
continuing on their current path.

Others reach a higher level of success at the “Great” level. They do more than most, and their success is elevated accordingly. They continue to have growth year after year.

However, what often happens is that complacency sets in and **greatness becomes the enemy of Mastery**. Ideas become stagnant, and so does growth. There is a lot of success at this level; yet as fast as the world moves today, if you are not careful, you can be quickly passed by your competitors.

Where the real exponential results come is by operating at the “Mastery” level. Once elements of Mastery are in place and are

cascaded throughout an organization, real breakthroughs happen. See the visual of our *Impact Curve* below and the additional impact realized beyond the threshold of greatness.



In the pages that follow, we will share what we believe are seven critical steps needed to change your thinking, change your culture, and live and operate at the “Mastery” level.

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"Every problem is a
thinking problem."

- Tony Jeary

STEP 1

Change Your Thinking, Change Your Results

Life is fast, and thinking is hard. Most don't think strategically enough. Do you? Do your direct reports? Does your whole organization? With the age of technology we all are currently experiencing, things change so quickly that **continually assessing and changing your thinking is what will keep you competitive and thriving in today's world.**

When leaders, executives, managers, or anyone responsible for achieving results gets results that are unsatisfactory or less than

expected, some sort of problem-solving process begins. The quest to produce extraordinary results always begins with attempting to either come up with a better way to do something, fix something that isn't working properly, or do something new. It can involve a minor part or a larger process, or it can engage the core of a vision that isn't succeeding. The approach taken for problem solving comes in many forms, but the end goal is always to produce a better result.

Wouldn't it be great to have a process by which you could accurately identify the core issue that causes inferior results? I'm talking about a process that would be common to all problems and which can be deployed in every instance to

overcome challenges and improve results. Would it shock you to think that all problems and poor results might begin with the same core cause? Would it surprise you to learn that problems and solutions are, in fact, a symptom of the same thing? **Simply put, we believe most every problem is a thinking problem.**

The purpose of this tool is to push your thinking and share powerful highlights from a carefully chosen select few of my bestselling books.

Okay...we have your attention so far.

Keep reading.

In my book, *Change Your Thinking, Change Your Results*, I share all about the thinking process. There is an old cliché we all know: A definition of insanity is to keep doing the same things over and over again while expecting different results. The question that must be asked is, “What causes people to keep doing the same things over and over again, even if their results are not what they need, want, or could be?” The answer is that they do not change their thinking; therefore, they don’t change what they are doing, and so they get the same results!

If your results are less than you expected or desired, or if you just want them to be even better, the path to greater results begins by

examining the thinking that drove the action that produced the results. Thinking is the core issue that causes poor results, so the examination of thinking is always the starting place for changing results.

Why Thinking Drives Change, and Therefore Results

From the day we are born the process of learning begins. Our subconscious mind, where all new information is processed and stored, is capable of processing 40,000,000 bits of data per second. Most of that data is filed away to be recalled when needed, and the accumulation of all that information creates what I call the *Belief*

Window. The *Belief Window* is the way we see the world and interpret its meaning, and is the filter by which we make our choices and decisions. On our *Belief Window* are the principles we believe to be true or false, right or wrong, correct or incorrect, and appropriate or inappropriate.

Our choices determine the actions we take, and our decisions drive the results we experience. It is easy to understand that this process is the reason our thinking is the root cause of results. It is the foundation for everything we experience that is within our control. The truth of all this explains why change is so difficult for people. Real change requires us

to change some things we believe to be true that are not true. **Sometimes we have to accept that our thinking has been incorrect or has become outdated, but few people want to admit they have been wrong.**

How Do We Change Someone's Thinking?

The only way people can really change what they believe is to do it voluntarily. Convincing others to change requires compelling reasoning to make them think about things a different way. That requires giving them distinctions and different perspectives that make sense to them individually, and that they can use to help others believe and buy into as well. It requires helping

them see *Blind Spots* – and we all have them. It means getting them to see through the eyes of someone else's success. If someone I trust is able to sit me down long enough and simply facilitate some basic facts about something, I can “get it”; that revelation can often be life-changing, and I am motivated to take action accordingly.

The *right thinking* matters. Flawed thinking can prevent individuals from reaching their peak or performing at their best, and sometimes it can even cause them to flat-out fail.

“Be both strategic and
intentional in everything
you do.”

- Tony Jeary

STEP 2

Be Strategic and Intentional

Because virtually everything goes so fast today, both in business and in life, we often find ourselves spending a large amount of our time reacting to things, instead of being more proactively strategic and intentional.

Let me make a distinction here that you can be strategic and not be intentional, just as you can be intentional and not be strategic. Being strategic *and* intentional will bring exponential results.

There are three must-have principles for success, and each of these three depends on the

others. These principles are Clarity, Focus, and Execution (*Strategic Acceleration*, Perseus 2009). If you don't have clarity, you won't know what to focus on. If you don't know what to focus on, distractions will invade everywhere, keeping you from your *High Leverage Activities* (HLAs); and if you don't execute your HLAs, your vision and goals will not become a reality. **How well you create and employ the contents of these three principles will determine the results you experience.** This is where strategic thinking needs to be applied.

Clarity

No single factor limits results more than a lack of clarity. The nature of clarity is that it can

be deceptive. People frequently believe they have clarity when they don't. The proof of this is that people routinely launch plans that either fail or produce marginal results. When a plan goes sour and the results are less than expected, the planners soon find themselves living with those results. What usually follows are lengthy bouts of "if-then" thinking. "If I had known this; then I could've/should've/would've done that. If-then thinking is the direct result of poor clarity.

Can you factually know when you have clarity? The answer is yes. It requires a new way of thinking. True clarity provides a specific kind of power that is absent when clarity does not exist.

The power of true clarity leverages a pulling power.

In any endeavor there are certain intangible human qualities that drive the effort. People have to believe in what they are doing. They must be committed to achievement. There must be a certain amount of mental toughness and resilience to persevere through difficulties and roadblocks. Legitimate excitement never hurts, either.

Focus

In the same way that clarity provides a specific kind of power, focus also produces a

type of power that facilitates execution.

Becoming focused begins by understanding that focus occupies a specific niche in the human mind and is a location between two mental points. The first mental point is the vision of where we want to be. This involves the results we want to achieve and what we believe success will look like. The second point is the current reality of where we are today, in relationship to where we want to be. Between these two points is a gap. In the gap are the things we need to do to move from where we are to where we want to be. It is in this gap that focus is found.

Focus is achieved when the critical success factors needed to propel us across the gap are

identified and understood. In other words, we are able to identify our *High Leverage Activities* (HLAs) – the main things that must be done to propel us across the gap. As simple as it sounds, focus is the ability to keep those main things the main thing as we go. We will talk more about HLAs in the next step. This concept is key to maximizing results.

If you do not have focus – if organizations do not grasp the main things required of them – then decision-making becomes difficult, awkward, and mushy. To cover up the lack of focus, bureaucracy grows; and when bureaucracy is mature, a culture of indecisiveness is born. At that point, focus becomes very difficult to achieve.

Execution

Clarity and Focus set the stage for Execution so that vision may become reality, but **execution depends on what you do – not what you say you will do.** This is both intentional and strategic. It is probable that virtually every organization in America has at least one strategic plan gathering dust in a file cabinet. It's good to have a strategy and it's better to have a detailed plan, but in the end it is only intentional execution that will produce results.

The fuel and the power that drives execution is communication. **How well people communicate as they attempt to put legs on their strategy will eventually determine**

success or failure. The greatest truth a leader can embrace is that communication is an intentional, strategic weapon made up of many tactical tools and techniques. Most people approach communication from a tactical perspective and concentrate on the pieces that make up the whole. Communication tools and skills are important, but Communication Mastery™ resides at the strategic level and requires a new way of thinking. **Communication Mastery™ is based on the establishment of communication standards that permeate the thinking of the enterprise.**

Success for a business hinges on how fast you can get things done and the positive results

that are produced. **It begins with vision, is powered by speed, and ends in results. Leadership must enable it all.**

In addition to speed, Elbert Hubbard's *Message to Garcia* outlines the importance of being able to delegate a task and know that it will get executed. It is a true story outlining a man named Rowan's mission of getting a message to Garcia in the Spanish American war.

Rowan's strength was taking a mission that seemed difficult or even impossible and finding a way to make it happen without asking unnecessary questions or procrastinating, due to lack of information. It is a true example of speed, empowerment, and execution.

You need to make sure you have people on your team who can just make it happen, *and* who are empowered to make it happen.

Because the ability to execute and get results is supported by a methodology, the practices become sustainable over a long period of time.

Being Intentional about Speed

Few leaders discount the importance of vision. The primary goal of every leader is the execution of his or her vision in the marketplace, so vision without execution means little. The greatest change in business in recent years has been the strategic need for speed at every level

of business. The need for speed includes vision execution.

Strategic speed is not just about getting things done faster. Getting things done faster is the result of Strategic Speed. Strategic Speed is more complex because more people have more access to more information than at any other time in history. This fact has ratcheted up the competition factor to a point that literally anyone can have an idea and find a market for it quickly.

The small have the ability to pressure the large and to influence change. Today, the success of an enterprise literally depends on its ability to respond to the marketplace within timeframes that may have been previously

believed to be improbable. When this is done, big results happen.

The organizational mindset required to produce speed is intentional and proactive, and it is anticipatory. It's a mentality that tenaciously clings to the need for results and refuses to back away from difficulty or roadblocks. Strategic speed is characterized by a desire to win, to be creative and persistent, and to remain committed. When a business culture is characterized by these qualities, accomplishment exceeds expectations. **When accomplishment consistently exceeds expectations, Strategic Speed is achieved.**

STEP 3

Leverage Your Time & Resources

In the course of all the things we have to deal with every day, obviously not all tasks are created equal. **One of the biggest mistakes leaders make is in not creating a culture where everyone leverages his or her time, efforts, and resources.**

We all have 168 hours in every week. That's our starting point. Now let's break down our time: 168 hours, minus 56 for sleep a week (8 hours a night times 7), minus 12 hours for maintenance (shower, getting dressed).

$$168 - 56 - 12 = 100$$

From the 100 hours we have after sleep and maintenance, most of us invest half (50 hours) professionally and the other half personally. How we invest those hours, both for ourselves and for our team members, determines the type of life, business, and results we will have.

In my book, *Finding 100 Extra Minutes a day*, we talk about how to effectively use your time and find “more” time. Each hour really matters! Understanding how to best maximize our time, energy, and resources to manage ourselves and successfully guide others is what I call LEVERAGE.

High Leverage Activities (HLAs) are the cornerstone of leveraging your results. Activity

happens every day all around us. People are busy getting things done. But **activity doesn't always equal results**. Currently identifying your HLAs will get you the results you need faster with less expenditure of time, money, energy, and talent. So how do you determine your and each team member's HLAs?

Change your job descriptions so every description has a list of five to ten High Leverage Activities, and ensure that performance appraisals, appreciations, rewards, and compensation are all tied together.

Create a culture in which everyone asks themselves five or ten times a day, “**What's the best use of my time right now?**” Sometimes

the answer may be strategic, and sometimes it may be tactical. **Oftentimes I find that executives get so bogged down in responding to tasks that they don't spend the appropriate amount of time stepping back to be strategic,** and the same is true for direct reports. Thinking strategically is where exponential results happen. **Leverage is a must. Everyone doing what matters most is what every leader should be after. That's Mastery.**

"A vision not only becomes something to motivate you and to provide the power to change your behavior, it also becomes the measuring stick that helps you keep everything together."

- Tony Jeary

STEP 4

Develop a Detailed Plan

So how do you get a clear, well-thought-out plan focused on results? How do you stay out of the “safe” zone and ensure you keep your competitive edge? Develop a plan.

In the past, it has been a fairly normal practice for organizations to do strategic planning on an annual basis. For maximum effectiveness, planning today must be done more often and as a habit to meet competitive challenges. **More in-depth strategic planning is recommended at least quarterly, if not more often, so refinements can be made to meet changing priorities.**

How Far in the Future Can You See?

A major premise embedded in my book, *Strategic Acceleration*, is to go as far as you can see, and then you can see farther. I know you remember when it was reasonable to consider your plans and strategies on a five-year basis.

A traditional question you have heard many times is: “Where do you want to be in five years?” That question now takes on a different angle. A relevant question today is: “Where do you want to be next week?”

You can plan only as far as you can see. That is the point. Continually visualize ways to plan well toward your vision...down to daily HLAs that link.

Key things to consider when getting down to the details include:

- What are the HLAs that are the keys to your success?
- Who is the lead person for that HLA?
- What are the accelerators that can accomplish that HLA most efficiently and fastest?
- What are the roadblocks you need to shatter in order to get it accomplished?

We recommend you develop what I've coined a simple *Accelerator Matrix* like the one shown, or something similar, as a simple way to document even your daily plan. Duplicate for each department as appropriate while maintaining focus on the overarching vision.

Accelerator Matrix

#	HLA (Keys to Success)	Lead	Accelerator	Roadblock to Bust
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

My book, *Designing Your Own Life*, shares many other processes and best practices on how to achieve what you want in life, both personally and professionally.

"Your ability to communicate
and cascade the authenticity of
your vision directly affects your
ability to persuade others to
assist you."

- Tony Jeary

STEP 5

Cascade the Plan

It has surprised me time and time again over the last twenty-five years how many organizations have taken the time to develop strong strategic plans...that very few within the organization ever know about. **For a plan to work, your people need to understand what it is, believe in it, and know what their part is in executing the plan.**

There are two primary parts to effective cascading: 1) communication is delivered throughout all levels within an organization, and 2) the message remains consistent throughout the cascaded process.

It can be dangerous and counter-productive to fail to put communication plans into place. Time, money, and resources can be lost that cannot be regained. Mixed messages may also be sent throughout the ranks if conflicting messages are delivered.

Developing a focused plan for cascading vision and priorities can be one of the single-most effective practices for getting the right results faster.

I have found that the more simply communication is delivered, the more accurately it will be acted upon in the end. This goes for both the vision and expected results.

Some of the most effective ways to cascade

messaging for consistency include, as shared in my book, *Life Is a Series of Presentations*:

- Town hall communication messages
- Internal video delivered in team meetings or on intranet sites
- Team meetings with pre-prepared key messages to cascade, preferably in bullet form for ease of communicating
- Company newsletters
- Email communication (including video)
- Processes and templates developed for ease of execution
- Posters or other visual tools
- Consistent processes

“Knowing where you currently
are will propel you forward
faster. Take time to
measure your results.”

- Tony Jeary

STEP 6

Measure the Results

This morning I was working out with my trainer, as I do virtually every morning that I'm home. While we were training, we were also discussing refinements to the health-focused books I've been working on. I brought up the importance of having measureable goals, and how that focus has helped so many of my clients excel.

I'm convinced after decades of study and personal proof that if you *really want to perform at the top level (Mastery)*, with your health or anything else in life, you need to put it on a Scorecard. You need written targets where there

is accountability, and where progress is measured against those targets.

To really help the top leaders we work with to be their very best, we ensure a Scorecard is created and aligned with what all the stakeholders want in order to consider success.

Most of the time people look at the activities they believe need to be accomplished (the what) with little regard to why they are doing it or who benefits from its being accomplished.

We developed a tool called a *Stakeholders Matrix* that helps ensure all stakeholders win from the plan. In this matrix, we identify who the internal and external stakeholders are that will

be looking at the outcomes and what they care about the most. If we know the stakeholders by name, we provide that information, as well.

To be more effective, and **to really live in the Mastery level of getting results, you need to take to heart that measurement really matters.** This is probably not an earth-shattering concept to you. Most leaders who want to be better recognize that measurement needs to happen when you want to move the results needle. However, being aware of this is one thing; really leveraging it as a tool as part of your culture is something that is a must, and ensuring that all the right people win is critical to maximizing return on investment and effort.

Stakeholders Matrix

#	Stakeholder	What They Want	What They Can Do
Owners			
1.	Shareholders		
2.	Board		
3.	Chairman		
4.			
5.			
Executive Management			
6.	CEO		
7.	President		
8.	EVP Sales / CSO		
9.	EVP Marketing/ CMO		
10.	EVP HR		
11.	EVP Operations/COO		
12.	VP IT / CIO		
13.			
14.			
Member/Associates			
15.			
16.			
17.			
Strategic Partners			
18.			
19.			
20.			
Customers			
21.			
22.			
23.			
Influencers L.e. Promoters, Rainmakers, Media			
24.			
25.			
26.			

“To move toward Mastery, go
from awareness to habits and
from habits to culture.”

- Tony Jeary

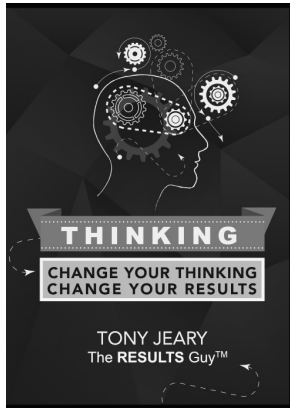
STEP 7

Repeat – Discipline and Habits

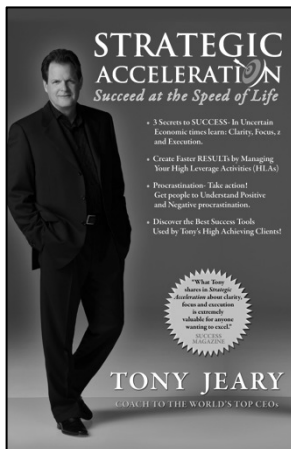
A client I worked with over a decade ago recently contacted me. He was preparing for his quarterly Executive Leadership Team meeting, and he wanted me to facilitate the meeting. He said something to me that was profound: “***Tony, I want strategy to become a habit, not an event.***”

I couldn't agree more. Step 7, then, is to repeat Steps 1 through 6 on a regular basis, making these steps a habit.

Reference Book Titles in Mastery

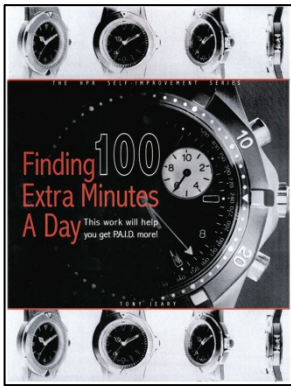


In *Change Your Thinking, Change Your Results*, we share that every problem and every success we experience can be traced to what we think. The quality of our thoughts determines the quality of the results we experience. When we understand that thinking drives all results, we can incorporate that fact in our planning and get better results.



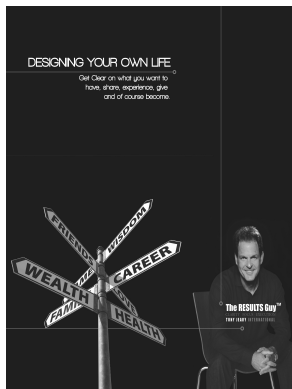
Our core methodology comes from *Strategic Acceleration*; the key components to being strategic and getting what you want are getting Clarity of your vision, Focus on the

right things, and Execute for results. Being intentional about your future, both personally and professionally, will help guide you to getting results *faster*.



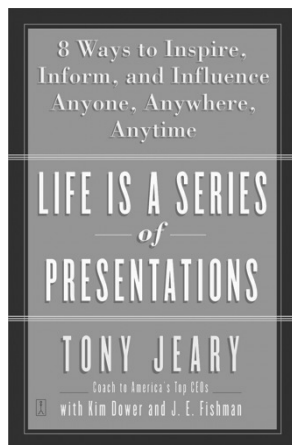
Finding 100 Extra Minutes a Day is all about helping you leverage your time and resources. It will help you identify things to stop doing, things

you can delegate, and other things to do more efficiently. We all have the same amount of hours in a week; yet some people consistently get more done. Learn prioritization best practices, how to avoid procrastination, increase your organization skills, and delegate better to ensure you maximize all the minutes available to you for success.



Having a detailed plan serves as a guide to ensuring you get the results that are important to you.

Designing Your Own Life allows you to do just that. It is a guidebook for helping you strategically think through all the pieces needed to organize your goals.



Life Is a Series of Presentations stresses consistency in communication and cascading messaging as keys to creating a culture where everyone is working

toward the same goals, and people's unique talents are leveraged to live day in and day out in Mastery.

What We Can Do For You

Tony Jeary International is a unique and powerful boutique agency that sharpens, shapes, and assists organizations in Clarity, Focus, and Execution. This is Tony's *Strategic Acceleration* methodology. The result is taking visions to reality in faster timeframes than many can even believe possible.

We enjoy working with aggressive leaders who are open-minded and really want to work with us, using us as an "Extended Team," ensuring big money is made and all stakeholders win.

Please visit our "Change Your Thinking" URL at changeyourthinkingchangeyourresults.com and

watch our short 90-second video that gives you a clear understanding of how we can partner together for exponential results in less than two minutes.

Reach us at 817-430-9422 or info@tonyjeary.com and begin a dialog on your world right now, and what we can do to positively impact it.

www.tonyjeary.com
