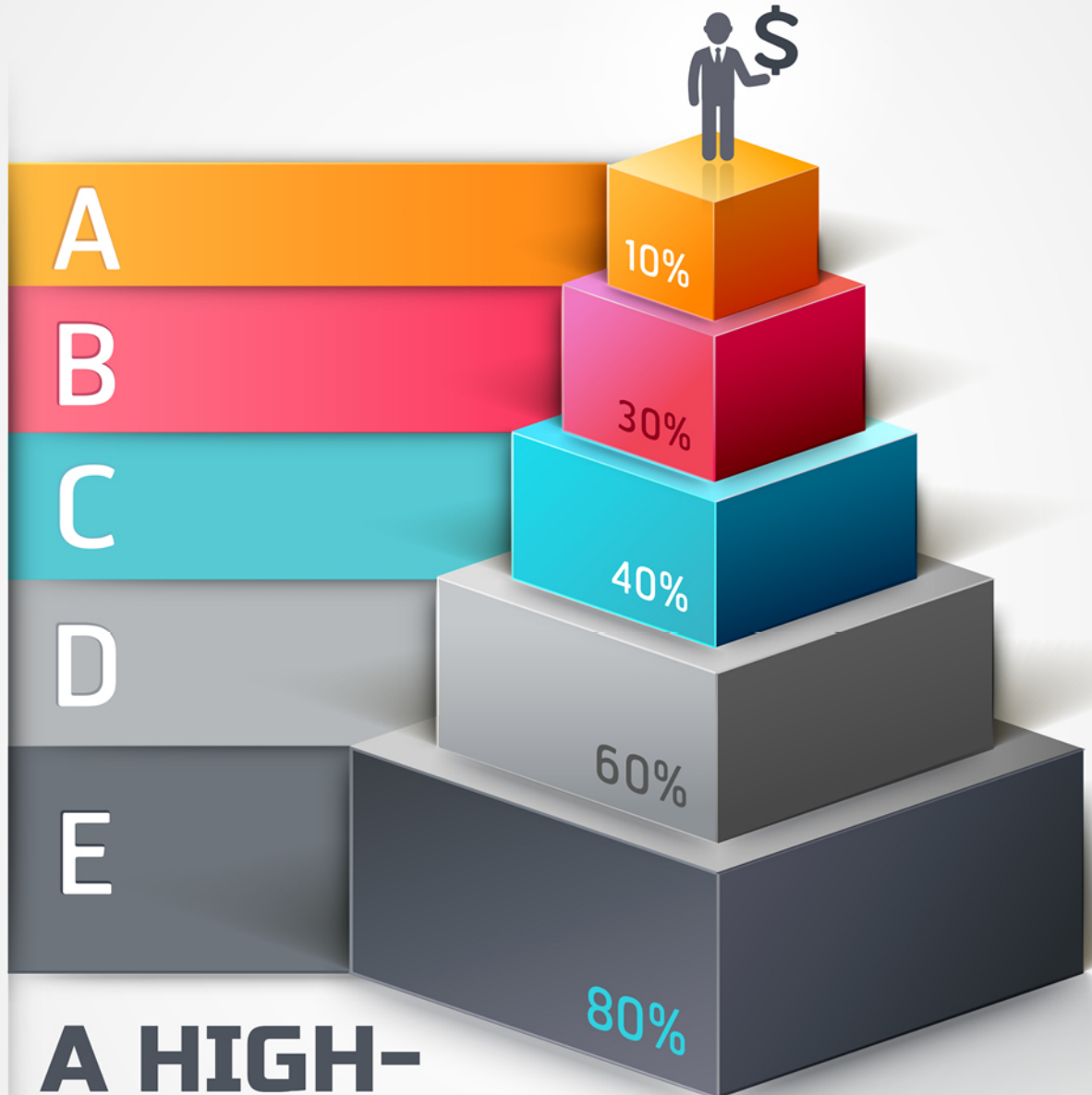




RICK HOUCEK
SOAR WITH EAGLES

WHAT IT TAKES TO BE



**A HIGH-
PERFORMING
MANAGER**

14 INDISPUTABLE, NON-NEGOTIABLE LAWS FOR MANAGER SUCCESS!

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INTRO

Welcome to the video book, audio book, and E-book, “What It Takes To Be A High-Performing Manager: 14 Indisputable, Non-Negotiable Laws for Manager Success!”

Could your company, your department, your team... function without managers?

Only under one condition: if everything done every day was exactly the same, and nothing changed. Ever. In fact, then you could have robots doing all the work.

But where people are involved... and change occurs regularly... managers are needed. Someone has to make the departmental decisions... and monitor action and progress.

Would you like to be a more effective manager, run better team meetings, communicate more thoroughly and frequently, improve your people skills, and be looked up to and admired by those on your team?

Sure you would. Who wouldn't? And that's why you're here.

Hi, I'm Rick Houcek, president of Soar With Eagles. I help ambitious leaders and teams to be successful self-motivated achievers. And today, I'd like to share with you 14 indisputable laws for being EXACTLY that manager.

ARE YOU READY? LET'S GET MOVING.

CHAPTER 1

WHAT IS A MANAGER – AND WHY ARE YOU IMPORTANT?

Let's start with a clear, straight-forward definition...



WHAT IS A MANAGER?

Simply put... a manager is someone who gets tasks done through the efforts of other people.

Defining it is no more complicated than that.



WHAT ARE THE REWARDS OF EXCELLENT MANAGEMENT?

TO YOUR COMPANY

- 1) Delighted customers
- 2) Efficient operation
- 3) High-performing employees
- 4) High morale among employees
- 5) Favorable financial results

TO YOU, THE MANAGER

- 1) More responsibility
- 2) Greater impact
- 3) Higher trust and respect
- 4) Greater recognition
- 5) Higher compensation
- 6) Opportunities for advancement
- 7) Greater self-worth



WHAT ARE THE PENALTIES OF POOR MANAGEMENT?

TO YOUR COMPANY

- 1) Unsatisfied, angry, or lost customers
- 2) Inefficient operation
- 3) Low-performing employees
- 4) Low morale among employees
- 5) Loss of high-performing employees
- 6) Unfavorable financial results

TO YOU, THE MANAGER

- 1) Loss of responsibility
- 2) Negative impact on company results
- 3) Loss of trust and respect
- 4) No earned recognition
- 5) No compensation increase
- 6) No chance for advancement
- 7) Low self-worth and self-esteem
- 8) Loss of job



HERE'S THE INESCAPABLE CATCH

For your company and all its managers to...

...minimize the penalties of poor management...and...
...earn the rewards of excellent management...

...every manager must be willing and eager to accept the leadership responsibilities that drive superior outcomes.

There can be no escaping these important obligations.

So... what are these manager responsibilities?

THERE ARE 14. LET'S DIVE IN.



CHAPTER 2

MANAGER SUCCESS LAW #1

You must accept responsibility for...

...believing in and eagerly supporting the company mission, behavioral values, and goals –

and pledging your everyday best efforts to accomplish and live by them all.



IT ALL STARTS RIGHT THERE.

If you won't stand in full support of the mission, values, and company goals, pledge your full, best and eager efforts toward accomplishing them...

...do nothing to undermine them, voice your sincere endorsement to all who ask, and actively seek the sign-on of others in the company, then...

...YOU'RE IN THE WRONG COMPANY.

You're a baseball player on a football team. You're in the wrong sport and on the wrong field.

And you definitely should not be in a management position influencing others.

Let's be clear: Not supporting the company vision doesn't make you a bad person... but it does make you an inappropriate 'fit' in the organization you're in.

Frankly, this goes for everyone in the company... but it has greater emphasis for leaders and managers.

Because you're the chief 'example setters' for everyone else... and the rest of the staff is following your lead.

Make sure everything you do... and everything your team does... advances your company in the direction of its mission and goals.

And is done within the framework and boundaries of the behavioral values.

**> THAT'S AN INDISPUTABLE
OBLIGATION OF A MANAGER.**

CHAPTER 3

MANAGER SUCCESS LAW #2

You must accept responsibility for...

...acting with integrity, fulfilling your commitments, and being trustworthy.

In short, you will never garner the support, backing, or respect of anyone if you are guilty of breaking your promises.

In the fleeting moment it takes to break a promise, you can undo years of high integrity behavior.

THIS SUCCESS LAW – THIS BEHAVIOR OF TRUSTWORTHINESS

is the single-most important character trait of any leader, any manager.

Without it, all other Success Laws will stand little chance of enduring.

Word of your untrustworthiness will spread like wildfire. Wherever you go, it will arrive before you do.

In short, there is no place for this behavior in your organization.

Not by any employee, but certainly not by you, or anyone else in leadership or managerial positions.

Employees look to leaders as example setters. You must be ever-vigilant, ever-aware that your decisions and actions...

...are always scrutinized, always under the microscope of judgment.

Walking this high-integrity path is difficult for many leaders.

Don't believe it? Just read any business publication, political news column, or the sports page.

Leaders in all walks of life are guilty of idiotic behavior and foolish transgressions. Much of it intentional.

NOT YOU. YOU MUST ALWAYS WALK TO A HIGHER STANDARD.

You will be disagreed with, and yet even so, you will always be proud that you stood true to your integrity.

It is incumbent upon you, as a manager, to live this life of honesty, trustworthiness, living up to your commitments, and integrity.

CHAPTER 4

MANAGER SUCCESS LAW #3

You must accept responsibility for...

...achieving the company operating results expected of you – including those you delegate to others.



CONGRATULATIONS.

As a manager, **more** is expected of you than most other employees.

The area of our business you're in charge of is very important to Thrush's overall company success.

You should have clear goals, actions and deadlines for your area that are fully agreed and bought-into by both you and your direct supervisor.

They should be in writing, and they should guide your everyday actions.

And since you're entrusted with accomplishing critical outcomes that are significantly greater than one person can do...

... you are forced to learn and master the techniques of effective delegation.

TAKING EVERYTHING ON YOURSELF

Not letting go to your direct reports – is a common 'rookie mistake' among managers.

They say: "But in the time it would take me to explain it to Connie, I could just do it myself". Or: "I'm not sure I can trust anyone to do it as well as I can."

SECRETLY

Maybe even unbeknownst to them – their ego is in the way.

They may even fear someone else doing a good job will take attention away from them. There is no place for this in the organization.

Thus, they overload themselves, sometimes to 'burn out' levels, and in the process, send this message to their people: "I have no faith in you to learn it or do it well."

Even some senior managers have never learned delegation – or learned but still stubbornly won't let go – and are guilty of not delegating when they should.



HERE THIS CLEAR

In your organization, you will be judged on BOTH the outcomes you achieve

... AND your ability to generate those outcomes through the efforts of your team. Not by handling the 'doing' yourself.

Delegation is both art and science – and it is incumbent upon you to learn it effectively.

CHAPTER 5

MANAGER SUCCESS LAW #4

You must accept responsibility for...

... acting in the best interests of the customer first, our company second, your team third, yourself last.

Make no mistake, there is a 'pecking order of priority ranking' at any organization. And you must let it guide your decision-making.

FIRST AND FOREMOST COMES THE CUSTOMER.

In a perfect world, all decisions we make would benefit our customers.

Everyone at your company must vigilantly protect your customers' best interest in all your daily actions – as they are not there to speak for themselves.

Since they are your primary reason for being, you must tend to their needs first. Without customers, you have no company.

Truth is, though, not all decisions we make every day have a 'customer benefit' component. In those cases, the decision must, at minimum, 'do no harm' to a customer.

SECOND PRIORITY IS OUR COMPANY.

This includes your products and services, your physical plant, and your financial well-being.

You must be wary of any decision that could put your company at risk.

NEXT IS YOUR DEPARTMENT TEAM.

Everyone who reports to you. They, too, are counting on you to make good decisions.

But to be fair, they are #3 in priority. Not only must you accept this... they must too.

These top 3 priorities comprise the 'greater good' of your organization.

AND LASTLY, IS ALL OF US IN LEADERSHIP, INCLUDING YOU.

The U.S. Marines have a protocol: "Officers eat last." This works for us too.

Another parallel example is loving parents, who sacrifice things for themselves to make sure their kids are well taken care of.

If in doubt, it's always a good idea to get a second or third opinion.

GOT A TOUGH DECISION?

Talk it over with a peer, or your direct supervisor, or your team. Keep the pecking order in mind as you weigh all options.



CHAPTER 6

MANAGER SUCCESS LAW #5

You must accept responsibility for...

... creating a stimulating workplace environment that encourages unleashed success – and eliminates a "so what?" attitude.



IT IS INCUMBENT UPON YOU

for our companywide benefit and in your particular area –

to do everything in your power to create, maintain, and foster an atmosphere of winning, of excellence, of encouragement, of success.

AS WELL AS STAMP OUT COMPLACENCY.

A “So what?” attitude – another name for complacency – rears its ugly head when employees say things like...

“That’s not my job.”

“But that’s the way we’ve always done it around here.”

“I know we promised it Monday, but Wednesday is only a couple more days. What’s the big deal?”

“Not another change! Really? I’m just getting used to the last one. Can’t we ever stop improving things and just let them stay the way they are for a while?”

NO. YOUR CUSTOMERS DESERVE PRECISELY THE OPPOSITE.

They deserve the ‘**product and service excellence**’ that’s generated from a high-energy workplace, an electric atmosphere...

...an environment that buzzes with excitement, and employees who are eager to arrive at work every morning.

Where a masterpiece is expected and delivered on every assignment. Where peak performance is the everyday norm.



DOESN'T THAT DESCRIBE WHERE YOU WANT TO WORK?

Then take responsibility for creating it.

And rid our company of everything that stands in the way.

CHAPTER 7

MANAGER SUCCESS LAW #6

You must accept responsibility for...

... establishing clear expectations for your department and each direct report, monitoring progress, and holding them accountable for achieving desired results.



IT IS CRITICAL THAT YOU BECOME A MASTER COMMUNICATOR.

Err on the side of telling too much.

More manager errors are made from telling too little, too infrequently... than from telling too much, too often.

HERE ARE 4 CRITICAL COMMUNICATION TOOLS YOU SHOULD USE:

- 1) **Clear, written Success Descriptions, by role.**
Each employee should have his/her own. This creates individual clarity. (Sample provided.)
- 2) **A written Departmental Action Plan...**
collaboratively created by all department employees. This creates team clarity. Post it on the wall where all teammates can see it and refer to it often.
- 3) **A monthly One-On-One meeting with each employee individually...** including action items and deadlines. This is their meeting with you, not yours with them. This creates open dialogue on anything of importance to the employee, creates individual clarity for short-term projects, and clears the air between you both. It should be pre-scheduled at regular intervals (monthly is good), and interruption-free. (Sample provided.)

4) **The 5-5-5 Accountability Tool.** When a new project is launched and delegated, in each of the first 5 days, you'll hold a 5-minute conversation, in which the responsible employee will give you this 5-part status report:

- a) what I completed yesterday
- b) what I will do today
- c) resources I need I haven't already told you
- d) help I need from you
- e) ways you are holding me back that I'd like you to stop

Armed with these 4 tools, you can expect these positive results:

> NOTHING WILL FALL THROUGH THE CRACKS, AND EXCEPTIONAL IMPLEMENTATION WILL HAPPEN.



CHAPTER 8

MANAGER SUCCESS LAW #7

You must accept responsibility for...

... dealing with the inevitable criticism, controversy, sacrifice, pain, and unpopularity.



IF YOU THOUGHT MANAGING WAS A CAKE WALK, THINK AGAIN.

Not everyone is cut out to be a manager. Most can't take the heat in the kitchen.

Truth is, every leader or manager is constantly second-guessed, disagreed with, and Monday-morning-quarterbacked, by anyone who is impacted by the manager's decisions. Not every decision. But most.

And to make it worse, the lion's share of the disagreement is... invisible.

Oh, they'll talk among themselves, at lunch or over a beer after work. But they won't tell you. They'll just quietly stew.

And you'll think everything is okay. This has been going on since the beginning of time.

LEADERSHIP IS ABOUT CREATING EXCELLENCE.

Not about popularity.

At times, you must make the unpopular decision, despite the backlash you know in advance you'll get.

Always be cognizant of these words from the 16th century Italian statesman Niccolo Machiavelli...

He said: "There is nothing more difficult to do, no more perilous to conduct, no more doubtful of success, than to take the lead in the introduction of change...

...For he who innovates has as his enemies all those who are well off under the existing order of things, and only lukewarm support from those who are better off under the new."

I keep that quote in my office over my desk, as a reminder that resistance is just around the next bend.

CHAPTER 9

MANAGER SUCCESS LAW #8

You must accept responsibility for...

... having high-performing, values-compliant people under you at all times.

> THROUGH IT ALL, THE BOLD LEADER TRUDGES ON.

You must have the courage to introduce change – in the form of better/faster/cheaper ways to do things – in the face of resistance from your direct reports.

The absence of this courage will negatively impact your effectiveness. It will halt forward progress in your area, and will put your managerial responsibilities in jeopardy.

On the other hand, the presence and application of this courage will take you to new heights of excellence and success.

TO BE A GOOD MANAGER, IT MUST BE IN YOUR DNA TO:

- 1) Require excellence in everything you and your team do. And in every person you manage.
- 2) Never accept mediocrity. Ever.

YOU WANT EXCELLENCE ON THREE FRONTS:

- 1) In each direct report's job performance
- 2) In each direct report's compliance with behavioral values
- 3) In your team's overall success

All three are required.

It starts at the point of hire. Never hire anyone who hasn't shown 'performance excellence' in the past. And who doesn't already exhibit the 'behavioral values' you want.

Why? Because you never want to be in the behavior modification business. It seldom works to your advantage.

YOU can't change anyone. Only the other person can change himself. And few actually will.

As manager, it is a duty of your position to ensure all your people are high job performers and high value compliers.

AND WHEN ONE IS NOT, IT IS INCUMBENT ON YOU TO...

- 1) Engage a conversation to learn what happened
- 2) Decide/agree upon a course correction
- 3) Require it be implemented
- 4) Monitor future performance.

Lastly, it is critical that your department members work well together – not just as a collection of individuals, but as a unified team.

When a team is performing brilliantly, then, as the saying goes:

ANYTHING LESS THAN THIS IS IGNORING YOUR RESPONSIBILITY.

CHAPTER 10

MANAGER SUCCESS LAW #9

You must accept responsibility for...

... acknowledging stellar performers – and helping them meet their career goals.



SUCCESS BREEDS SUCCESS. SMALL WINS LEAD TO BIG WINS.

One way to create an environment of winning... is to acknowledge the winners in front of everyone.

IT MAKES PEOPLE LOOK IN THE MIRROR AND SAY:

"I want that recognition. I want to be highly thought of. I want to be respected for my contribution. I want everyone here to be glad I'm on the team."



WHY DOES THIS WORK?

William James, heralded as the father of modern psychology, answered that question when he said:

"The deepest human need is the craving to be understood and appreciated."

In other words, it's an inarguable element of human nature. We all want to be noticed, admired, appreciated, and thought highly of.

When the opposite happens – when people are summarily dismissed, invalidated, underappreciated, or ignored – bad things happen.

Like arguments, fights, silent treatment, divorce, break-ups of friendships, job resignations. Things that could be avoided.

GOOD MANAGERS NEVER LET A GOOD DEED GO UNREWARDED.

Certainly one-on-one praise is important, but so are public accolades. In front of the team, the company, and beyond.

Be a champion of success with your people. Never miss a chance to acknowledge their triumphs.



REMEMBER:

The behavior you reward is the behavior you get.

Also, each employee should have a personal 'career development plan' that articulates future job(s) they want, and actions they must take to get there.

Create this together – you and your direct report. Then live up to your part... and hold them accountable for doing their part.

CHAPTER 11

MANAGER SUCCESS LAW #10

You must accept responsibility for...

... giving no invalid excuses, and accepting no invalid excuses.

EXCUSES ARE NOTHING MORE THAN CHILDISH, SCHOOLYARD BEHAVIOR.

Kids regularly test the limits of adult authority.

Trouble is, some adults still do it. And other adults still get fooled by it. Or worse, they know it's an excuse, but don't have the courage to confront it, discuss it with the offender, and stop it.

As a manager, first and foremost, you must take responsibility for your own choices, actions, and outcomes – and not make invalid excuses.

You won't get shot for making honest mistakes. Those are life's learning experiences.

But employees **will** be called on the carpet for repeatedly making the same mistake over and over – or denying responsibility and accountability by offering up an invalid excuse.

**YOU WANT – AND DESERVE – A
'NO EXCUSE CULTURE' IN YOUR
ORGANIZATION.**

And it starts with the leaders and managers.
Like you. So...

- 1) Don't you be an **excuse-giver**.
- 2) And don't you be an **excuse-accepter**.

When you hear an invalid excuse from a direct report, you must courageously bring the discussion to the table – in the moment – to set the employee straight.

The conversation can and should always be done with dignity, but it must be done.

Managers who hide from this discussion – who avoid it – are abdicating their responsibility as a manager.

You are expected to step into the shoes of a responsible leader:

DEAL WITH IT AND RESOLVE IT.

CHAPTER 12

MANAGER SUCCESS LAW #11

You must accept responsibility for...

... requiring that your direct reports engage in ongoing improvement – learning, growing, transforming – never accepting mediocrity.

No one will ever know everything they could know or need to know... about anything.

SO BEING A NON-STOP, LIFELONG LEARNER SHOULD BE A MINIMUM EXPECTATION OF EVERY EMPLOYEE IN ANY ORGANIZATION.

Employees must always be looking for ways to do their job better – with higher excellence and greater efficiency.

Always seeking improvement in their business skills, people skills, time management skills. Learning the techniques of effective negotiation and persuasion.

Being aware of options for cost-savings. Improving presentation skills. Avenues for enhanced financial management.

Revenue-generating activities. Customer service enhancements.

The list goes on and on. There are a limitless number of new skills, techniques, and ideas any employee can bring to his/her job.

Your job – as a manager – is to make sure this learning happens.



ONGOING. CONTINUING. NON-STOP.

Oh, prepare for the resistance. You'll get some. Not every employee feels the need, understands the obligation, or thinks it's necessary.

Some employees even argue a company has no right to push new learning on them.

But if you make ongoing professional improvement a 'condition of employment' throughout your organization, it can never be logically argued.

Companies only grow when employees grow, get smarter, become more efficient, improve themselves, broaden their horizons... and in turn, make the company better.

Come to grips with this:



THE RESISTERS DON'T FIT. THEY EITHER GET ON BOARD, OR CAN'T STAY.

CHAPTER 13

MANAGER SUCCESS LAW #12

You must accept responsibility for...

... training, coaching and mentoring your direct reports.

As a manager, you have an obligation to make sure each of your employees – every one of them – is more-than-adequately trained for their role.

In some cases, you are uniquely qualified to be the trainer. In others – probably most – the training must come from another source...

...from another manager or internal source, an outside seminar or workshop, a book or article, an online webinar, etc.

Whatever the choice... you must see that it happens, that it is learned, and that it is applied. Otherwise, how will you know that any value was gained?

REGARDING COACHING AND MENTORING...


Don't be a dictator. Dictators tell people exactly what to do, precisely how to do it, and exactly when to have it done by. Their way is the only way.

THEY TAKE THE FUN OUT OF EVERYTHING. DICTATORS DON'T NEED EMPLOYEES. THEY NEED ROBOTS.

If you hire smart employees who are independent thinkers, people who can make intelligent decisions and solve

problems – and why wouldn't you? – in fact you better be – then give them latitude to do their job without interference from you. Step in if mistakes are made, but step back when things run smoothly.

It boils down to this:

 **IF ANYONE ON YOUR TEAM IS NOT ADEQUATELY TRAINED FOR HIS JOB, IT'S YOUR FAULT. FIX IT.**

CHAPTER 14

MANAGER SUCCESS LAW #13

You must accept responsibility for...

... holding direct reports accountable for their own decisions, actions, and outcomes –

being a firm manager, not a coddling parent or do-it-for-them caretaker – and disciplining them right away when necessary.

Managers are not parents, caretakers, or best friends to their direct reports. They do not coddle, baby, or overprotect.

MANAGERS CAN AND SHOULD
BE UNDERSTANDING, HELPFUL,
COLLABORATIVE, AND RESPONSIVE...

...but only within the context of holding people accountable.

If a direct report says: "I'm not going to have that project done today. I thought I would, sorry." ...

...a 'coddling response' from the manager would be: "No big deal. Get to it when you can."

No! That's not an acceptable managerial response, because...

- 1) It validates the employee's unacceptable excuse.
- 2) It tells the employee: the original deadline was fiction to begin with.



HERE'S A BETTER MANAGER RESPONSE:

"What kept you from telling me this in advance, so we had some reaction time and could have adjusted?"

I'M DISAPPOINTED FOR 2 REASONS:

- 1) Because you didn't budget in time for unexpected surprises, and
- 2) Because you're telling me it will be late – not in advance – but on the due date.

That's not acceptable. Okay, what's done is done. This project is now a high priority, so let's agree on a new due date. Are you clear on how you mishandled this? Will you let this happen again?"

Now THAT response clearly shows your discontent... clearly holds the employee accountable... establishes a clear course correction... and obtains a clear commitment it won't happen again.

> THAT IS HOW A RESPONSIBLE MANAGER CAN HANDLE SITUATIONS LIKE THIS.

HOLDING DIRECT REPORTS ACCOUNTABLE



CHAPTER 15

MANAGER SUCCESS LAW #14

You must accept responsibility for...

... terminating non-performers and values violators when necessary, sooner rather than later.

It's never a fun, easy, painless day when you must terminate someone. But it **is** an inescapable duty of management.



YOU MUST NEVER ABDICATE THIS OBLIGATION.

In most cases – except when a zero tolerance violation has occurred – it is decent, fair and legally smart to give employees a series of warnings...

... and progressive discipline... before actually terminating employment.

But when the final blow has been struck, and termination is necessary, it is something you must do.

Avoiding the obvious – because it's painful or uncomfortable for you – is not a solution.

REASON WHY:

When a repeat 'non-performer' or 'values violator' is allowed to stay, it has these negative consequences:

- 1) It sends a message companywide that low performance is acceptable
- 2) It lowers the bar for everyone
- 3) It damages customer relations, if it hasn't already
- 4) You'll lose your star performers – why would they want to stay?
- 5) It puts you in legal jeopardy

So, what's the proper way to terminate?

TALK TO HUMAN RESOURCES.

Learn, rehearse, and follow 'to the letter' your own company HR policies and procedures on terminations. These can be tricky.

IT COMES DOWN TO THIS. IN A TERMINATION, YOUR MISSION IS 4-FOLD:

- 6) Remove the problem
- 7) Preserve the departing employee's dignity as best you can
- 8) Minimize risk to fellow employees
- 9) Protect the company legally

CHAPTER 16

CLOSE

Well, there you have 'em. All 14 Indisputable, Non-Negotiable Laws for Manager Success.

Let's close by reviewing all 14 one more time. Here they are... drink them in...



TO BE A HIGH-PERFORMING MANAGER, YOU MUST ACCEPT RESPONSIBILITY FOR.....

MANAGER SUCCESS LAW #1

Believing in and eagerly supporting the company mission, behavioral values, and goals – and pledging your everyday best efforts to accomplish and live by them all.

MANAGER SUCCESS LAW #2

Acting with integrity, fulfilling your commitments, and being trustworthy.

MANAGER SUCCESS LAW #3

Achieving the company operating results expected of you – including those you delegate to others.

MANAGER SUCCESS LAW #4

Acting in the best interests of the customer first, your company second, your team third, yourself last.

MANAGER SUCCESS LAW #5

Creating a stimulating workplace environment that encourages unleashed success – and eliminates a "so what?" attitude.

MANAGER SUCCESS LAW #6

Establishing clear expectations for your department and each direct report, monitoring progress, and holding them accountable for achieving desired results.

MANAGER SUCCESS LAW #7

Dealing with the inevitable criticism, controversy, sacrifice, pain, and unpopularity.

MANAGER SUCCESS LAW #8

Having high-performing, values-compliant people under you at all times.

MANAGER SUCCESS LAW #9

Acknowledging stellar performers – and helping them meet their career goals.

MANAGER SUCCESS LAW #10

Giving no invalid excuses, and accepting no invalid excuses.

MANAGER SUCCESS LAW #11

Requiring that your direct reports engage in ongoing improvement – learning, growing, transforming – never accepting mediocrity.

MANAGER SUCCESS LAW #12

Training, coaching and mentoring your direct reports.

MANAGER SUCCESS LAW #13

Holding direct reports accountable for their own decisions, actions, and outcomes – being a firm manager, not a coddling parent or do-it-for-them caretaker – and disciplining them right away when necessary.

MANAGER SUCCESS LAW #14

Terminating non-performers and values violators when necessary, sooner rather than later.

Now, if you'll do all 14 of those, 24-7-365, you'll be a superstar manager, and a first-ballot vote for the Manager Hall of Fame.

By the way, please remember that I help leadership teams of aggressive growth organizations to push for bold results. If you're operating without a strategic plan – or a good strategic plan – or one you're actually implementing – I can help.

Do you need a high-energy keynote speaker for an upcoming conference, meeting, or event? I can help there too.

Contact me and let's talk.



**NOW... GO BE A KICK-BUTT,
HIGH-PERFORMING, ROCK-STAR
MANAGER!**



WHAT IN THE WORLD IS AUTHOR RICK HOUCEK UP TO?

HERE'S SOME OF WHAT HE'S DONE... AND IS STILL DOING...

- Has led nearly 300 high-stakes strategic planning retreats for small and mid-size companies with his proprietary Power Planning™ Strategic Retreat process
- Delivered more than 600 live keynote and workshop presentations to audiences of all sizes in the U.S., Canada, England, Scotland, and Northern Ireland on high achievement and peak performance themes
- Led/participated in more than 610 CEO and senior executive peer group meetings over 25 years
- Runs his Leadership Excellence Academy for people in charge
- Served more than 460 advertising clients in an 18-year ad agency career
- Authored 11 audio/ebooks
- Co-authored 7 print books
- Writes an ongoing e-newsletter for growth-driven leaders, change agents, and high achievers
- Was president of Ross Roy Advertising, an Atlanta ad agency and division of the \$700 million Ross Roy Group
- Is member of National Speakers Association
- Recognized in Who's Who Among U.S. Executives
- Recognized in Who's Who in Georgia
- Recognized in Who's Who Among American Student Leaders

ATTENTION CEOs:

Are You Operating Without A Strategic Plan?

You're playing blind archery if you are. Worse, there's debilitating confusion among your staff and it's doubtful anyone's telling you. How can they perform in a fog? How can your desired results be achieved when your leadership team isn't bought into a common vision? Here's how to fix it: Rick Houcek leads strategy retreats for small & mid-size businesses using his dynamic Power Planning™ process. His Escape-Proof Accountability™ system overcomes the crippling effects of lousy execution – the single biggest cause of plan failure. Everyone leaves on the same page. For details, visit www.SoarWithEagles.com. Be sure to read the priceless praise from prestigious CEO clients about value they gained.

ATTENTION MANAGERS:

Looking For An Innovative Way To Grow Your People?

Consider bringing in Rick Houcek's dynamic "Self-Motivation For Winners" personal goal workshop for your employees. This is 'life planning' at its best – not business goal setting – and it assures staff members you care about them, their families, their lives. Invite spouses too. For details, go to www.SoarWithEagles.com.

ATTENTION MEETING PLANNERS:

Need a High-Energy Speaker For Your Next Conference?

Could your team use a jolt of inspiration? How about content-rich, battle-tested ideas on leadership excellence, self-motivation, winner behavior, or personal goal setting? Why not bring in Rick Houcek to speak at your annual meeting, team offsite, or industry conference? For topics and information, go to www.SoarWithEagles.com. Read what clients have said about value they gained — their words are gold!



A wee bit more about Rick...

Rick Houcek's singular company purpose is: To provide high-octane, world-class strategic planning systems for business and life, helping top gun leaders, teams and individuals to succeed 'on purpose, most of the time,' rather than 'by accident, some of the time.'

A University of Missouri graduate, Rick has 4 fanatical life passions: family, health/fitness, helping others prosper through his business and friendships, and playing competitive baseball.

Rick Houcek