



This research synopsis was prepared by The PAR Group for executives concerned with increasing the leadership, effectiveness and productivity of their workforces.

Excellence at Execution

Defining and Developing the Skills of Top Performers

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The Prime Competency of Top Performers

This is the same skill for:

- Leadership
- Teamwork
- Sales
- Customer Service

Defining the Skill Set Leaders Actually Use

Logic is not fixed. Instead, logic is relative to our willingness level or emotional state.

In America, business people are typically taught to obtain results by simply applying logic. However, this does not describe the prime competency of the most successful performers - the leaders at all levels who can instantly *cause* teamwork, influence decisions, serve customers, close sales, and get things done with and through others. Certainly they are logical, but their main interest and skill is in causing a “meeting of the hearts,” not just a “meeting of the minds.”

Top performers throughout the world operate on that same insight. Namely, in order for buy-in to occur, **confidence** must be achieved - not merely logical understanding of ideas, solutions or technical benefits.

Nobel Prize-winning research in Economics, conducted by Herb Simon in 1976, supports this conclusion. The way people actually do business and make decisions is in a *pursuit of comfort or confidence, whether or not logical cost-benefit-payoff is optimized!*

The skill that sets top performers apart is the ability to do business with people in a way that causes mutual buy-in to some tangible action by the end of the conversation.

This ability involves three major components that blend together as if they were a single skill.

The skill set is an explicit ability to:

- LISTEN
- CONNECT
- INSPIRE buy-in

This is not a soft, vague or incomprehensible ability. It is specific and measurable.

1. LISTEN: Exemplary performers accurately read emotions first, logical content second. Why? Because the only way you can tell whether or not buy-in is occurring is to see degrees of positive, neutral, or negative inclination during decision-making conversations.

Willingness levels are different and **logic is different** depending on people’s feelings about an idea. For example, we do not reason in the same manner when we are fearful as when we are open-minded or interested. Logic is not fixed. Instead, logic is relative to our willingness level or emotional state at any moment in time.

The ability to empathize is fairly useless without the logic to make a business connection.

Best Methods for Developing Proficiency

Successful companies and coaches use the same hands-on method used in sports, martial arts and performing arts.

2. **CONNECT**: In business the ability to empathize is fairly useless without the logic to make a business connection. The hallmark of top performers is their ability to **connect** logic to the viewpoint of others. People recognizable for their ability to obtain buy-in and a following link logic to emotion all the time. It is a well-defined and measurable skill. It causes alignment, teamwork and concerted action.

3. **INSPIRE BUY-IN**: The ability to **inspire** others to see, hear and to feel higher, more positive points of view is the third skill element . . . and the payoff skill for leadership, teamwork, customer service, sales, or effective change agents.

This is the ability to lead conversations in increasingly more positive directions by linking logic to higher, more positive points of view. People who can do it get far more cooperation and tangible action from others. **No one has succeeded in business as a change agent, leader, customer service or sales performer without this ability.** It now can be developed to a higher level of conscious competence.

The above three-part skill set is the benchmark skill set of **all** successful people who demonstrate an ability to get a following or customers in business. The skill set succeeds regardless of job title or job function (from boardroom to shop floor to customer premises) and regardless of type of product, service or industry. This is the elusive “missing link” skill some people refer to as the “art” of doing business.

Simply telling people about a skill set is ineffective in building proficiency. The best methods for causing skills to be acquired to high degrees of performance excellence are by applying the skills while doing real business and being coached to a higher level of talent.

Skill coaching causes people to acquire “the feel” of a skill. Once a person can do the skill by feel, while doing real work, then they have ownership, proficiency—talent that is transferable to everyday circumstances. Successful companies and coaches use the same hands-on method used in sports, martial arts and performing arts. With the right kind of skill coaching, most people can take what they learn about teamwork, sales, customer service or leadership and **do it** in the real world.

Although hands-on coaching is the best way, doing it one person at a time in the field with supervisors is the **slowest** way. Supervisors seldom have enough time or skill-coaching ability to do it well, even for one person, let alone 5, 10 or 30 people.

The PAR Group has developed coaching methods that can be done in groups—which is much faster and more effective. Our group coaching methods have been tested to produce measurable increases in talent within three to six days, and a measurable return-on-investment in business results within three to ninety days—a proven accomplishment verified by over 500 companies in 25 countries.

Business Results

The PAR Group has put this research into structured coaching programs for immediate application by any industry. These programs have a measurable impact on business performance and can help your company ensure that:

- 4 Change agents have the high level skills to implement critical initiatives successfully.
- 4 Salespeople have the sales and relationship-building skills necessary to measurably impact sales performance in a competitive or complex sales environment.
- 4 Managers and supervisors have the coaching, leadership and influence skills to motivate, attract and retain valued employees.
- 4 Listening, communication and teamwork skills are spread throughout a work force for greater initiative and productivity.
- 4 Customer service is executed with an emphasis on exceptional interpersonal skills for improved efficiency, customer retention, and perception of your organization.

Experience

We have been applying these skills for over 20 years, for many major companies worldwide including Coca-Cola, Hewlett-Packard, Delta Air Lines, Franklin International and IBM, to name just a few.

Guarantee

The results are so consistent that we guarantee a 100% return-on-investment or you don't pay.

Fax Back Form

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ ST _____ ZIP _____

PHONE _____ FAX _____

E-MAIL _____

AREAS OF INTEREST _____

*Complete the above and fax to:
The PAR Group at 770/493-9152*

If any of the items listed above are concerns for your organization, contact us for more detailed and targeted information:



Visit our website:
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