FCCI BLG Series Planner

Principles of the Decision Making Process — Bobb Biehl

Session 1	**Principles that apply to all Major Decisions** — Length: 20 Minutes
Session 2	**Surprise: Everyone is not like You!**— Length: 23 Minutes
Session 3	**If you ask no questions, you get no answers**— Length: 20 Minutes
Session 4	**Group Check-In**
Session 5	**Boulder Level Focus** — Length: 27 Minutes
Session 6	**Building Team Chemistry** — Length: 26 Minutes
Session 7	**Dealing with Burnout** — Length: 24 Minutes
Session 8	**Group Check-In**
Session 9	**Increasing your Horsepower** — Length: 18 Minutes
Session 10	**Hate Confrontation? You are not Alone** — Length: 19 Minutes
Session 11	**Wrap Up** — Series Review & Application
Session 12	**Group Check-In**

FCCI BLG Agenda

The following is the typical P2P agenda for a standard 1.5 hour meeting.

Minutes	Typical Agenda for meeting with Video content
5	**Opening Prayer**
10-20	**Group Check-In** (each individual limited to a few minutes; should be brief and dependent upon how many members are in the group; most groups can allow 3 - 4 minutes each)
18-25	**Video Viewing**
20-30	**Group Discussion & Prayer**
10	**Administrative Items & Closing Prayer** (ask prayer partners to exchange Prayer Cards)

Minutes	Typical Agenda for meeting with Group Check-In
5	**Opening Prayer**
75	**FCCI-CHECK-IN FORM**
10	**Administrative Items & Closing Prayer** Ask Prayer Partners to exchange Prayer Cards

SESSION 1

PRINCIPLES THAT APPLY TO ALL MAJOR DECISIONS - 20 min

From the smallest single-man shop to a multi-billion dollar corporation, one thing all businesses have in common – they all involve people and they all require us to make decisions that affect those people. Bobb Biehl's approach to decision making and people management is refreshingly positive and straightforward. Filmed at the 2001 FCCI Conference in Maui, Hawaii, USA, this series provides FCCI members with hours of "free consultation" from one of the best in his area of expertise.

QUESTION: PRETEND YOU HAVE THREE DAYS ON AN ISOLATED ISLAND IN A RETREAT SETTING WITH A QUALIFIED CONSULTANT. IF YOU COULD DISCUSS ANY ONE SUBJECT FOR THOSE THREE DAYS, WHAT SINGLE QUESTION/ PROBLEM/GOAL/DREAM WOULD YOU DISCUSS?

Ten principles to apply to all major decisions:

1. **IS FATIGUE (EXHAUSTION) SUBSTANTIALLY AFFECTING THE SITUATION YOU ARE WRESTLING WITH?**

   "Fatigue makes cowards of us all" (Vince Lombardi) and turns us introspective and negative. If you are tired – you won't make the extra effort. Fatigue is the #2 enemy of the leader (behind Satan)- it distorts our wisdom and decision making.

2. **WHAT ARE THE FACTS YOU HAVE TO KNOW TO MAKE A WISE DECISION?**

   "Once the facts are clear, the decisions jump out at you." (Peter Drucker). Indecision or lack of control nearly always causes stress. If you are trying to make a decision before you have all the facts, it causes needless stress. Use brainstorming to see new options.

3. **IT TAKES FOUR YEARS TO MASTER ANY NEW POSITION.**

   Your first year in a position is orientation. The second year is experimentation. The third year is a year of adjustment. The beginning of the fourth year is when the mastery begins. If it's true for you, it's equally true for your staff.

Perspective is worth 50 IQ points – you can be brilliant, but have some really goofy thinking if you lose your perspective.

The start-up phase of an organization is 10 years long!

PRACTICAL APPLICATION

DISCUSSION QUESTIONS:

1. On a scale of 1 to 10 (one being stressed beyond reason and ten being rested and relaxed), how much stress exists in your life today because of your job? Is stress and fatigue affecting your ability to make good decisions easily? Discuss with your group.

2. How quickly/easily do you make major decisions? How much information do you need to have to make new decisions? How much do you consult others (inside or outside the firm) before you make decisions? Describe your normal decision making process to your group.

3. Do you frequently refer to Scripture when making a major business decision? Discuss with your group.

NOTES & PRAYER ITEMS

SESSION 2

SURPRISE, EVERYONE IS NOT LIKE YOU! - 23 min

4. EVERYONE IS NOT LIKE ME.

Different Levels Of Thinking:

Level One: Everyone is pretty much like me – or they will be when they grow up.

Level Two: Everyone is not like me.

Level Three: No one is exactly like me.

Level Four: It's ok to be me. The freedom in this is its ok to be like I am without being like my father, my mother or someone else.

5. EVERYONE LIKES A PLAN …
BUT NOT EVERYONE LIKES TO SET GOALS.

"Stop setting goals if you'd like to solve problems." (Bobb Biehl).
There's a difference between setting goals and problem solving.

HOW DO WE WORK TOGETHER AS A TEAM?

Different kinds of people • Three philosophies of planning:

Goal Setting Person – start at the end (goal) and work backwards.

Problems Solving Person – deal with the problems in order.

Opportunity Oriented Person – planning is building capacity to respond to opportunity.

6. WHAT IS YOUR STRENGTH?
WHAT DO YOU DO BEST?

"The role of the organization is to maximize the strength of the individual and make their weakness irrelevant" (Peter Drucker). What we as CEO's often do is get preoccupied with weakness. How do I maximize me and then how do I maximize my staff.

Why don't you enjoy your job any more?

Perhaps your job has grown to a phase that is beyond your area of strength – your strength may be start up not maintenance. People do not "burn" out in their strength area – they "burn out" when they are in the wrong phase.

PRACTICAL APPLICATION

DISCUSSION QUESTIONS:

1. Of the three different kinds of people (goal setting, problem solving and opportunity oriented), which are you? Give some examples to your group to illustrate this fact.

2. Describe what you feel are your strengths and weaknesses in your business. Would others who work with you agree with you? Would your spouse agree with you?

NOTES & PRAYER ITEMS

SESSION 3

IF YOU ASK NO QUESTIONS, YOU GET NO ANSWERS - 20 min

7. ASK PROFOUND QUESTIONS.

If you ask no questions, you get no answers,

If you ask shallow questions, you get shallow answers,

If you ask profound questions, you get profound answers.

The difference between leaders and followers: leaders ask themselves questions, followers wait to be asked questions. Learn to ask profound questions.

SUGGESTIONS OF PROFOUND QUESTIONS:

- What would be the ideal long-term answer?
- What is the "dream" for your organization – what difference could it make by 2050?
- What are the 10 Critical Steps to turn that dream into reality?
- Why?
- Why is that important?
- Why has this situation so troubling to me?

8. THE KEY TO BALANCE IS SCHEDULING YOUR PRIORITIES A YEAR IN ADVANCE.

Option overload is the affliction of the new century. You schedule your own imbalance. What is really important to complete this year? The reason you can't take time away is because you didn't schedule it earlier.

"What percentage of your time are you spending in your company versus on your company?" **— Bobby Albert**

9. CHECK MORALE FIRST

Nothing motivates like results.

Confidence is a by-product of predictability. Don't try to hype yourself into confidence, try to restore some predictability and the confidence will come back automatically. Look back at some mile markers to encourage– look too far ahead and you'll get discouraged.

See yourself as God's student, not life's victim.

PRACTICAL APPLICATION

DISCUSSION QUESTIONS:

1. How often do you ask yourself and others questions like "What would happen if…" or "What is the best (worst) I could expect if I chose this course of action?", "What am I hoping to achieve if I do this?"? Do you find it easier to ask others or yourself questions?

2. Do you make decisions based on answers to questions or assumptions? How has this worked for you in the past? Comment on your current success rate.

3. The speaker has said "Confidence is the by-product of predictability". How do you interpret that statement? Do you feel this is a true statement? Why or why not? How could predictability affect confidence? Could predictability in any way hinder confidence? Discuss this with your group.

NOTES & PRAYER ITEMS

CHRIST@WORK GROUP CHECK-IN: SESSION 4

Annual Focus Word: _____

Annual Scripture Verse: _____

_____

NAME: _____ DATE: _____

Rate Your Last 30 Days: Scale of 1-10 (1 = worst; 10 = best)

Focus	Score 1-10	Notes:
Business		
Family		
Health		
Spiritual		

In the next 30 days, I plan to start: _____

In the next 30 days, I plan to stop:_____

Optional: Recommend a resource (book, tape or other) used in the past 30 days for personal or business enrichment _____

MOST CRITICAL ISSUE YOU FACE IN THE NEXT 30 – 60 DAYS:

_____

_____

_____

DESIRED RESULT [perfect outcome]:

_____

_____

_____

What would you like from the group: Counsel Prayer Referral Resource?

ACTION PLAN (Report your progress to the Group at the next meeting):

1. _____
2. _____
3. _____
4. _____

NOTES & PRAYER ITEMS

SESSION 5

BOULDER LEVEL FOCUS - 27 min

10. FOCUS PRECEDES SUCCESS.

What does that mean? How does it work? If "success is the feeling you get when you accomplish your priorities", you must first have focus to know what your priorities are. Significance is making a difference that lasts over time.

The audience of One. God is the only audience. Who are we trying to please?

Single word focus. What is the single word that would focus the energies of your organization this year? Your ultimate focus as a leader should be Jesus Christ, not a product or a process or a system.

Priorities. Have only a few priorities each year.

BOULDER LEVEL FOCUS

In light of the audience of One, the single word focus and the priorities for my organization, what are the top three problems we need to solve, the top three goals we need to set and the top three opportunities we need to seize while we've got them?

Schedule your priorities according to their size:
1) Boulders
2) Stones
3) Pebbles
4) Sand
5) Water

Eight reasons people do what they do – why they work. People do not work for money – they work to be:

1) Loved
2) Significant
3) Admired
4) Recognized
5) Appreciated
6) Secure
7) Respected
8) Accepted

To reduce turnover, find out the order of importance from your team. Be liberal with encouragement.

You keep the good people you've got by creating an environment that maximizes strengths and makes weaknesses irrelevant. Let people be who they are without trying to get them to be someone else.

PRACTICAL APPLICATION

FOR AN IN-GROUP EXERCISE AND HOMEWORK FOR NEXT MEETING.
You may want to review with your spouse, a peer, or a co-worker before sharing with the group. Be prepared to share your experience & thoughts:

1. Take a few minutes and write down the following issues, problems and goals for your company issues according to the speakers "priority list" of:

	ISSUES	PROBLEMS	GOALS
Boulders			
Stones			
Pebbles			
Sand			
Water			

Discuss your list with your group. Does writing these items down in this order suggest a change of action to you or your organization?

_____

_____

2. Without looking at the list on the previous page write down what you believe are the top three reasons that people work in your company. Beside that list, write down the top three reasons you work in the company. Do they differ from the list that the speaker provided?

OTHERS

1. _____
2. _____
3. _____

SELF

1. _____
2. _____
3. _____

NOTES & PRAYER ITEMS

SESSION 6

BUILDING TEAM CHEMISTRY - 26 min

As an "idea" passes through time, it goes through various phases & levels:

Phases:

1) Design phase– pure theory (Originally Creative)
2) Design/developphase– prototypedevelopment (Originally Creative)
3) Develop phase– model is up and you begin (Adaptive Creative)
4) Develop/stablephase– refine, improve maximize (Adaptive Creative)
5) Stable phase– things are always stable (Adaptive Creative)

Levels:

1) Presidential Captain 2) Middle Captain 3) Strong Player

Everyone prefers one phase over the other four & at a specific level. When you define that, the team chemistry becomes predictable.

Originally Creative & Adaptive Creative :

The idea is to build a team so that all the parts are connected properly. How do you create an environment where staff doesn't "turnover"?

Ideas on affirming, motivating and really knowing your staff:

Use Honoring words – what words most encouragethem:
☑ Designer -"brilliant"
☑ Designer/Developer–"wise"
☑ Developer–"most courageous"
☑ Developer/Stabilizer–"faithful"
☑ Stabilizer -"loyal"

Orientation – their first day on the job they might ask:
☑ Designer -"What is the theory, theology?"
☑ Designer/Developer–"What is the process?"
☑ Developer–"What goal are we trying to reach?"
☑ Developer/Stabilizer–"What is the result you are trying to get– is there a more efficient way to do it?"
☑ Stabilizer –"How do we keep this under control?"

Burnout - when will it occur?
☑ Designer – theoretical problem is solved
☑ Designer/Developer– 7/8ths of the way through the first prototype
☑ Developer– 2 years + one day OR until there is a senseof failure OR when the goal has beenreached
☑ Developer/Stabilizer– 4 to 5 years
☑ Stabilizer – 20 + years OR until there is disloyalty

PRACTICAL APPLICATION

DISCUSSION QUESTIONS:

1. Can you identify with one of the "phases" the speaker indicates that ideas and companies travel through? In which area are you most comfortable and satisfied? Discuss with your group.

2. Can you identify the various types of people based on the list provided by the speaker? Is there someone you are currently working with (perhaps even yourself) that is working in a phase that is foreign to their preference and personality? Discuss this with your group.

NOTES & PRAYER ITEMS

SESSION 7

DEALING WITH BURNOUT - 24 min

What satisfaction can a person in the "Stabilizer" category have with doing the same job every day? They see their work as having variety that you can't see. Remember that your company needs several "stabilizers" to make the company work.

No work personality type is better or higher IQ than the other.

TWO PREDICTABLE DYNAMICS OF PEOPLE INTERACTION

1. Interaction between people from left to right on the chart usually presents an exponential increase in boredom.

2. Interaction between people from right to left on the chart usually presents an exponential increase in stress.

HOW DOES THIS RELATE TO OPPORTUNITY:

The designers are theoretical problem-solving oriented people.
The designer-developer is 60% goal oriented but 40% problem friendly.

DEALING WITH BURNOUT

When you, as the leader, reach the burn out stage it is usually because of one of two things:

- ☑ You're in the wrong phase (your personality is in a different phase than your company is in).
- ☑ Balance – schedule one to three months away from your company – to go into deepest.
- ☑ Have a mentor spend some time with you while you are "away" to help you be objective.

Check your hourly rate!! Determine to use your hours to the highest use to the company.

THE STRING OF PEARLS…

If you are a "Project Person" it is preferable to go on to another project within a specific company than to go from project to project changing companies each time.

Three principles to follow when running a small to medium sized firm:

1. Consider getting outside wisdom and counsel.

2. You are wasting time doing anything that someone else can do 80% as well as you can.

3. Look at the things you do that are worth $10,000 per hour to determine how and when to use an assistant.

Maximizing the use of an assistant

Make an exhaustive list of everything you do. With the assistant, determine what on the list they can do at least 80% as well as you can.

Prepare the list on the basis of: **Their response to the task required…**

Green —"Done it many times, know how to do it"
Yellow —"I think I know how to do it, but I'm not sure in your setting. If you would demonstrate it for me once.."
Red —"I don't have a clue what you are talking about."

Assign the "green" tasks to the assistant immediately; demonstrate the "yellow tasks" so they can learn to perform them. Then, determine if you need someone else to do the "red tasks" or perhaps you can later teach the current assistant to do the "red tasks" or you may have to continue to do those tasks yourself.

Hiring from the top or hiring from the bottom: Another philosophy: Hire an assistant rather than an executive …..

PRACTICAL APPLICATION

DISCUSSION QUESTIONS:

1. Are you as satisfied with your current position as you were when you started it? Would you say that you are currently facing "burn out" in your position and why? What are your options to deal with burn-out or potential burn-out?

_____

_____

_____

2. The speaker talks about the hiring philosophy of "hiring from the bottom rather than hiring from the top" and states that it is better to hire an assistant rather than another executive until such time as the leader has reached his/her capacity to manage the assistants working for them. Is this a philosophy that you agree with? Explain to the group.

_____

_____

_____

NOTES & PRAYER ITEMS

FCCI GROUP CHECK IN SESSION8

Annual Focus Word: _____

Annual Scripture Verse: _____

_____

NAME: _____ DATE: _____

Rate Your Last 30 Days: Scale of 1-10 (1 = worst; 10 = best)

Focus	Score 1-10	Notes:
Business		
Family		
Health		
Spiritual		

In the next 30 days, I plan to start: _____

In the next 30 days, I plan to stop:_____

Optional: Recommend a resource (book, tape or other) used in the past 30 days for personal or business enrichment _____

MOST CRITICAL ISSUE YOU FACE IN THE NEXT 30 – 60 DAYS:

_____

_____

_____

DESIRED RESULT [perfect outcome]:

_____

_____

_____

What would you like from the group: Counsel Prayer Referral Resource?

ACTION PLAN (Report your progress to the Group at the next meeting):

1. _____
2. _____
3. _____
4. _____

NOTES & PRAYER ITEMS

SESSION 9

INCREASING YOUR HORSEPOWER - 18 min

STRATEGIC ALLIANCES

1. What other organizations can we align with that will increase our "horsepower"?
2. How can we pro-actively work with strategic alliances?
3. Who are the strategic allies (not to merge with) but to work with?

Just a thought… another perspective.

1. How much do you want to make? (What would it take to make you happy – on this project, overall, etc? What amount of money would be required to pay all your bills, retire all debt, and provide you with working capital?
2. How many sales or how much service would it take for that to become a reality?
3. Who is the one person, organization or strategic partner that you could go to that if they said "Yes" all of this would be done?
4. How might you pro actively seek out that person, organization or strategic partner?

The best kept secret:

☑ Ability
☑ Credibility
☑ Visibility

If your ***visibility*** exceeds your ***ability***, it destroys your credibility. Early in the life of the company, select an advisory counsel (mentor) to get perspective. The mentor will help move the company from trial and error to experience.

Remember not to forget:

1. Who is our customer
2. What do they need
3. Therefore, what business are we in?

Peter Drucker

Informal research

You can learn 80% of what you need to know by asking the right 10 people the right 10 questions in about 10 minutes each. The other 20% you have to pay a consultant about $100,000 to find out.

Do informal market research – Ask some of your customers "what do you need that you are not getting particularly from someone like us?" Then ask, how can we add that service or that product or that resource?

The intake interview process should screen out problems, based on their:



Six reporting questionsto ask subordinates(assuming they fully understandthe task they have beenassigned)…

1. What decisions do you need from me to keep going?
2. What problems are you having that you need input from me because you are "stuck"?
3. What plans are you making that we haven't discussed?
4. What progress have you made?
5. How are you doing personally (scale of 1 to 10)?
6. How can I pray for you?

PRACTICAL APPLICATION

DISCUSSION QUESTIONS:

1. Does your business pro-actively seek and routinely use strategic alliances with other companies or individuals? Make a list of projects and/or products that your company presently provides "in house" that you could use an "outside" firm or individual to do on a part-time or occasional basis that would provide better products or services while "freeing" financial capital and/or labor. What steps would be necessary to make this transition?

_____

_____

_____

2. Talk with your group about the statement "If your visibility exceeds your ability, it destroys your credibility." Do you have personal/professional experiences with this concept? How can you avoid this pitfall?

_____

_____

_____

3. Make a list of informal market research questions you could ask your customers or potential customers that might result in product/service changes for your company. Discuss this list with your group. How can you find answers to these questions?

_____

_____

_____

NOTES & PRAYER ITEMS

SESSION 10

HATE CONFRONTATION? YOU ARE NOT ALONE! - 19 min

(Recap from prior lesson)

Six reporting questions to ask subordinates (assuming they fully understand the task they have been assigned)…

1. What decisions to you need from me to keep going?
2. What problems are you having that you need input from me because you are "stuck"?
3. What plans are you making that we haven't discussed?
4. What progress have you made?
5. How are you doing personally (scale of 1 to 10)?
6. How can I pray for you?

The Leadership Star

Most people hate to CONFRONT people.

Move from confront to CLARIFY.



Example of the "Leadership Star":

"I CARE far too much about you not to be HONEST with you. And in FAIRNESS to you I need to clarify something. My frustration level keeps growing because you don't show up for work and I realized that perhaps I've never clarified the fact that you're supposed to be here at 8 o'clock. Or the last three deadlines we've set… I think that maybe we're making differing assumptions here because I think you think they are suggestions and I see them as deadlines. These are not suggestions, they are deadlines. In fairness to you, I need to clarify – am I making this clear to you?"

Then, if you need to "release" them:

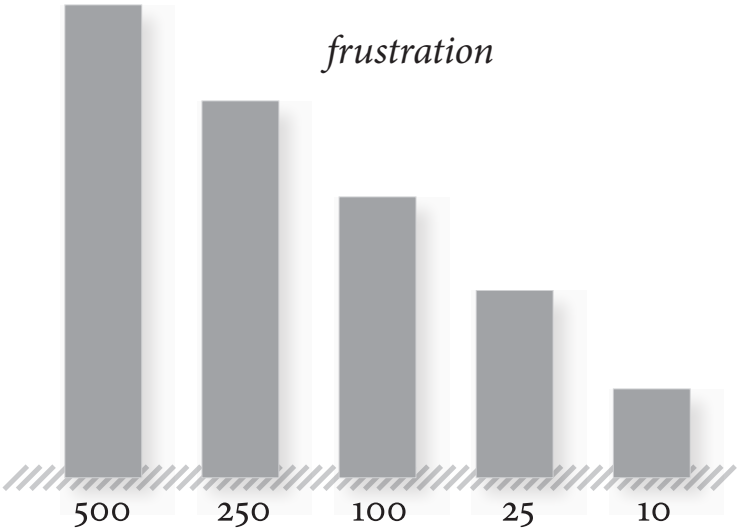
"You have tremendous STRENGTHS (make a list of them before the employee arrives), but here is where I see you under tremendous STRESS. I see that every time we set a deadline that you don't meet, I see you feeling guilty about it, I see you feeling embarrassed about it, I can see your blood pressure going up over it. I can see the stress you're under by not meeting those deadlines. I thought a lot about it and based on what your strengths are I'm going to move you from this role that has a lot of deadlines over to this role that doesn't but maximizes your strengths."

Or "I'm going to free you from this job that has all these deadlines on it to find where you can use you're strengths without all the deadlines that this job has."

THE CHRISTIAN WORK ENVIRONMENT

- A clear environment — one where things have been clarified
- An environment where people are genuinely cared about
- An honest environment
- A fair environment

STOP! BEFORE YOU RELEASE SOMEONE…



Everybody assigned beyond their ability to perform, secretly longs to be relieved of the responsibility.

THE HIRING PRINCIPLE

You can learn more about a person in one day of working with them than you can in a week of interviewing them. Because when you interview people they'll try to present their best side to you. Interview each person at least three times. But, whenever possible get them to come to work for a day with you so you can "really" see them.

PRACTICAL APPLICATION

DISCUSSION QUESTIONS:

1. The speaker refers to the "Leadership Star" as a method of clarifying rather than confronting an individual who is performing below standards. Discuss with your group how you typically handle this type of situation. Do you feel that the speaker's suggestion will work better than your prior method?

2. If a stranger walked into your work environment and asked your staff if they worked in Christian workplace how would they respond? What evidence would they offer that the response was either "Yes" or "No"?

3. Do you want the fact that you are a Christian "known" to your employees, customers and vendors? If your response was "Yes", what do you do that would cause them to know this?

NOTES & PRAYER ITEMS

SESSION 11

LEARNING, APPLICATION & COMMITMENT

James 1:22-25 "Do not merely listen to the word, and so deceive yourselves. Do what it says. Anyone who listens to the word but does not do what it says is like a man who looks at his face in a mirror and, after looking at himself, goes away and immediately forgets what he looks like. But the man who looks intently into the perfect law that gives freedom, and continues to do this, not forgetting what he has heard, but doing it — he will be blessed in what he does." (NIV)

Series: Principles In the Decision Making Process

Date Series Began: _____

Date Series Ended: _____

Participant's Name: _____

One of the Biblical Truths (Principles) I learned from these lessons was: _____

_____

_____

_____

_____

_____

I intend to apply this Truth (Principle) in my business by: _____

_____

_____

_____

_____

_____

With the help of the Holy Spirit, I will <u>begin</u> applying this Truth immediately. I ask and expect my Fellowship Group to hold me accountable for this and to check with me periodically to determine if I am doing so. Please ask me: _____

_____

_____

_____

_____

_____ _____

Participant Date

FCCI CHECK-IN: SESSION 12

Annual Focus Word: _____

Annual Scripture Verse: _____

_____

NAME: _____ DATE: _____

Rate Your Last 30 Days: Scale of 1-10 (1 = worst; 10 = best)

Focus	Score 1-10	Notes:
Business		
Family		
Health		
Spiritual		

In the next 30 days, I plan to start: _____

In the next 30 days, I plan to stop:_____

Optional: Recommend a resource (book, tape or other) used in the past 30 days for personal or business enrichment _____

MOST CRITICAL ISSUE YOU FACE IN THE NEXT 30 – 60 DAYS:

_____

_____

_____

DESIRED RESULT [perfect outcome]:

_____

_____

_____

What would you like from the group: Counsel Prayer Referral Resource?

ACTION PLAN (Report your progress to the Group at the next meeting):

1. _____
2. _____
3. _____
4. _____

NOTES & PRAYER ITEMS