CONTENTS

Introduction  Evidence-Based Leadership  xi

KEY TACTICS

CHAPTER 1  Up or Out  Deal with Low Performers and Move Your Organization to the Next Level  3
Defining High, Middle, and Low Performers
Dealing with High, Middle, and Low Performers

CHAPTER 2  Round for Outcomes  25
Five Critical Elements Employees Want from Managers
Nine Steps for Starting Rounding

CHAPTER 3  Manage Up to Improve Performance  35
We/They Phenomenon
Art of Managing Up
Handling Handoffs
Create a Cultural Shift (Feedback Systems)
# CONTENTS

## THE CORE

**CHAPTER 4**  
Build the Foundation (Passion and Purpose) 55  
Flywheel  
Five Pillars  
Connect the Dots

**CHAPTER 5**  
Reduce Leadership Variance 75  
Why Leaders Don’t Standardize Behaviors  
Why Organizations Don’t Achieve Lasting Results  
Five Ways to Reduce Leadership Variance

**CHAPTER 6**  
Measurement 101 89  
What Gets Measured Gets Improved  
Focus on Moving 4s to 5s  
Transparency—Helping People Understand the Metrics  
Demonstrating Return on Investment

**CHAPTER 7**  
Align Behaviors with Goals and Values 105  
Holding Leaders Accountable  
Leader Evaluation Tool  
How to Roll Out the Leader Evaluation Tool

**CHAPTER 8**  
Create and Develop Leaders 123  
Principles for Developing Leaders  
Phases of Change  
Leadership Development Institutes

## EMPLOYEE TACTICS

**CHAPTER 9**  
Satisfied Employees Mean a Healthy Bottom Line 143  
Three Building Blocks of Employee Satisfaction

**CHAPTER 10**  
Know Your Employees’ What 161  
Pursuing the Whats

**CHAPTER 11**  
Improve Employee Selection and Retention 171  
Peer Interviewing  
Thirty- and Ninety-Day New-Employee Meetings
Contents

CHAPTER 12 Build Individual Accountability 187
Renters versus Owners
Strategies to Transform Renters into Owners

CHAPTER 13 Harvest Intellectual Capital 199
Hardwiring Harvesting

CHAPTER 14 Recognize and Reward Success 211
Small Prizes Have a Big Impact
Reward and Recognition Change as You Mature
Power of Reward and Recognition
Hardwiring Thank-You Notes
How to Implement Reward and Recognition

CHAPTER 15 Find and Recognize Difference Makers 225
Power of Hero Recognition
How to Find Heroes

CUSTOMER TACTICS

CHAPTER 16 Build a Culture around Service 235
Standards of Behavior
Impact of Key Words

CHAPTER 17 Implement Pre- and Post-Customer-Visit Calls 251
Impact on Customer Likelihood to Recommend
Ability to Exceed High Customer Expectations
Impact on Bottom Line
Opportunity to Retain a Customer Even When Things Go Wrong

CHAPTER 18 Round on Your Customers: Determine Your Customers’ What and Give It to Them! 267
Importance of Asking Customers Their Whats
Rounding on Customers
Three Faces of Rounding
Random Rounding
CONTENTS

Relationship Rounding
Deep-Impact Rounding

CHAPTER 19 Key Words at Key Times 281
What Are Key Words?
How to Develop Key Words
AIDET
When to Use Key Words for Greatest Impact
Service Recovery

About Studer Group 295

Other Leadership Books By Quint Studer and Studer Group 297

Index 299