

## ***FIVE CRIPPLING HABITS THAT ATTACK FROM WITHIN***

### **Author of *Kiss Theory Good Bye* Exposes the Roots Of Practices That Keep Leaders and Companies From Success**

All business leaders and their organizations have excuses for bad habits. But excuses are only symptoms of systemic problems that are deeply embedded in the culture of a company or organization. *Kiss Theory Good Bye* can help leaders overcome these bad habits that lead to very bad results.

Bob Prosen believes that these are the five crippling habits that attack from within:

#### **Crippling Habit One: *Absence of clear directives.***

If you're hearing excuses such as, "I can't get everything done," or, "I didn't know I was supposed to do that," then your organization suffers from this awful habit. Listen for what's keeping people from doing what's important. Have you set goals that are specific and measurable? Can *everyone* in your company articulate those goals? Do they understand how their jobs directly support those goals? Most of the time, employees don't know their company's top objectives, and they struggle to directly connect their work to desired outcomes.

#### **Crippling Habit Two: *Lack of Accountability.***

If people are bantering about phrases such as "I would have done it, but ..." and "It's not my job," then your company is suffering from this cultural malady. Often, it points to a lack of clear ownership and the fact that a company's reward system isn't linked to results. People don't know what they're responsible for delivering, or it's ambiguous. All employees need to be able to answer the question, "How well are you performing – and how do you know?" or this lack of accountability indeed can cripple an organization.

### **Crippling Habit Three: *Rationalizing Inferior Performance.***

The sign of this trouble is the frequent usage of complaints such as, “If they would only do *their* jobs,” and, “I work hard – why are they complaining?” Whenever you hear “they” in a conversation about meeting goals, you can bet someone is rationalizing by creating a defense mechanism that justifies inferior performance. So, leaders must ask themselves a few questions: “Are you tolerant of excuses? Is there clear ownership of objectives? Is compensation tied to results or activities?” The answers will give you a good idea of whether this problem is hampering your leadership and your organization’s success.

### **Crippling Habit Four: *Planning In Lieu Of Action.***

“That’s not in the plan.” “We missed the plan and need a revised forecast.” “I’m updating the plan to incorporate the shortfall.” If these sorts of excuses are commonplace in your organization, you’re in an expensive and perhaps disastrous cycle. Companies spend enormous time, energy and resources on planning. The problem is that companies too often don’t invest an equal amount of time, energy and resources on achieving the results that the plan targets. And when that becomes apparent, they say, “Let’s revise the plan again.” This insidious habit can bring companies down all by itself.

### **Crippling Habit Five: *Aversion to Risk and Change.***

You’re new to a company, you have some great ideas for improvements, you share them – and then you get shot down. “You just don’t understand. Once you know what we’re facing, you’ll understand why we do things this way.” In other words, once you become part of the problem, you won’t want to shake things up! That’s why many businesses just keep doing the same things that produce *bad* results, always expecting a different outcome. They become expert at rationalization and maintain that way of thinking until something drastic happens to the business. Unfortunately, the drastic thing that usually happens first is a crisis!

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(Taken from ***Kiss Theory Good Bye: Five Proven Ways to Get Extraordinary Results in Any Company*** by Bob Prosen - Gold Pen Publishing, August 2006)