

The background features a light gray grid with several white gear outlines of various sizes. In the top right corner, there is a stylized icon of a human head profile with gears inside, symbolizing thought and productivity. The text is centered in a bold, black, sans-serif font.

# INCREASING PRODUCTIVITY & CREATING A HIGH-PERFORMANCE MINDSET



**i2i**

INSPIRING GREATNESS  
EMPOWERING EVERYONE

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# INTRODUCTION



Welcome. Here you will find an insight in to how taking slightly different approaches with your people and providing them with key training focused on goal achievement and mindset will develop a natural culture of high performance and in turn, increase productivity.

We will discuss the art of goal setting and the importance of mindset in goal achievement. We will also touch on the science behind behavioural change and how this affects us and our people.

All you will read in this paper has direct relevance to your organisation and has been tried and tested on thousands of people from all walks of life.

This content is here to provide a deeper insight in to the 'how' of achieving goals, not just the setting of them and how this influences your people's productivity and their ability to be high performers.

For those in HR / Learning & Development, this is a guide to follow to ensure you're ticking the right boxes when looking for training and development in these areas, ensuring your people are fully equipped to achieve their goals, so in turn you and your business can achieve your own. For managers and leaders, it's a tool to provide knowledge about what is needed to facilitate your own and your team's goals on the front line, with a few subtle tips and tricks to action from the moment you stop reading.

We know having goals is important. Anyone can have a goal and you'll think you've heard all of this before. But how do you handle working towards your goal and giving it 100% when everyday challenges, strains, and unexpected hurdles are thrown in your way? How do you keep your people on track? Is there really a science behind our behaviours that we can tap into easily, to create cultural shifts and unleash high-performance capabilities amongst our people?

## Key Take Aways...

- Tried and tested tips for effective goal setting and positive performance management.
- Language tips for leaders to influence and boost morale, improve attitude and support goal achievement
- A technique to provide a deeper understanding of your people and what drives them to be their best.
- An insight into how programmes specifically targeted at equipping people and organisations to achieve their goals affected front line officers and staff from a standard-setting UK police force.



# CHAPTER ONE

## MANAGEMENT & PERFORMANCE



Great managers review performance with their people on a regular basis, and they always do so in relation to the goals agreed. Of course, the dreaded 'appraisal' is discussed in most businesses, and how often are these viewed positively?

Do your people look forward to theirs?

Have you ever heard any of your people say something like this...

'I'm really looking forward to my appraisal; a whole three hours just talking with my boss about how well I've done, where I've improved, where I might focus next, what help and support I can expect and how it all ties in with the business and my future career and life plan.'

And do your managers ever say anything like this...

'I've got the whole week blocked out to do my team's appraisals. This is probably my favourite time of the year, I love it; sitting with them individually, reviewing their success, planning their next phase of development, making sure their plans stay in line with what the business needs, choosing the right path and support. This is when I really feel I am adding value and doing what management is all about.'

These are the comments of people with a high-performance mindset. They're goal-focused, clear on their ambitions and are totally engaged with their employer.

So how do we develop more of these types of people?

We have found it comes down to some very simple things, but these simple things have to be invested in for people to grow, progress, continuously improve and become future leaders.



# What factors attribute to attracting, developing and keeping high-performing people?



Great Managers



Development Opportunities



Values



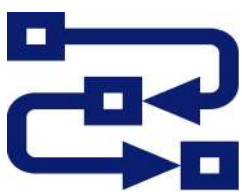
Great Communication



Clear Mission



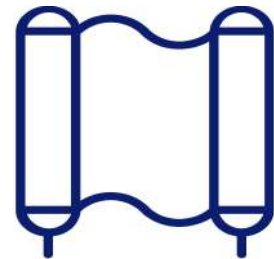
Accountability



Aligned strategies & processes



'One Business' Mindset



Culture



Work Life Balance



# CHAPTER ONE

## MANAGEMENT & PERFORMANCE



You will no doubt be familiar with the knowledge that Millennials and even more so, colleagues from Generation Z, are becoming increasingly tuned in to the **values, culture and development opportunities** within a business and studies found that they would be more likely to take, commit to and work hard at a job with lesser salary but has ticks against all the above factors, than another with higher salary and little investment in the above.

The expense, therefore, is increasing per person to provide training, development and education opportunities to keep up with these requirements for a successful, thriving business. We have found more organisations recently looking for a 'one stop shop' type of training that can encompass all of these things that relate very strongly to one broader topic...

## 'GOALS'

Not just the actual process of setting goals however, but also the **mindset needed to achieve them**. The art, or science, we should say, of GOAL ACHIEVEMENT.

Your managers and leaders are the ones with the ability to role model and develop the mindsets of their people with the right training and education from professionals. Their approach to goal setting (KPIs / targets) is vital in living and breathing your organisation's culture and values. Goals really are all encompassing.

Think of a target or KPI you have, or have set for another. It's a goal! Now think of one of your organisation's values... Is that a goal you've already achieved as a company, so are now striving to stay true to it? How about setting up a new HR system for smoother processes... Sounds like another goal to us.



In light of goals relating to almost **everything we do**, below are some simple but effective suggestions for your leaders to practice when taking those all important first steps in setting their own, and team members' goals for the year. **Communication and clarity is key, so before setting goals for others, a leader should consider the below, developing their own goals first.....**



- 1 What is the business looking to achieve next year?
- 2 What is my boss saying that means for me and my team?
- 3 What do I think me and my team can contribute to this year?
- 4 What do my team think they can contribute to this year?
- 5 Are there any gaps in 1-2-3-4 or do they all align?
- 6 Where there are gaps, where are they specifically and what are our options?
- 7 What are the external factors to bear in mind?
- 8 What is our process for closing the gaps, resulting in aligned goals?
- 9 What is our process for checking and communicating our progress?
- 10 How are we going to celebrate and reward performance?

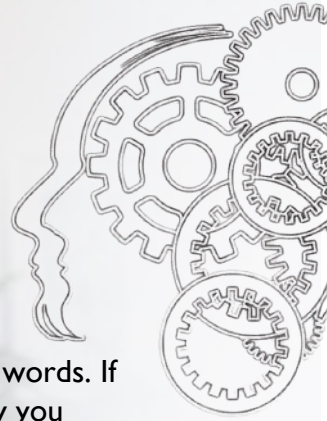
## ACTIONS FOR YOU

- Score your business out of 10 against those principles for structured business goals.
- What are you already doing? What have you already prepared?
- 3-4 months before the start of the next business year, begin this process.
- Communicate progress daily, weekly, monthly, quarterly, half yearly and annually.



## LANGUAGE

Language is one of our biggest influencers when coaching and managing others and has the ability to bring out the very best and worst in our people in just a few short words. If you find yourself or your managers using the words 'No', 'I have to', 'Can't', it's likely you have an issue with negative mindset and attitude withing your organisation because when our leaders are negative, defensive and uninspiring, guess what we become?



What best practice do we see when managers set goals with their people?

<p><b>Great managers pause to set goals within two broader contexts.</b> 1: How do these goals match the long term aspirations of this person? 2: How do these goals fit within the bigger picture of where this business is going?</p>	<p><b>Great managers do their homework.</b> They refresh their knowledge of the personal details of their team member. They know the long term goals their team member has.</p>	<p><b>Great managers start with talking about the big picture, reinforcing positive pictures of:</b> 5 years 3 years 1 year Reinforcing 'we value you as part of our future'.</p>
<p><b>Great managers use positive language.</b> 'If' becomes 'When'. 'Don't' becomes 'Do'</p>	<p><b>Great managers show vulnerability.</b> 'I really struggled with this for a long time....' They are humble, not perfect, and still on a journey themselves.</p>	<p><b>They boost their team morale and confidence with recognition and praise.</b> 'You were brilliant in that meeting. Well done!'</p>
<p><b>Great managers ask questions first, then give their own opinion.</b> 'Tell me how you feel it went?' Usually the team member's view is more negative than the reality, allowing their manager to then build them up 'well, you know, actually I feel it went a whole lot better than that!.....'</p>	<p><b>Great managers only see positive outcomes.</b> Their own goal is to have only successful, happy people in their team. They believe there is always an answer.</p>	<p><b>Great managers embrace difficult situations.</b> They assume a positive outcome, and their language reflects this. They know something left alone will fester!</p>





The best managers know their people really well, and know that the closer they are to them, the easier the coaching becomes; the more a person trusts us, the more likely they are to see our opinion of their performance as 'helpful', not 'critical'.



The best managers invest time into those relationships, often referred to as 'deposits in the relationship account'. That way, a 'withdrawal' in the form of advice, coaching, or mentoring will realign the person and still leave a healthy, positive 'balance' in the 'account'.

If you're a leader figure in your business, being engaged in your teams' goals is as important as being engaged with your own. Learn about your people and know how to fire them up and remind them of their reason.

## **'TOP 3 GOAL SETTING MUSTS' TO PASS ON TO YOUR PEOPLE:**

**WRITE THEM DOWN, AND KEEP THEM ON YOUR PERSON AT ALL TIMES.**  
SAVE THEM AS YOUR HOME SCREEN ON YOUR PHONE, YOUR LAPTOP BACKGROUND OR ON SOME PAPER IN YOUR WALLET. THEY SERVE AS A CONSTANT REMINDER OF WHY YOU'RE DOING WHAT YOU'RE DOING, AND WHAT YOU'RE WORKING SO HARD FOR.

**SHARE THEM WITH YOUR CLOSEST NETWORKS.**  
THEY'LL KEEP YOU IN CHECK ASKING HOW YOU'RE GETTING ON.

**EMOTIONALISE THEM.**  
DON'T MAKE YOUR SALES TARGET ABOUT HITTING NUMBERS. WHAT MOMENT WILL YOU LOOK FORWARD TO MOST WHEN YOU ACHIEVE YOUR GOAL THAT WILL MAKE ALL THE HARD WORK WORTH IT?



# CHAPTER TWO

## EMOTIONALISATION

Emotionalisation when setting goals is a real light bulb moment for some people, and most, you will find, have never taken this approach before, nor have they been encouraged to. It's incredibly simple, and seriously effective.



As well as firing up your people and bringing their true ambitions, drivers and motivators in to their work, it will also help you and your managers to identify where your people are, roughly, on Maslow's Hierarchy of Needs, therefore highlighting who in your organisation needs special attention. Those coming back to you with basic drivers, displayed on the Hierarchy of Needs as levels 1 and 2 will say things like...

'To put food on the table'  
'To keep a roof over my head'...  
'To keep my job'...

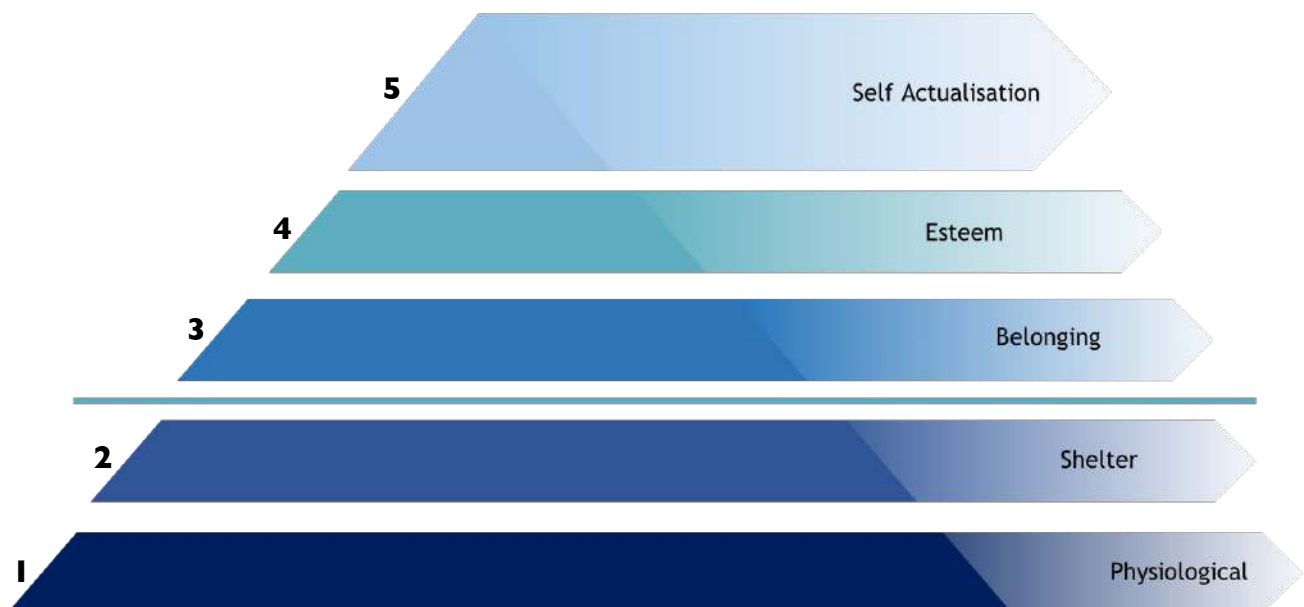
Inspiring, huh?

Those functioning above levels 1 and 2 on the diagram below will say things like...

'I'm going to give this my all because I can't wait to see the look on my daughter's face when I tell her we can go to Lapland this Christmas!'

'My motivation is developing and achieving as much as I can this year so I can go for the upcoming internal promotion and absolutely blow the interview panel away!'

'My driver is to one day be a leader in this organisation so I can coach and develop others to be their best in this awesome business. I can't wait to be stood in front of a room of new recruits telling them about my journey!'



Maslow's Hierarchy of Needs



# CHAPTER TWO



It's fairly obvious where your high-performing people are going to be placed in this theory, but the great news is that even those operating on levels 1 and 2 can be totally transformed. How, you ask? By sorting out their mindset. Even the most stubborn, set in their ways people can be rebooted and given a fresh outlook when taught the right strategies for change.

Take this case study from a UK steel works. These people were faced with the possibility that their factory could be closed down for good if their productivity didn't improve. How do you turn around a whole workforce of thousands of people in a short space of time, and ensure it is sustained? Let's see...

## What we found:

A business facing closure, the loss of thousands of jobs and the end of an industry in a town that heavily relied on this employer.

The teams working in the coke ovens within this plant were averaging 70 'pushes' (turning coal into coke to power blast furnaces elsewhere on the plant) a week, with a target of 100. This shortfall meant the company needed to buy in additional coke from the open market and was costing them £100k per week.

## The intervention:

An all encompassing change programme to completely reboot the people within the steel works, addressing behavioural change, mindset and beliefs. They needed a complete mindset shift and tangible strategies to put into practice to be the highest-performing versions of themselves.

## Noted Outcomes:

A plant now excelling in production, going from 70 pushes per week, to 113. (An extra 43 pushes per week, a 61% increase in productivity!)

A financial saving to the company of £200k per week.

These results make this plant one of the highest performing in the world.

A quote from an SOE partner on the project:

"I still think that some of the workers think that some kind of witchcraft has taken place – but as well as believing, they can now see it in the results."

A quote from a plant team member:

"Don't tell the managers, but we reckon we can do 120, just watch us!"



# CHAPTER THREE

## ALIGNING & COMMUNICATING GOALS



When setting and communicating goals, we want to ensure our people are properly prepared to receive them, understand them and play their role in achieving them. Always remember that your people have come from different backgrounds and as such, will have different opinions, different beliefs, different aspirations and of course, different war wounds from previous employers who took no notice of the above.

A study from CRM Learning found that 80% of work-related conversation between employees was focused on past issues, problems and where blame should be placed for those tough times in the organisation. That's a huge percentage of people stuck in a negative mindset focused on blame, lack of responsibility and bad communication. The rest of the study found that 15% of the conversation was about what was happening in the present, and only 5% about solutions to make things better and turn things around.

How do you think a communication about your organisations goals for the new business year will fall on the ears of people who are not engaged, but stuck in the past and have a negative view of decision makers?

Organisations, we find, often miss a trick when they have had experiences like this. Rather than tackling the behaviour and limiting mindset of their people to change the real root of these beliefs, they invest in specific skill development, 'team building' or simply 'attitude change' when actually, the mindset of the whole organisation is nowhere near aligned, values are not being lived and breathed and the culture is confused.

We recently met an employee from AO, a business based in Bolton, who have grown rapidly into an incredibly successful business with a great culture and a reputation for outstanding customer service.

"The secret was two things", she said, "Treat every customer like your nan, and make your mum proud".

You see, most managers in organisations over-complicate communication. They'll talk about 'Return On Investment', 'Stakeholders' and 'Strategic Priorities' which of course, to the right audience, are incredibly important. However this doesn't demonstrate an understanding of their entire audience.

Some members of the team want to know more, are studying for business qualifications, and enjoy learning about your 'strategic pillars'.

A truly engaged team member loves hearing the inspirational approach. Wow them with your incredible plans for the year and what a direct difference they will make to them.



# CHAPTER THREE

## ALIGNING & COMMUNICATING GOALS

An outstanding example is the fantastic James Timpson. He speaks proudly about how his business, Timpsons, help the community and his people *love* it. They have three rules, set by his Dad, Sir John...

1. Turn up on time
2. Look smart
3. Put the money in the till

Sir John won a national training award years ago for producing the first training manual containing no words at all – it was pictures only – on how to cut keys and sole shoes. Genius, given the number of his potential recruits who struggle with literacy.

It appears that the higher up you are in the organisation, the more you should talk about the big things. Leave the detail to your more junior managers, they'll love that and be better able to elicit and answer questions directly from their people.



## TOP TIPS FOR COMMUNICATING GOALS FROM THE TOP:

1. Tailor communication for your audience.
2. Keep it simple.
3. Make it fun.
4. Shorter means it is more likely to be remembered.
5. Make it relatable, inclusive and inspirational!



# CHAPTER FOUR

## GOAL ACHIEVEMENT PROGRAMME CASE STUDY



In May 2019, a group of front line officers and support staff from a standard-setting UK police force completed a learning and development programme focused on equipping delegates - all of whom work in high pressured, often dangerous and mentally challenging roles - with a set of tools and techniques to build confidence, increase resilience and develop a new mindset towards their roles and careers.

The overarching theme?

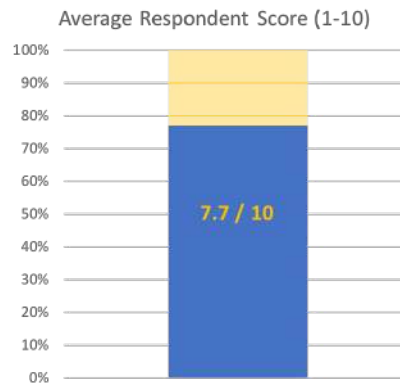
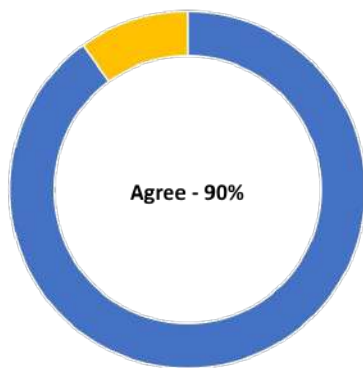
Goal Achievement.

Much of the programme's learning took place online, yet engagement remained exceptionally high - 89% of the participants completed all elements of the programme within their prescribed timescale.

Of the 80 participants surveyed, we found some pretty startling results.

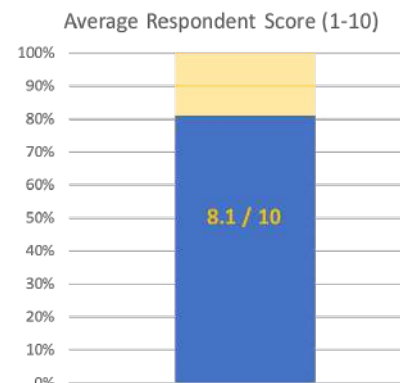
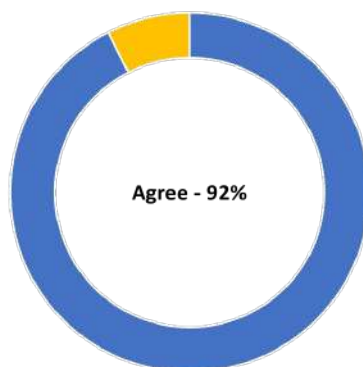
Police are bound to be at the high end of the scale for resilience already, right?

### **This programme helped to increase my personal resilience:**



You must be an incredibly confident person to begin with, to run towards danger when others are heading in the opposite direction?

### **This programme helped to improve my personal confidence:**



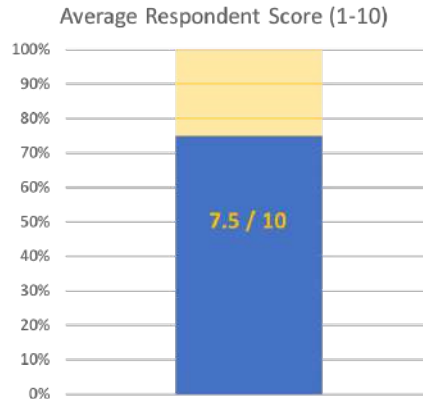
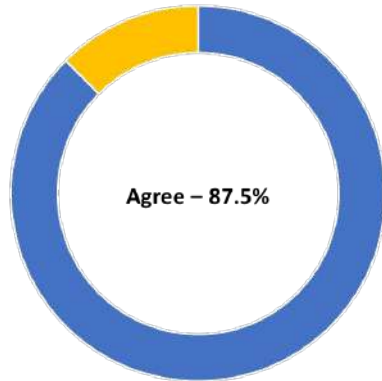
# CHAPTER FOUR

## GOAL ACHIEVEMENT PROGRAMME CASE STUDY



The overall outcome?

**I now feel equipped to achieve my goals:**



"I really enjoyed the programme and learned a hell of a lot. The content and delivery is very inspiring. I have already achieved a number of objectives and I'm still focused on achieving more. This made me realise that I want to achieve more in life and has given me the drive to succeed."

"This programme has made me view life in a completely different way and have found the programme really beneficial. Highly recommended and if you can secure further funding for colleagues to experience the programme then this would only be a positive for the individual and our force."

"The content has been great, I have been able to implement many aspects in my day to day life. The programme has helped me through a difficult time (professionally and personally), and helped me to step out of the negative world and into the positive world. This has helped improve my mental health."

"It's a great opportunity for anyone wanting to not only develop themselves but gain more confidence and purpose. Well worth it."



# CHAPTER FIVE

## STEPS TO TAKE TO EQUIP YOUR PEOPLE FOR GOAL ACHIEVEMENT



Make sure your people are fully equipped and prepared to achieve their goals.

Try these top tips:



Make sure the goals are in the context of the bigger picture, for them and the business. Emotionalise them and encourage them.



Make sure you provide the support as and when you promised.



Show genuine interest and check in with them casually and regularly, aside from scheduled appraisals.



Instill a formal process everyone follows for goal achievement that develops the right mindset and roots for success within your business.



Tie goals to benefits – those constantly thinking of ‘why’ to do something will always find the ‘how’ to do it.





# CHAPTER SIX

## DEVELOP A 'WE ACHIEVE' CULTURE



This goes way beyond setting goals because it's part of a job, it needs to be in your organisation's DNA.

Once we have agreed goals for the year as a business, and then as a team, goals can be set for individuals to answer the question 'how do I fit in?' That means every team member having sight of two sets of goals, and some, where interested, having sight of all three.

A source previously in charge of Matalan said "some people only want to know about the next year. They can see that far ahead, touch it. They don't want to think longer than that as they think the business scenario is too changeable. If we do a great job this year, great. They trust me to think about the longer term."

However, everyone needs to buy into the goals for the team. Everyone.

We cannot have people playing to their own agendas, just focusing on themselves and not playing for the team. Remember the kid who expected to play in the team every week, yet never came to practice or socials or helped clean up the changing rooms? That drains morale. No prima donnas. Nobody is bigger than the team.

'Team work makes the dream work'

'No 'I' in team'.

We all hear the rhetoric, and cheesy as it is, it's absolutely true.

As a manager, that means a lot of 'we' in team talks; we win together, we take responsibility.

This also then means a lot of skill share. Those with more skill in a specific area of work, coach (share with) those with a lesser skill level in that area.

Nissan famously used the four edges of the flag and the famous Japanese red dot to denote five levels of skill from 'Beginner' to 'Master'. Your skill level is assessed and you share your skill with those with less parts of the flag than you.

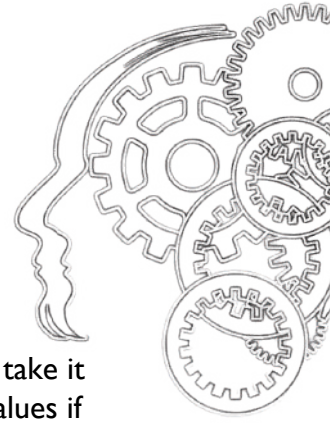
That concept of having everyone in the team adopt the mentality of a coach to the others is very powerful and energising. It certainly flags up any selfishness and those who show real leadership.

### TOP TIPS

1. No prima donnas, no matter how talented.
2. Everyone knows the team goals. Keep them clear and simple and they will stay front of mind.
3. Everyone is a Coach.



# CONCLUSION



When addressing behavioural and performance challenges within your organisation, take it back to basics. Realign your culture if you need to, clarify your vision, mission and values if they're not translating, and invest in the right areas to develop your people. They are all vital cogs in achieving your overall goals.

It's a common misconception that to change behaviours we must start by changing attitudes. In fact, we must go further and change beliefs. Beliefs about what can be achieved, belief in our mission and the goals we set, beliefs about our own abilities, beliefs about our own limitations and the things that stand in our way. To do that successfully, in a meaningful and lasting way, we must change the way our people think.

One thing most leaders and organisations continue to overlook - or simply aren't aware of - is that the key to rapid and sustainable behavioural change, and consequently exponential performance improvement, lies beyond concepts of the MIND, within scientific data about the *physiology* of our BRAIN.

Since reading revolutionary works published by the likes of Susan Greenfield, Ben Carson and Robert Winston, we have been talking much more about the BRAIN, rather than the MIND. Think about the mind as being last millennium now; yes, we reference the thinkers, philosophers and the works, but this millennium has now opened up the scientific and factual data to which those philosophers pointed us.

We are now able to explain behaviour with basic, clear scientific references around neurons, chemicals and synapses. We help businesses and individuals to understand how these neurological and chemical processes create physical changes in our brain, and are fundamental in the formation of our habits and beliefs, both the negative old ones we're working to change and the positive new ones we're striving to build. Our insights into that field are still, after all these years, leading edge, perhaps even still unique, in terms of how we use the science to leverage audacious behavioural change with staggering results.

You don't need to be a Doctor to understand it, not the way we teach it. You will, however, be left wondering why nobody told you this sooner!

Once your teams understand the how and why behind their behaviours, they are able to quickly and consistently move forward, equipped with a comprehensive set of tools and techniques to make the achievement of their goals – and your goals - inevitable.





For more insight on how conditioning and beliefs drive behaviour - and how this could be the catalyst for lasting change in your organisation - contact us today to receive a complimentary online demo of the Goal Achievement Programme by i2i.

[Submit your details here.](#)

To arrange a consultation and discuss your own specific challenges or objectives, call i2i on 01772 439065 or email [journey@i2iHQ.com](mailto:journey@i2iHQ.com).





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