



SMARTER IN AN HOUR

# FOCUS ON THIS NOT THAT

How to Engage Employees,  
Manage Performance, and Get Results



Kimberly Devlin



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Manage Performance, and Get Results

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TPH

Trainers Publishing House  
Johns Island, SC

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**Trainers Publishing House**

[www.trainerspublishinghouse.com](http://www.trainerspublishinghouse.com)

Email: [info@trainerspublishinghouse.com](mailto:info@trainerspublishinghouse.com)

**Ordering Information**

Quantity Sales: [sales@trainerspublishinghouse.com](mailto:sales@trainerspublishinghouse.com)

Individual Sales: [Amazon.com](http://Amazon.com) and [Kindle.com](http://Kindle.com)

Rights & Licensing: [www.RussoRights.com](http://www.RussoRights.com), [info@russorights.com](mailto:info@russorights.com)

ISBN: 978-1-93924-714-8 (print)

ISBN: 978-1-93924-715-5 (ebook)

**Trainers Publishing House:**

Publisher: Cat Russo

Editorial Director: Jacqueline Edlund-Braun

Rights Associate and Data Manager: Nancy Silva

Interior Design and Composition: Kristin Goble, [PerfecType](http://PerfecType.com), Nashville, TN

Cover Design: Patty Sloniger Design, Houston, TX

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*Where you focus your attention is where the  
vehicle you're driving ends up.*





## Get Ready, Set, Go!

“**B**ecome a manager,” they said. “It’ll be a great career move,” they said. What “they” didn’t say is that managing requires a different set of skills than being a high performer did. They also left out that managing *well* requires new behaviors from you. And, they were vague on how to make the transition effectively.

So, here you are, Ms. or Mr. Manager. All eyes are on you. You need new skills to keep employees engaged. You need to demonstrate new behaviors to manage others’ performance. You are being held accountable for getting results. And, you are pressed for time. What you really need *right now* is guidance—and you are holding it. The *Smarter in an Hour* series is designed for you—the busy, results-oriented manager. You don’t mind putting in the effort, but you need direction on how to succeed in this role. You are wondering where to direct your focus. *Focus on This, Not That* will share where to start, what to do, and how to follow through, while providing tools to help you at every step along the way.

Commit one hour this week to read the core content of this book and you will be well on your way to saving yourself hours and days of heartache as a manager. As an added bonus, by applying the strategies of this book, your managerial effectiveness quotient will multiply exponentially.

## The 60-Minute Challenge

You can read the core content of this book in an hour. In even less time, you can read the five One-Minute Roundup chapter summaries. For a deeper dive, you will want to explore all of the book's resources, worksheets, and job aids.

You have the book, now carve out an hour and choose how you will use your 60 minutes to be the manager you always wanted to have. Tackle your hour any way you choose:

- ❑ Read the core content of the five main chapters:
  - Chapter 1: 18 minutes to establish expectations
  - Chapter 2: 15 minutes to set goals
  - Chapter 3: 9 minutes to give recognition and feedback
  - Chapter 4: 8 minutes to delegate without micromanaging
  - Chapter 5: 10 minutes to regain lost time through efficient work habits
- ❑ Start with the five One-Minute Roundup summaries that close the main chapters. Use your remaining 55 minutes to explore the content most useful to you today.
- ❑ Review the table of contents to choose the chapters aligned with your greatest pain points and dedicate your hour to their core content, sidebars, worksheets, job aids, quotes, and so on.
- ❑ Take a deep dive into Chapter 1—complete the worksheets and read all of the sidebars. Yes, this is a hefty chapter—because its guidance is foundational to your success in your leadership role and to achieving the promises of this book: engaging employees, managing performance, and getting results.
- ❑ Jump around—it is your hour and your book—use them both as you see fit!

## How This Book Can Help You Be the Manager You've Always Wanted to Have

Where you focus your attention is where the vehicle you're driving ends up. If you've only been led by ineffective managers, you have seen that wreckage

firsthand and likely know what not to do, but maybe not what to do. If you have been fortunate enough to have had an exceptional manager, you have experienced the benefits, but you may not know how to replicate them with your team. This book will change that. It will:

- Reveal three steps for developing and leading high performers.
- Provide direction on how to simultaneously achieve business results and help employees achieve their ambitions.
- Share step-by-step processes to master your new role's new responsibilities, including:
  - Delivering sincere, specific recognition.
  - Providing feedback to boost engagement, performance, and results.
  - Entrusting employees with greater responsibility without micromanaging them.
  - Implementing no-nonsense strategies to address three threats to productivity: inefficient practices, time wasters, and bad habits.
- Support you in putting this guidance into practice with worksheets, job aids, and even sample language.

You can do this! When you *Focus on This, Not That*—strategically and proactively embracing your leadership role—you will need to put out fewer fires, conduct fewer counseling conversations, and deal with fewer headaches. By focusing on *this* (the strategies in this book) and *not that* (whatever has led you here), you will be able to realize the engagement, performance, and results you need to be an exceptional manager—the type employees talk about for all the *right* reasons. Let's get started.

*"You may be disappointed if you fail, but  
you are doomed if you don't try."*

—Beverly Sills

## About the Author



**Kimberly Devlin** is an unwavering pragmatist who believes that theory alone is insufficient and time must have an ROI. She became an entrepreneur at 27 and—out of necessity—discovered ways to transform information overload and the time crunch we all face into effective, actionable behaviors that improve productivity, effectiveness, and results. With these insights, she helps clients realize business objectives through training initiatives, technical writing, strategic plan-

ning, and internal resource development. As a popular writer, instructional designer, facilitator, speaker, and consultant with more than 20 years of experience, she provides technical assistance nationally, speaks and presents at international and industry-specific conferences, and has been featured in ATD's *TD* magazine for her status as a CPLP pilot pioneer.

Kimberly is the author of the first book in the SMARTER IN AN HOUR series, *Don't Waste My Time: Expert Secrets for Meetings That Inspire, Engage, and Get Results* (TPH 2019). Her other books include *Same Training, Half the Time: Delivering Results for Busy Learners* (TPH 2018) and two titles in the bestselling ATD Workshop Series: *Facilitation Skills Training* (ATD 2017) and *Customer Service Training* (ATD 2015). In addition, Kimberly writes regularly about talent development and other topics on her blog at [www.KimberlyDevlin.com](http://www.KimberlyDevlin.com).

When not striking her keyboard, engaging with clients, or on a plane, she can be found reading, taking photos, or performing some active

pursuit—hiking, biking, rock climbing, standup paddleboarding, dancing, or something new she hasn't tried before.

Kimberly holds an MA in journalism and a BA in English literature from the University of Miami and her Certified Professional in Learning and Performance (CPLP) credential. She is a managing director of EdTrek, Inc., a training and development consulting firm, and president of Poetic License, Inc., a business communication consulting firm. She is a lifelong learner and receives regular reminders from her dog that there is more to life than professional accomplishments alone.

## About TPH

We believe that learning and training are key drivers in achieving the results you want in your life and in your business. We also believe that you shouldn't have to do that all on your own. To that end, we specialize in bringing you compelling ideas from innovative authors who have the expertise to coach you to success. We publish world-class business and talent development content from established experts in the field who share not only their experience and best practices but also the practical tools and resources you—and your organization—need to achieve excellence.

You want to be your best. We want to help.

Visit our website: [www.trainerspublishinghouse.com](http://www.trainerspublishinghouse.com).

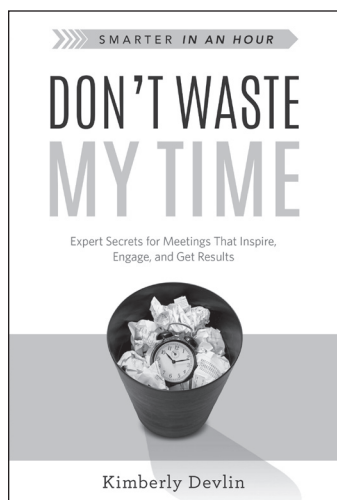
# TPH

# SMARTER IN AN HOUR

## Don't Waste My Time

### *Expert Secrets for Meetings That Inspire, Engage, and Get Results*

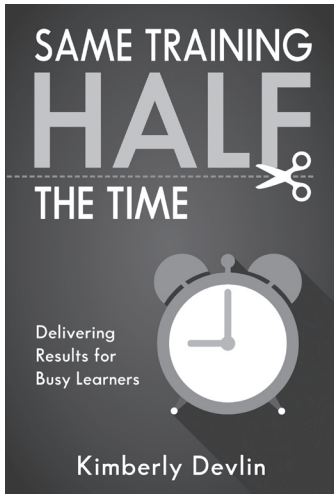
No matter the size, purpose, or timing of your meetings—whether you are convening multiple teams at a conference, leading a staff meeting, chairing a PTA committee, or facilitating a virtual meeting of remote workers—this book will be the best hour investment you can make to get results in your business and personal meetings—all backed up with tools, templates, assessments, and more. In this book, first in the new SMARTER IN AN HOUR series, Kimberly Devlin shares her surefire PLANNER strategy for planning productive and engaging meetings, provides tools that streamline meeting preparation and follow-through, reveals expert facilitation secrets and techniques so you can lead meetings like a pro, and gives strategies to manage the difficult situations and bad behaviors that perpetually plague meetings.



ISBN: 9781939247117 | (January 2019) 6" x 9", 120 pages  
Audience: Managers, leaders, facilitators, team leads | Price: \$16.95



Also from Kimberly Devlin:



**Same Training, Half the Time**  
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Impossible, right? Especially when time is tight and expectations are high. Yet, in today's time-constrained workplace, organizations need to be able to develop their workforce faster and faster if they hope to compete and achieve business results. In this book, expert trainer and instructional designer Kimberly Devlin distills the strategies essential to designing, developing, and

delivering *better* training in half the time. Learn to create meaningful learning events in less time and with less stress.

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