8 Steps to High Performance

Focus on What You Can Change. (Ignore the Rest)
HI! I’M MARC

I USED TO

CONSULT

DEVELOP

PUBLISH

AON
corporate for women

Hewitt

AVON

Bank of America

CONSULT

UNC FLAGSHIP
TALENT MANAGEMENT
INSTITUTE

DEVELOP

PRIVATE WORKSHOP
TALENT MANAGEMENT
INSTITUTE

PUBLISH

Steps to High
Performance

One Page
Talent
Management

Harvard
Business
Publishing
Another Management Book??

Not good science
- Research or opinions or stories
- No hard-core science backs them

Not holistic, integrated
- Individual topics
- No understanding of relative importance

Not practical
- Written by professors and life-long consultants
- Lack the real-world realities of success
More science + simplicity

How to build better talent faster

How to improve everyone’s performance
What the Science Says

The Fixed 50%
- Intelligence
- Personality
- Socio-economic background
- Your appearance

The Flexible 50%
- Everything else (The 8 Steps)
But first . . .

It starts with a High Performer’s Mindset

Work Harder

Sacrifice More

It’s all Relative
What’s Your Theoretical Maximum Performance?
Step 1: Set Big Goals
Step 1: Set Big Goals

Science says
- Goals drive performance
- Bigger goals deliver bigger results
- What matters most; 3 promises

Key Question
How will you get to 3 or fewer big, challenging, aligned goals?
Step 1: Set Big Goals

- **Big:** What would it take to deliver 2x what you delivered this year?
- **Focused:**
  - **Ruthlessly prioritize.** What three big promises will I make to the company for 2019?
  - **Combine activities into goals.** Ask, what outcome is this list of activities intended to produce?
Step 2: Behave to Perform
Step 2: Behave to Perform

Science says
Predictable paths to both success and failure. Failure matters more:
- 11 derailers; personality-driven
- They’re your natural hair

Key Question
How will you keep your derailers in control in 2019?
Step 2: Behave to Perform

Derailers: Behaviors that sabotage our ability to be a high performer; stress

Moving Away
Excitable: I have been so frustrated with projects that I gave up
Skeptical: I know who my enemies are
Cautious: I live by the rule “better safe than sorry”
Reserved: I like to keep people guessing about my intentions
Leisurely: I am smarter than my boss

Moving Against
Bold: Someday people will appreciate my talent
Colorful: I enjoy being the life of the party
Mischievous: I can persuade others to do almost anything
Imaginative: Others are often amazed by my creativity

Moving Towards
Diligent: I tend to be a perfectionist
Dutiful: I take pride in being a good organizational citizen
Step 3: Grow Yourself Faster
Step 3: Grow Yourself Faster

Science says

- Experiences grow you faster
  - Diverse, Adverse, Visible
  - But only if you learn from them

Key Question:
How do I accelerate my career growth in the right direction?
Step 3: Grow Yourself Faster

- Google map yourself
- What’s your From/To?

Move FROM being perceived as a risk averse leader TO being seen as a leader who will make important decisions without having all the data and facts required.

Move FROM being an individual contributor who relies on their technical skills TO a team leader who can direct and inspire a group to overachieve on big projects.

- Use experiences to speed the trip
Step 4: Connect
Step 4: Connect

- Suck up (a little); manage a lot
- Befriend the experts

Key Question
Which two relationships will you make stronger by the end of 2019?
### Step 4: Connect

**INTERNAL**

<table>
<thead>
<tr>
<th>RELATIONSHIP STRENGTH</th>
<th>LAST FORMAL CONNECTION</th>
<th>NEXT FORMAL CONNECTION</th>
<th>KEY CONSIDERATIONS/NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boss</td>
<td>Jan. 2019 Lunch</td>
<td>Apr. 2019 Lunch</td>
<td>Big goal for the year is successful opening of new Mexico City factory; concerned about union issue; daughter Suzie leaving for university in Aug.</td>
</tr>
<tr>
<td>Other Senior Ldr.</td>
<td>March 2019</td>
<td>April 2019</td>
<td>Looking for legacy; develop short list of ideas that would give him high visibility and allow positive, high visibility 2020 exit</td>
</tr>
<tr>
<td>Peer 1</td>
<td>Dec. 2018 Lunch</td>
<td>Apr. 2019</td>
<td>Pre-occupied with systems launch; heard that she doesn't think I can be of help; go to Apr. lunch with 3 ideas for how you and your team and support her; let her know all in the background and at her direction</td>
</tr>
<tr>
<td>Peer 2</td>
<td>Feb. 2019</td>
<td>June 2019</td>
<td>All good. Make sure you ask her about balance of time she wants for conference presentation. Offer her technical section where she can &quot;shine&quot;</td>
</tr>
<tr>
<td>Peer 3</td>
<td>Apr. 2019</td>
<td>Apr. 2019</td>
<td>Relationship at operational level; no immediate opportunity to improve quality. Give his team member Juan an opportunity to run Project Socal to gain N.A. visibility</td>
</tr>
<tr>
<td>Peer 4</td>
<td>Jan. 2019 Drinks at Hoolihans</td>
<td>Apr. 2019 Lunch</td>
<td>Increase frequency of meetings given her likely move to EMEA Marketing. Make sure she gets to know Madison to position her for #2 role.</td>
</tr>
<tr>
<td>Peer 5</td>
<td>Mar. 2019 Coffee</td>
<td>Apr. 2019</td>
<td>Contacts are good but too infrequent; monthly meetings will help me better understand his 2019 agenda.</td>
</tr>
</tbody>
</table>

**EXTERNAL**

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</tr>
</thead>
<tbody>
<tr>
<td>Contact 1</td>
<td>Mar. 2019 Call</td>
<td>Send article on social media strategies</td>
<td>Mentioned lack of social media strategy past two connections. Introduce him to Chloe for an informal conversation.</td>
</tr>
<tr>
<td>Contact 2</td>
<td>Dec. 2018 Email; no response</td>
<td>Call and offer coffee/lunch when in Atlanta.</td>
<td>Heard that he went tuna fishing with Max in Gulf in January. Mention in next conversation and tell him about Goldsmith fishing charters in San Diego.</td>
</tr>
<tr>
<td>Contact 3</td>
<td>Jan. 2019 Office visit in L.A.</td>
<td>May 2019 She will visit when in Paris</td>
<td>Send your restaurant recommendations for Paris.</td>
</tr>
<tr>
<td>Contact 4</td>
<td>Jan. 2019 Office visit in Singapore</td>
<td>Apr. 2019 Check in call</td>
<td>Find out the types of connections that would be most helpful for her. Introduce her to two people by June.</td>
</tr>
</tbody>
</table>
Step 5: Maximize Your Fit
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- Companies change faster than people change
- Your “fit” helps predict your success
- 3 questions:
  - Where is your company going?
  - Where are you?
  - How big is the gap?

Key Question:
Where will your company be in 2 – 4 years and how will you ensure you fit?
Step 5: Maximize Your Fit
Step 6: Fake It
Step 6: Fake It

- Chameleon or Bull?
- Always “authentic”? Often wrong
- Emerging Leader vs. Effective Leader

Key Question
What behavior can you fake that will most benefit your performance?
Step 7: Commit Your Body
Step 7: Commit Your Body

- Sleep is the foundation for high performance
  - Quality matters more than Quantity
  - Quality: dark, quiet, cool room
  - Quantity: 6.5 – 7.5 hours
  - Make up: 10 minute nap; caffeine

Key Question:
What one thing will you do to improve your sleep quality?
Step 8: Avoid Distractions
Step 8: Avoid Distractions

- Strengths, growth mindset, emotional intelligence, grit, power posing, etc.
- Be a careful consumer; start with the conclusive science

Key Question
How will you ensure that you and your clients don’t focus on fads?
8 Steps

1. Set Big Goals
2. Behave to Perform
3. Grow Yourself Faster
4. Connect
5. Maximize Your Fit
6. Fake It
7. Commit Your Body
8. Avoid Distractions
Feedforward!

Which one Step will you improve in 2019?

1. Select the one Step that you most want to improve
2. Identify the specific activity or behavior you want to change
3. Turn to the person next to you. Ask for one suggestion. Write it down! Say “Thank you!”
4. Switch roles and repeat
How to Use 8 Steps at Work

Who is it for? Everyone!

Apply it at your company

- Integrate content into your leadership courses
- Offer a stand-alone 8 Steps development course
- Use as a coaching diagnostic/development tool
- Give 8 Steps to every employee at on-boarding
The Path to High Performance is Clear & Proven

- Fixed 50%/Flexible 50%
- High Performer mindset
- 8 Scientifically-proven steps

It’s time to reach your Theoretical Maximum Performance!