

# LEADERSHIP MASTERY COACHING



## Leadership Peak Performance Principles

The first question is what does it mean to **perform at peak level**? That's a phrase or term you hear someone like me throw around and we've got to understand: what does that really mean? What's the purpose of talking about performing at a peak level?

We've got to get specific. It's about being at a level 10. Think back to a time when you were at an interview and you were at a level 10, meaning you finished the interview and you were pumping your fists, jumping up and down, because you just knew you were on your game. That's what it means to **perform at a peak level**. At the same time we've all had experiences, maybe when you were in training, and for whatever reason you were perhaps at a level 3. We all know what happens to our results when we're not performing at a peak level.

*The goal of today's call is going to teach you how to on purpose, very quickly, get yourself in the right state of mind.*

So why is this step so important? Some of it you might think it is really obvious. But I want you to really think about this for a minute. Think about as managers all of the things you do. You run trainings, seminars, meetings of every different type. Think of what it takes to run your training seminar and it's slightly different from what it takes to run an interview. And what you do to run a team meeting is slightly different from what you need to do to run a key staff meeting and vice versa.

My point here is this. I want you to think about how there are all these things that you do, all these skills you learn as a manager. But you've got to ask yourself this question: *what's the common denominator*? The one thing that's always common is **you**. So once you really think about that and get that you realize, gosh, getting myself to operate at a peak level is pretty important.

So that brings up the question: *so why is it that we don't do it?* That's what we're going to talk about today. *One reason is because we just don't make it a priority.* We forget how important it is to actually pay attention to getting ourselves to operate at a peak level.

The other reason why we sometimes don't operate at a peak level is we may just not be aware of how to or how simple it can be to turn things around. I'm going to share with you two or three different strategies or patterns if you will. The reason I say patterns is because this topic is something I'm very, very passionate about.

Every single day, and I'm not exaggerating, every single day, I literally spend time every day actually learning about this topic. I either have something I'm reading, listening to, talking to somebody or just making my own observations. This call isn't about peak performance Vector manager strategies. This is about *patterns within people* who are the very best in the world at

what they do. I hope that really motivates you and inspires you. I hope that one of the things you get from this is that what allows one person to perform at a peak level, it doesn't matter what you're doing, it goes every where. What's cool about that too, is you take some of these ideas and you teach this stuff to the people that you lead and you're really giving them skills for life.

I'm going to share with you **3 specific characteristics**, or I like to call them **patterns**. Because one of the things I've found in my work, whether I'm studying through autobiographies or case studies of companies, there's always patterns, things I see again and again and again. I see this in my coaching too. I see in myself when I fail at something how I'm not implementing one of these patterns.

The **first pattern** is this: **peak performers mentally rehearse their desired future**. There are specific qualities to how they do this too. We've all heard before you should plan out what you want to have happen in the future, you should think about the future, or you should envision what you want. But sometimes I think we hear that and we don't really understand how exactly should we do that? Or is there a specific way that's going to get better results? There are **3 keys to mentally rehearsing your desired future**. We're going to give you some real world examples, dig into this and give you some action steps to put this to work.

The **3 keys** are this. It's got to be done with **precision, frequency and feeling**. The first time I discovered this topic of mentally rehearsing a desired future was actually 15, 16, maybe 17 years ago. It was when I was a kid and I was playing golf. My first job was at a golf course. I got paid minimum wage to scrub dirty golf balls. I saved up my money and where I grew up I lived about 10 minutes from Stanford University and they've got a famous golf course. Tiger Woods made Stanford's golf program famous because he played golf at Stanford. I had a cool opportunity that I saved up my money and got to go to a golf camp at Stanford. It was really neat because it was an intimate setting. The guy who ran the camp was Wally Goodwin who was the coach for the Stanford golf team. It was really cool. This was at a time when Tiger was only a year out of college. So we got to learn about all the drills that Tiger did and we got to hear directly from his college coach. Inevitably one of the questions that came up was, what made Tiger so good, what made him so great?

One of the things Wally shared with us, it really kind of knocked us off our seats as kids because it was so profound. He said one of the reasons Tiger is so great is because of how **he rehearses success in advance**. And he taught us this lesson. Before a golfer hits every shot, you'll notice they stand behind the ball and they watch and what they're doing is envisioning in their mind themselves hitting the ball, the ball flying up into the air, and landing and rolling in the hole.

So when we asked Wally what made Tiger so good, he asked us what we thought. We said he must be envisioning each of his shots going into the hole. He said, yes, but that's not it. He challenged us to guess what the answer was. We thought we were so smart. We know why Tiger is so good. Because when he envisioned the ball going into the hole he would envision precisely how, in what direction it was going into the hole. Wally said you're almost there. And he eventually shared with us that the reason Tiger is so good is not only did he rehearse what he wanted to happen but he does it **more precisely than anyone else**. We said, well, what's more precise than which side of the hole? And he said, guys, Tiger, it doesn't matter how far he is from the hole, he envisions even from 200 yards away, *which blade of grass the ball was rolling over as it went into the hole*.

Some people might hear that and say it's unnecessary to be that precise. But you hear this example and think maybe there's something to it. The value in this is understanding that **the more**

**precise you are, the more we teach our subconscious to go and get whatever it is we want.**  
Precision is so important.

**The other key is frequency.** Why is it important to envision what we want *as often as possible*? It's important to do that because **the more often you envision something it actually reprograms your brain.** There's something called myelin, which is a chemical in your brain, and every time you have a thought, that thought creates an electric wave. There's a chemical called myelin and it forms a shield around that electrical arm that's been created. Every time you have a thought again and again, that myelin becomes stronger and stronger and stronger.

So literally the more frequently you have a thought, the more you actually rebuild your brain. You actually *build a new pathway in your brain*. Here's the scary part. The brain also has a natural process called pruning. If you don't have a thought very often, the brain is very intelligent. It says I don't need this thought, this neuro connection. It uses up too much energy and the brain gets rid of it.

*So the lesson here, the reason we want to envision our future with frequency is because the more often we do it, it actually becomes easier to see that future again and again and again on a biological level.*

The pattern here is mentally **rehearsing our desired future with precision, frequency and feeling.** Now why is that so important? Why is it important to rehearse what we want but also how we want to feel? That's important because sometimes *we get so caught up in results that we forget about fulfillment.*

Think about how easy it is to say I want to get this result, I want to get this result, I want to get this result. But at the end of the day, the things you have to do to get the results aren't always enjoyable. Think about the things we have to do as managers; it's not always enjoyable. So one of the things we want to rehearse is how do we want to actually feel as we go through the process. You might think of running 100 interviews this next summer as not enjoyable. But if you can envision it ahead of time and as you mentally rehearse it with precision and frequency, you actually feel how you want to feel when you run these interviews - competent, empowered, successful, with pride because you're building your team one interview at a time. The more you engrain that feeling inside of you is that subconsciously you actually feel better about doing the stuff and your results go up.

Let me give you some action steps to put this stuff to work. I'm going to give you a couple of action steps with each of these ideas and I'm going to encourage you to put these to work at whatever level you want to.

At a basic level, level 1, here's what I'd encourage you to do to put this idea at work. I'm going to go out on a limb and make a promise. I'm going to promise that if you put this to work you're absolutely going to notice a difference in your results. And here's the big deal. I know you all want to improve. But sometimes we don't know what's the fastest way to improve. We've got all this stuff that we've got to learn how to do and stuff to do. If you put this stuff that we're talking about to work, this is the fastest way to get better results. Because remember when you work on yourself, this is the common denominator that affects everything else. This is not only the fastest way, but I'm going to go out on a limb and say that if you use the exercise I'm about to give you, this is also the most certain way you're going to get results. You're going to improve your results, your cpo, everything around you, because it's you and you affect everything you do.

So here's **Level 1. At the beginning of each day take 5 minutes and mentally rehearse your day.** Go through it like a movie played out in your mind. I first learned this idea reading a book called *Psycho Cybernetics*. It's a great resource. to me it's one of the best books on success if you want to call it that. One of the things they talk about is how they had people do this exercise alone and it transformed their results more than anything else. So 5 minutes a day rehearse exactly how you want your day to go. And see it play out in your mind's eye. If all you do is rehearse it, and remember you have to feel it, what emotions do you want to feel through out the day. When you do that, what will happen is your day will change. You will notice that you do things differently. You're going to attract results.

Here's the second thing, **Level 2.** I encourage you to **make sure that the people you are leading know what it is that they want.** You may not give them this whole fancy explanation that I just gave you about how it reprograms your brain, etc. I had a conversation with a really successful division manager the other day and this manager pointed out to me, he said, Jon, you know, I know what I want but for some reason our team isn't generating the results individually. I asked him, do they know what they want individually? It's great if you know what you want for your team. But do they know what they want? He pointed out that some may and some may not. So I gave him the assignment. At the next key staff meeting, go around the room and ask everyone to share out loud what do they want to sell between now and the end of the year. When they share that, write it down so you know it, so you can bring that back from them.

You may know what you want. But is everyone you lead doing this? Because eventually we realize we are only as good as the people we are leading. So as I share all these ideas I'm going to constantly remind you to ask yourself how well are you able to in an understandable way bring this to your people and get them to rehearse their desired future.

Here's the second pattern. Everything we've talked about so far you could really summarize it by saying you've got to know the answer to the question of *what is it that you want?* Which is not anything new for a lot of you. And the second question you've got to know the answer to in order to perform at a peak level is *why do you want it?* So the next thing we're going to talk about is **finding purpose on purpose.** We've all heard this or felt this, but how well do we actually implement it. We all know that when the why is strong enough, when the reasons are strong enough, how to do it just kind of shows up. When we've got a driving force that motivates us we don't need to know how to do something; we'll find a way.

So finding purpose on purpose, the lesson is that. I've had a conversation with quite a few managers over the past several years. And one of the things that comes up is *'I've lost motivation'*. That's a natural problem in business. From time to time you lose motivation. That's okay. You lose that sense of excitement you maybe had when you first started. One of the things that's so important to realize, remember and understand is that getting that excitement back isn't something that we should wait for something outside of us to create that excitement. We don't want to wait for the calendar, the next campaign, the next contest, the next promotion. We don't want to wait for somebody to say something. This is the pattern I've discovered. In learning from and studying and working with some of the very top performers in many different industries is that the top performers **find purpose on purpose.** It's not on accident. *They create it.*

So what does that actually mean? It means you actually *go out of your way and ask yourself why do I want to create this picture that I've created in my mind?* What's it worth if I don't know why? There are a couple of different types of reasons you might come up with. There are external reasons and internal reasons.

One of the things I'd encourage all of you to do is make sure that when you answer the question, *why do I want to succeed?*, make sure you have a **combination of both external and internal reasons**.

**What's an external reason?** Simple. *Anything outside of you*. The material, tangible things. I want money, recognition, reward, I want my business to grow. That's good. There's nothing wrong with those things. Those things can have a motivating factor. One of the things I've always felt, and I was reading a book *Talent Is Overrated*. It's all about how sometimes you look at people who look like they're talented but there are specific patterns or things they've done to get really good. It's not that they were born with that skill. They developed the skill through practice, repetition.

One of those skills is finding purpose and one of the patterns they talk about in this book is how top performers always have internal reasons that ultimately are layered right underneath those external reasons. Meaning sure, they might be excited about that award they're going to get. But ultimately the people who regularly perform at the top are motivated and not just by the stuff outside of them, but ultimately by what's inside of them. So what might that be? Perhaps a sense of certainty, knowing you're growing yourself, knowing you're contributing to the world. These are all things you ultimately give to yourself.

Come up with some different types of reasons and make sure you have both external and internal reasons. When you have those it's going to drive you. What are a couple of things you can do to put this idea to work?

**First, just write down your reasons**. Here's a little tip on how to do this. When you write down your reasons, write down whatever comes out. Take out a piece of paper and go through the exercise where you envision the next year and if your business went perfectly, like a movie, how would it play out? Then ask yourself *why do I want that, what's driving me, what are the reasons?* Don't judge, don't filter. Once you write down the reasons, when you look at them, do they give you *juice, energy, the fuel* that's going to drive you? **Once you've come up with those reasons that drive you, ask yourself is there a way I could rewrite these that would be even more empowering?**

Here's a very personal example. My personal business, one of my goals from last year to this year was I wanted to grow revenue for our company a certain amount. I could have just said to myself, *hey the reason why I want to do this is I want to make an extra \$100,000!*

My coach said I needed to make the reason sexy. What does that mean? He said it's got to juice you; it's got to turn you on. So I looked at that and said the reasons why I want to do what I want to do is because I want to *transform the profession of selling*. Think about that. **What's more motivating:** *I want to make an extra hundred grand or I want to transform an entire profession?* The latter gives me more juice. If I transform the profession of selling do you think I'll make some money along the way? Yes!

You need to find a way of tweaking your reasons so when you read it and think about it, and see it and feel it every day, it moves you. It can't just be, *'I want to hear him say my name'*. No! Give it some power. **Write it down and give it some power so it means something to you.**

If you want to take this to another level, bring this to your team. This ties in to last month's call. When creating a world class coaching conversation you've got to help people answer that first question of what do they want and now you understand at a deeper level why getting someone to

answer that, it actually reprograms them. The third question was why do they want it? Bring your team or someone who works with you through that exercise today. Teach them about the power of having reasons. Ultimately the people that do the best do the best because they have something that drives them. Use that and watch what happens.

Whenever you teach anybody about having reasons, make sure that you always write them down. In the future they're going to forget. You can teach them and keep reminding them. Robert Collier wrote this 100 years ago. *Sometimes we get so caught up in our struggles we forget what we're struggling for.* As a leader we have to be there to remind ourselves and to remind others.

The third pattern might be, in my opinion, one of the most profound. Because to me this is the missing link. You hear people talk about *thinking big*. I think all of us understand when we hear the idea of thinking big that if you want to be the best or if you want to perform at a level 10 somewhere in there it involves thinking big. But there's a reason why so many can think big but not do big. In **the third pattern, people who perform at a peak level allow their self image to precede reality.**

A lot of times we get caught up with thinking big. Which is great. Because we all believe in that. We all know that in order to do something great it starts with a thought. Thinking big might mean something different to all of you. Thinking big, in my opinion, isn't real hard. There's something that happens that stops people from achieving that part about thinking big. Here's what it is.

What happens is they imagine this reality, imagine I'm going to grow my business, I am going to sell 20k for the next 2 months, I am going to be a top candidate. But what happens, imagine a big circle and that circle is that dream they have. Imagine within that circle a smaller circle. That smaller circle is made up of a dotted line. So it's like a donut but the inner line is a dotted line. That bigger circle represents that vision that you can sometimes help somebody achieve. But that smaller circle, the dotted line, is a story. What often happens is it's a story we hold within ourselves even unconsciously. That story is what we call our **self image**. What happens is we might say to ourselves consciously, *okay, I can see what it would take to sell 20k in the next month.* But in my head I've got this little voice that's actually saying *yeah you can see it but you don't actually personally have the ability to do that. You aren't really the type of person who can do that.* You can see the possibility but you can't really do it. That story is the image that we hold of ourselves, what's called our self image.

I've heard it said before that the greatest force in human nature is our desire to act in alignment with how we view ourselves. So why is that so important to understand? What does it mean to **allow our self image to precede our reality**? In order to do something great, in order to take your business to the next level, in order to develop leaders like you've never done. You have to **allow yourself, give yourself permission, to view yourself as the type of person who can do that even if you've never done it.** You've got to give yourself to view yourself as the type of person who can do something even if you've never done it.

Let's say last year you developed 1 candidate and this year you want to develop 3 candidates. If you want to make it easier, start viewing yourself as the type of person who develops 3 candidates. Our self image is just a bunch of beliefs we have about ourselves. It's belief about what we're capable of, of our own personality.

One of the most classic stories about somebody transforming their self image is the story of Roger Bannister. Many of you have heard about this. He was the first guy to run the 4-minute mile. Of course before he did it everybody said it wasn't possible. When he was interviewed

afterwards he said the way he accomplished it was he simply envisioned himself running the 4 minute mile and on top of that he viewed himself as the type of person who was able to do it. So eventually he did it. No one had ever done that and then the next year something like 50 people had done it and in a couple of years hundreds of people ran a 4-minute mile.

So before this, had no one done it because it wasn't possible? Was it because no one had been thinking about it? No. I can promise you that had been thinking about it quite a bit. But because people were now able to see themselves doing it and in this case they had evidence of somebody else. If any of you have read *Cutting Edge Sales*, you might remember in Dan Casetta's chapter one of the things he talked about is how sometimes as leaders we think that somebody's self image increases once they get great results. One of the things he talks about is how it can actually work the other way around. He said **as a leader if you help build somebody's self image the higher self image actually leads to greater results.**

When I read that in the chapter I had a conversation with Dan. I said *that's what you used to do as a manager*. He used to do that for us. We also have to do it for ourselves. He used to help us see ourselves doing something or being a certain way or being the type of person that we weren't going to figure out on our own. This isn't really rocket science. You just have to understand the power in this.

So the question becomes **how do I actually transform my self image?** Let me clarify a couple of things here. This is really important. One of the biggest reasons somebody might get turned off by what I'm talking about right now is because you might have a little voice in your head that say, are you trying to tell me I have to change who I am? That's what that sounds like right? To change the perception or story you have about yourself it sounds a lot like I'm saying you have to change who you are. That's not what it is. What I'm talking about is we don't have to change who we are. **What we have to do is we have to change which part of ourselves we allow to show up.** It's not about changing who we are. **It's about changing which part of ourselves we allow to show up.**

I'll give you a personal example. As I was growing my coaching business one of the personal flaws that I had was that I was really unorganized. I had a coach that basically walked me through a number of exercises and said what you do you want your business to look like? And I'm proud to tell you it's almost what I envisioned four years ago. But it wouldn't have gotten that way if I hadn't figured this out. He said *let me ask you a question, your level of organization right now, the way that you currently treat being organized, is that going to allow you to get you where you want to go?* It was a harsh truth. I believe that a lot of times people don't change personally until they feel their backs are against the wall. Sometimes we have to get someone else to help us get that feeling like our backs against the wall. I realized I wasn't going to get to the next level if I didn't change this.

He pointed out that I had an image of myself as an organizer. I said *I sure do you should see my office. It's not hard to keep that image.* He said *you've got to **allow that perception of yourself to precede reality**. You have to start viewing yourself that way right now.* And I struggled with it. The reason I struggled is because of the same reason some of you have that little voice saying but can we change who we are. My coach pointed out, *I'm not asking you to change who you are. I'm giving you permission to allow the part of you that has the ability to be organized to actually show up once in a while*. I finally got it.

It's not that I wasn't capable of being organized. I just had identified so much with this flaw that it was difficult to see anything otherwise.

So I'm going to share with you a very simple exercise you can use so you can literally reprogram yourselves. I know that sounds intense; maybe it is. But you can do this. You can reprogram yourselves if you actually do this exercise.

**Here are 4 steps:**

**1. Envision your ideal future.** Whether that's 3 months from now, 6 months from now, a year from now, it doesn't matter. *Envision your business the way you want it to be a year from now.* Let that movie play out in your head. Envision it from beginning to end and watch it. Observe it. To get to where you want to go, what do you look like?

**2. Write down what are the qualities that you notice that you have obtained in order to ideal that perfect future.** Let's say you imagine yourself the end of next summer and you've had 3 branch candidates who ran successful branches and your district hit all the numbers you wanted to hit. Not only that but you've got 15 top notch, A+ candidates for 2011. So imagine that's your vision you're creating. Now imagine looking at yourself like you're watching yourself and ask the question, *what qualities do I have right now? What characteristics have I developed as though you see it having already happened? What are the skills I've already obtained? What are the emotions I regularly feel?* That's an important one. When you identify those qualities, write them down and imagine creating what you want and ask what did I become to create that? What are the skills, emotions and qualities that I regularly feel?

**3. Look at the list and ask yourself, Which of these qualities am I lacking the most right now?** You might say I don't have any of these. If that's what happens, that's cool because you've got a lot of work to do, you've got something to do. You might look at the list and think I have a lot of all of these but realize you're not compassionate enough or organize enough or don't plan often enough. You might say those are the 3 where I'm not at a level 10 and when I look at my ideal future I realize I have to get to a 10 to get there. *So identify the qualities where there's a gap.* Find that gap. You might identify all 10 of them where there's a gap between where you're currently doing things and how you're going to need to do things. Or maybe just 2 or 3.

**4. Identify one of these qualities.** Just pick one. For the next week here's what you're going to do. Let's say the quality was *I'm not planning out my days.* For the next week we're going to recondition you. At the beginning of each day you're going to take just a couple of minutes and say to yourself *I am masterful at planning out each day.* Then you're going to take one action each day that represents embodying that quality.

So let's say you've identified a quality that you've been missing that you need to step up to get to the next level. To get to the next level it means something has to change. We're not going to wait for something outside of us to change; we're going to start from within. Each week knock off another quality or characteristic or skill set or emotion. Let's say one of the things you identified was *I'm just not light hearted enough.* Maybe you realize you're just too serious about stuff. You're going to spend the next week at the beginning of the day and say *I am totally light hearted about things.* Then you're going to make a decision and say I am going to take 1 action today that's going to represent being light hearted. You're going to do one thing for a week to help yourself really understand that I can actually allow this part of me out of myself.

You start doing this and realize I can change who I am. But all it really is is allowing, giving yourself permission. You might recognize right now that the reasons so many people will fail to

go through this whole process is because they never really stop and identify what it is they want to change in the first place. But you're going to do that.

Now we've gone through this whole process and I've given you 3 different patterns. If I had to summarize this, it would be this simple. One quality of peak performers or one pattern they all embody is they **know what they want**. And **they mentally rehearse it with precision, with clarity**. They rehearse it with **frequency** because the more often you think of anything the easier it is to have that thought again. And they **rehearse it with feeling**. You've got to know what you want and keep asking and answering that question for yourself again and again with feeling and precision.

The second thing we talked about is **why do you want it**. When you identify purpose and do it on purpose you're empowered. You're not relying on something outside of you to get motivated. And we talked about action steps to take for each of these.

And third we talked about how important it is to actually **allow your self image to precede reality**, meaning allow yourself to see yourself in a certain way and you don't have to wait for results to prove that you can be that type of person. There are 4 steps you go through and you transform who you are; but isn't really just giving permission to allow those parts of you that need to show up to get to the next level.