Winners & Winning @ work

What do elite performers from world champions & head coaches to CEO’s & entrepreneurs have in common & where do they differ

What can we learn and do if we want to be the best that we can be

Richard Cross

Acknowledgements Peter Saville, Founder Saville & Holdsworth, SHL,Saville Consulting
Bob Wilson Willow Foundation
How much of your potential & talent have you fulfilled in your career so far?

– Less than 50%
– 60-70%
– 70-80%
– 80-90%
– 100%
Are you world class in your field?

1. What is it that you do?
2. How do you do it?
3. How well do you do it?
4. How well do you do it compared to the best?
The American Samurai: (Rank) Xerox
EFQM 1992: Business Excellence Certification
Benchmark Sporting Talent
Benchmarking Elite Performers
Talent in action - the 36 dimensions of talent
Talent in action - the 36 dimensions of talent

Adaptability
- Composed
- Self-Assured
- Positive

Thought
- Analytical
- Factual
- Rational

Activity-Oriented
- Dynamic*
- Enterprising*
- Striving*

Delivery
- Assertive
- Driven
- Structured

Influence
- Impactful
- Social
- Interactive
- Articulate
The ‘gifts’ & winning talents of an elite performer

**Positive** - cheerful, optimistic, & recover from setbacks

**Engaging** – very friendly & welcoming

**Interactive** very enthusiastic, lively & make contact, network

**Articulate** - present well, eloquent, social confident

**Composed** - relaxed, work well under pressure, tolerate stress

**Self-assured** – very self confident, self directing, & self valuing

**Less likely to multitask (control thr controllables**

**Less analytical, rational or factual. Happy to work without full information & not as good effective in written communication**

**Decisions less likely to be based on hard objective facts**

**Enterprising** – highly competitive, opportunity oriented sales focused,

**Striving** – very ambitious & determined, to succeed & achieve outstanding results, persisting & keep going no matter what

**Dynamic** - very energetic, action oriented, make things happen
Basic Talents of Elite PERFORMERS

Tough minded
Positive mindset
Audience minded

SINGLE MINDED
Dynamic
Striving
Enterprising

LESS EVALUATIVE
Rational
Analytical
Factual

Less likely to multi task

Ctrl + Alt + Del
**Inspirational Elite performers**

Inspired by an individual, event, crisis or opportunity

Someone or something identifies & activates their talent- a hero, a peer, a family member a teacher, a coach, a mentor, point to prove

Serve an apprenticeship learning their craft with challenging peers & high expectations

Step out of their comfort zones, follow their passion, don’t give up or accept second best, supported by a network & trained

Coached to win
Inspirational Head Coaches: Winning today & tomorrow

Adaptability
- Composed
- Self Assured
- Positive

Thought
- Strategic: develop strategies, forward thinking & visionary

Enterprising
- Striving
- Dynamic
- Meticulous*
- Activity Oriented

Engaging
- Interactive
- Articulate
- Purposeful
- Convincing

Directing
- Challenging

Delivery

Influence
Inspirational Head Coaches the basics plus

**Strategic** develop strategies, forward thinking & visionary

**Directing** directing people, leading people coordinating groups, controlling things

**Purposeful** making decisions, decisive, seek & assume responsibility, definite stand by decisions

**Empowering** empowering individuals, motivating individuals, inspiring people, giving encouragements

**Convincing** convincing people, persuading others, outspoken, shaping opinions & negotiate well

**Challenging** Challenge ideas, question assumptions, challenge established views, argue own perspective

Meticulous when it matters ...............
Head Coaches: analytics trend
Head Coaches: the power of passion

Deliver Results  Setting the direction, Forcing the Pace

Crisis Handlers  react to issues as they arise & deal with crisis situations

Visionaries  create an inspiring vision for the future

Instructors  set clear direction, standards and expect others to follow.
Facilitators  encourage others to be self-sufficient, pick up issues where necessary

Inspirers  lead through engagement, motivation and inspiration.

Enthusiasts  express passion, enthusiasm & disappointment
Energisers  vigorously drive people and tasks in order to achieve success
Key tool Probing Questions

Powerful Probing Question

PAUSE

Response

Judge people on quality of questions

LISTEN.................................
Observations

In it to Win it – today and tomorrow Set the vision force the pace
Constructs- In Control vs Open to influence/shapingbehaviours
Always under the spotlight- the public eye & Press means who they
trust is key (similar to business but exaggerated
Fun – Powerful- charismatic
Connected & understand the nature of the power game
Skilled ‘Manipulators’ & Motivators
Like your best teacher- challenging & insightful
Mould team - change tactics bring in new talent
Some are Gamechangers & Change Makers
All live by the basics & instil them
Don’t waste Time or energy
Natural pragmatic benchmarkers learn from peers
Inspirational leaders: The CEO

Accept & Expect Imperfection

‘Leaders are Strong people with strong weaknesses & strengths that make them productive’ P Drucker

‘Business is not a spectator sport’

‘Monomaniacs on a mission’ (Drucker)

Know how
Inspirational leaders: The CEO

**ADAPTABILITY**
- Composed
- Self-Assured
- Positive
- Change oriented

**DELIVERY**
- Less Conforming
- Dynamic*
- Enterprising*
- Striving*

**THOUGHT**
- Analytical
- Rational
- Learning Oriented
- Insightful
- Inventive

**INFLUENCE**
- Strategic
- Interactive
- Self Promoting
- Convincing
- Articulate
- Challenging
- Directing
- Purposeful
- Empowering

*Influence via intellect, seeing things differently, both intuitively & objectively, open to & able to be quick learners imparting a clear vision, & sense of purpose

Translate ideas into action
Get things done by ability to inspire, coordinate & carry people with them

Focussed on Excellence & delivery

Enjoy challenges, adapt readily to new situations, cope well with uncertainty
Example Business Excellence Director

Adaptability

Self Assured

Involving

Team oriented, participative collaborative decision maker

Meticulous

Organised

Reliable

Principled

Striving

Dynamic

Thought

Rational

Analytical

Factual

Articulate

Challenging

Purposeful

Empowering

Directing

Delivery

Influence
Exceptional Leader: basic

Adaptability
- Self Assured
- Positive
- Composed
- Resolving
- Involving

Sales Director

Thought
- Rational
- Strategic
- Engaging
- Articulate
- Interactive
- Self promoting
- Convincing
- Empowering

Delivery
- Meticulous
- Principled
- Enterprising
- Striving
- Dynamic

Influence
The Entrepreneurial Model

Getting in the Zone
Achievement Drive + Compelling Vision + Energy + Action Orientation

Seeing Possibilities
Big Picture + Options thinking + Savvy (relies on intuition & experience)

Creating Superior Opportunities
Problem Seeking + Synthesis + Problem Solving + Delighting customers

Staying in the Zone
Focus + Positive mindset + Self-determining + Persistence

Opening Up to the World
Expressing passion + Purposeful networking + Creating Partnerships

Building Capability
Building up the team + Experiential learning + Staying on track
The Entrepreneurial Bob Wilson

‘Main achievements is fulfilling the inborn potential I was given as a professional goalkeeper and sportsman in general, surviving the critical world of TV presentation, creating the idea of specialised goalkeeper coaching in the UK and his ability as a teacher, coach, and author. Most influenced by Bert Trautmann, daughter Anna to use what he learned & establish the Willow Foundation’

From Teacher to TV Sports Presenter

Via Arsenal goalkeeper & goalkeeping Coach

Founded the Willow Foundation
Female CIO/CKO

- Compelling Vision
- Big Picture, Options thinking
- Savvy

- Building up The Team
- Problem Seeking
  
  *Put significant effort into finding out which problems customers really want to address*

- Purposeful Networking
- Synthesis

- Expressing Passion
- Problem Solving
  
  *Delighting customers*

- Focus & Persistence
- Principled, driven to achieve outstanding results but not competitive. Challenging not compliant, learning oriented, reliable & would take risks

- Staying in the Zone (7)
- Getting in the Zone (8)
Problem Seeking

Put significant effort into finding out which problems customers really want to address

Synthesis

Delighting customers

Compelling Vision

Building up
The Team
Staying on Track

Creating partnerships
Expressing Passion

Focus & Persistence

Insightful, inventive, likes radical, little emphasis on the facts, copes well with uncertainty, readily accepts change. Involves others in decision making but not team oriented Empowering, Purposeful, directing

Articulate, Persuasive but not into resolving

Psychologically minded & attentive but not caring. Frequently asks probing questions Trusting but not tolerant or considerate. Self assured and composed, modest Dynamic competitive, optimistic, low, virtually nil compliance
Basic Talents of Elite PERFORMERS

- Tough minded
- Positive mindset
- Audience minded

SINGLE MINDED
- Dynamic
- Striving
- Enterprising
Talent Progression

On edge of success / failure
Coach & mentors

Become the best that they can be
Value not volume in network
Ask for help

Fail early as a learning experience

Create your own luck

Next Job

Job 1
## Don’t confuse performance with Potential

<table>
<thead>
<tr>
<th>Sample</th>
<th>Proficiency</th>
<th>Potential for Promotion</th>
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<tbody>
<tr>
<td></td>
<td>Receptive to Feedback</td>
<td>Receptive to Feedback</td>
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<td></td>
<td>Lo-Quick Learning</td>
<td>Lo-Prepared to disagree</td>
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<td></td>
<td>Results Driven</td>
<td>Attention Seeking</td>
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<tr>
<td></td>
<td>Dynamic Purposeful</td>
<td>Quick Learning</td>
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<td></td>
<td></td>
<td>Striving Insightful</td>
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</tbody>
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- Administrative roles, Services Group (n=87)
- Recruitment & Advertising Business (n=89)
- Global Engineering Company (n=63)

Don’t confuse performance with Potential.
Mentor Magic

List the mentors & coaches you have ..................
Are there some you have lost touch with?
Are there others you might learn from?

.................................................................................
Why not shape serendipity- reconnect?
Or find new younger mentors

In a winner takes all world a marginal gain has an exponential impact
Learning : The brilliance of mentors & heroes
Pass the hurdle & get & stay connected
Network Diagnosis: amplify your talent

Cultivate your network .....the ‘sociology of success

1. From What to Who you Know

How similar (based on proximity or profession) or insular is your virtual and physical network?

What do your contacts say about you and your reputation and status? Are you on the edge, peripheral or central?

Who can you rely on and trust?

Do you need to refresh your sponsors/mentors

2. Who Whom Note your key power contacts & inspirational leaders /coaches/entrepreneurial gamechangers

Who introduced you? Who would vouch for you and what is their standing? Who did you introduce?

Where/when were your best contacts made?

Rate your contacts in terms of off access to off the record information, access to diverse skills, and power. How does your network help you see the world differently? Assess emerging patterns and the evolution of your network stock & reserves

3. What Next

What is hindering personal progress

What new (value) connections do you need?
Identity - be have do

1. What is it that you do?

2. How do you do it?

3. How well do you do it?

4. How well do you do it compared to the best?

Who is your Coach? Have you the right mentors and friends?
Understand pressures & demands on CEO's
Understand pressures & demands on CEO's
Team Roles Inspirational CEO’s

**Optimist:** tend to be resilient and stay calm under pressure. They help to keep team morale high - adapting & coping

**Supporter** attends to the needs of others, and prefer a team oriented approach supporting & cooperating

**Finisher** focus on getting things completed to a high standard, and pay attention to detail organizing & executing

**Striver** push hard to achieve ambitious results. They are often highly enterprising and competitive enterprising & performing

**Innovator:** creative approach to problem solving and often develop long term strategies - creating & conceptualising

**Analyst:** - use their intellect & expertise to get to the right answer - analysing & interpreting

**Assertor:** take control of situations & coordinate people. They prefer to be the leader

**Relator:** actively communicate between team members and can help improve social interaction - interacting & presenting

**Primary Role**

**Secondary Role**
Supporter attends to the needs of others, and prefer a team oriented approach supporting & cooperating.

Finisher focus on getting things completed to a high standard, and pay attention to detail organizing & executing.

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Innovator; creative approach to problem solving and often develop long term strategies - creating & conceptualising.

Relator: actively communicate between team members and can help improve social interaction - interacting & presenting.

Assertor; take control of situations & coordinate people. They prefer to be the leader.
Team Roles  Inspirational World Champions

Supporter attends to the needs of others, and prefer a team oriented approach supporting & cooperating

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Assertor; take control of situations & coordinate people. They prefer to be the leader
What’s their line?

Leading Rugby Coach
Sales Director & rugby player
Leading rugby captain
Sales Director: high tech
Top Entrepreneur: high tech
Bob Wilson Goalkeeper, goalkeeping coach & TV presenter

Why
Big Picture, Options thinking, Savvy (trusts intuition)

Building up the team
Experiential learning
Staying on track

Expressing passion
Purposeful networking
Creating partnerships

Focus, Positive Mindset, Self-determining, Persistence

Problem Seeking
Synthesis
Problem Solving
Delighting customers
Problem Seeking
Put significant effort into finding out which problems customers really want to address

Synthesis

Delighting customers

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Focus & Persistence

Creating partnerships
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Compelling Vision

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Building up the team
Experiential learning
Staying on track

Expressing passion
Purposeful networking
Creating partnerships

Focus, Positive mindset, Self-determining, Persistence

Achievement Drive
Compelling Vision
Energy
Action Orientation

Getting in the Zone (9)

Big Picture, Options thinking,
Savvy

Problem Seeking
Synthesis
Problem Solving

Extremely competitive, principled but less emphasis on Confidentialities. Dislikes procedures, less inclined to follow rules, Prefers low risks in decisions. Encourages others to criticise approach. Conscientious about deadlines. Strategic and long term, Abstract often applies theories. Insightful & data rational change oriented. Directing & team oriented but unlikely to involve others in decisions.

Problem Seeking
Put significant effort into finding out which problems customers really want to address

Problem Solving

Savvy
Sets a clear vision for the future

Focus, Persistence, Positive Mindset, Self-Determining

Highly principled, follows the rules reasonably closely, sometimes prepared to take risks. Positive & very receptive. Self-assured, composed, very inclined to ask probing questions. Very practical, makes decisions on the basis of the facts, reliable, copes well with uncertainty & new challenges, lively, modest, engaging, reasonably tolerant, team-oriented, purposeful, directing and empowering leader.
Expressing passion,
Purposeful networking
Creating partnerships

Engaging, frequently asks probing questions. Persevering Incredibly supportive. Self assured, highly intuitive, principled, receptive
highly sales oriented but not strongly competitive,favours less radical solutions
Engaging, frequently asks probing questions. Persuasive, articulate. Self assured, self promoting, very composed, receptive, trusting, tolerant, highly enterprising, dynamic, focussed on honouring commitments, likes to follow the rules, sometimes prepared to take risks, moderately likely to follow procedures, enjoys working with numerical data, makes decisions on the facts.