

Performance Lifecycle[®]



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Performance Lifecycle®



What makes the difference between an average person and someone who over-achieves at almost everything they take on?

Performance


Many motivational speakers explain how easy it is to become a high performer – they say all you have to do is act as if you already are successful, and actual success will follow.

There is merit in positive thinking and taking action is the first step to getting the results you deserve. Experience informs us that most people aiming at high performance need support mechanisms.

Self-awareness is the first thing needed to change your performance level from good to truly great. You need to create a picture of where you are on the performance curve, what dangers you have to be mindful of, and what hidden traps await you.

Performance is a mind game. Good or bad performance over the course of time is directly related to how you see the possibilities and the difficulties set out before you.

If you have played any sport you can probably recall a game you lost because you didn't believe in yourself or your team. Your head goes down, you view the mistakes made by your team as adding to the reasons for the inevitable failure. You see your opponents as being better equipped with higher energy and you feel their force gaining more and more power.




A voice in the back of your mind says “pride comes before a fall, be careful you don’t become a fool”.

The traps that arrest performance fool you into thinking you can’t compete, that the others have unfair advantages, that change is outside your control and that no matter what you do the future is inevitable.

These same traps also exist when we experience success. How many times have you witnessed the triumphant behavior of a colleague or team mate when a win occurs? A voice in the back of your mind says “pride comes before a fall, be careful you don’t become a fool”.

This old wisdom offers good counsel. Wins are rarely examined to find the lessons learned, to develop a deep understanding of what worked and what didn’t. It is considered best practice to look into successful endeavors and ask; what aspects do we continue to do and what must we change to increase our competitive advantage?




The writer Henri Bergson made this powerful observation: **The eye sees only what the mind is prepared to comprehend.** Awareness is humbling.

Success brings attention, fortune, pride, confidence and many other personal rewards. Sometimes these rewards can become learning distractions because they can cause us to become arrogant and unwilling to question ourselves.

Margaret Thatcher, the former British Prime Minister, offered wise words to keep those around her grounded in times of tremendous success. She said, “I do not know anyone who has got to the top without hard work.” She was referring to the incredible effort that is needed at a personal level to remain focused on a goal. She demonstrated time and time again the need for absolute discipline to remain focused on the road ahead. She prized discipline above all else. She demanded it of herself and anyone who worked with her. Without goals there can be no fast-track back to high performance. Without targets to judge your progress against, burning issues don’t develop and mediocrity prevails.

Physical stamina is also part of the equation. We know people respond well to enthusiasm; they look to see energy behind beliefs and consider these factors as evidence of integrity. Body language, e.g.: posture, eye contact and a firm handshake or the cultural equivalent, continue to be important shorthand that provide some clues to who is meeting whom. For these reasons there is always a need for high levels of energy.

Real success over time also requires your discipline and stamina to extend to the mastery of your own will, because long-term success demands emotionally exhausting mental exertions to deliberately challenge the behaviors and attitudes that might impede your success.



Sweat is the result of hard labor: Success is the result of mental toughness

Some people consistently perform at high levels, whereas others vacillate between mediocre performance and hope, placating their fears by claiming their results are normal.

In some groups, this normal-culture produces behavior so uninspiring that high performers are considered dangerously different. It is easier to run with the herd and produce similarly poor results than it is to actively seek out the true potential in a market, this is the reason so many B brands exit.

The **dangerously different** raise the bar and set new standards. They challenge the mediocre and build success fuelled on market potential. Great brands like Coca-Cola® and Dell™ have been built by teams who have done just this. The strategies chosen by these executive teams are executed by legions of professional people who out maneuver their market counterparts. In this type of organization the culture is predominantly expressed through achievement. High performers are revered as exemplary models of behavior and promoted to lead others to achieve the same extraordinary results year after year.

Speak to anyone who has achieved a significant accomplishment that caused a stretch where they had to endure self-change and they will talk at length about their mental battle. Even those people, whose success was extremely physical, will bear testament to the fact that their accomplishment was due more to their mental toughness than their physical strength.

Vince Lombardi recognized the need for this kind of toughness when he said: “The spirit, the will to win, and the will to excel are the things that endure. These qualities are so much more important than the events that occur.”

Where do people get this mental power?

From listening to their inner voice and managing the dialogue.

At last two lines of William Ernest Henley's Invictus:

I am the master of my fate:
I am the captain of my soul.


Mantra's such as this can provide the focus needed to get through the tough times.

An amusing command to give a group is "Those who talk to themselves raise your hands." Some of the group do so immediately, some wait, hesitating, listening to the voice in their head telling them what to do.

When the majority have hands in the air, you can discuss the effects of "self talk" by examining the answer to this question – **what happened before deciding whether to put your hand up?**

It's fun and it demonstrates the point that only the genuine **extraterrestrials** in the room may be devoid of this little voice. Enhanced performance is down to this little voice and how we choose to listen and to manage this dialogue.

Henry Ford said it best: "Whether you think you can, or think you can't – you are right". Thinking is created by our self-dialogue with words, pictures and pure emotion; irrefutable evidence that this dialogue is real. Ford was suggesting that if we put our minds to something we wish to accomplish, we could achieve it. We have so much evidence in favor of the Ford case. We belong to a generation that put a man on the moon; started organizations such as Google™, Microsoft®, Dell™, HP, IBM®; and created products such as heart transplants and handheld wireless communicators. The people involved in all of these accomplishments were ordinary people with one thing in common; belief in their ability to make the future they envisioned real.



Self talk, “the little voice” is everyone’s coach. To make it our pathway to success we have to learn to listen for the triggers and then use them to create our positive future.

We are all prone to variable performance levels and it is almost impossible to be efficient all the time. When we read the biographies of great men and women we are struck by paradox; great dreams, equally great fears; tremendous self-belief and courage beside enormous self-doubt. Some of our greatest examples appear to be tortured souls. Such is the constant dialogue with self.

These swings confirm how important the vision of success is for the individual. When we are engulfed in self doubt, we are seeing our vision from a new perspective and consequently often see new solutions to the problems that triggered self-doubt in the first instance.

Our ability to succeed is inexorably connected to the discipline we show in managing self-belief. Understanding the triggers that impact our attitude and influence the decisions we make will strengthen our ability to succeed more often

On the next page is a series of quotations as you read them keep these four questions in mind:

- To what degree they were speaking to their audience?
- To what degree they were speaking to themselves?
- Which statement rings most true for you and why?
- What is the most valuable lesson to be learned from these words on achievement?



Abraham Maslow

“If you deliberately plan to be less than you are capable of being, then I warn you that you’ll be unhappy for the rest of your lives.”

Johann Wolfgang von Goethe

“Thinking is easy, acting is difficult, and putting one’s thoughts into action is the most difficult thing in the world.”

**Joe Griffith – Speaker
Library of Business Stories,
Anecdotes and Humor**

“Regular cars are like ‘comfort zones’; they isolate us from the potential of personal high performance.”

Abraham Lincoln

“I don’t know who my grandfather was; I am much more concerned to know what his grandson will be.”

Vince Lombardi

“The quality of a person’s life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor.”

“Winning is not a sometime thing; it’s an all-the-time thing.”

Sir Winston Churchill

“The price of greatness is responsibility.”

Benjamin Franklin

“To succeed, jump as quickly at opportunities as you do at conclusions.”

Frank Lloyd Wright

“I know the price of success: dedication, hard work, and an unremitting devotion to the things you want to see happen.”

Margaret Mead

“I must admit that I personally measure success in terms of the contributions an individual makes to her or his fellow human beings.”

The Performance Lifecycle®



There are challenges that are real and there are those that are framed in such a way as to make us begin trying to solve the wrong problem.

“Motivate your team” is one of the latter. It should read, “don’t destroy your teams’ motivation”, or “maintain and help them build their motivation”.

The same is true if you work primarily on your own, no one can motivate you, and this is solely within your control. Mastering motivation means mastering your ability to observe and recognize triggers, the psychological bullets that rain on all of us everyday.

Some triggers produce feelings of well-being and others just zap our energy and make us wish we

hadn’t got out of bed. Like real bullets, these psychological bullets travel too fast for most of us to see. We must learn to observe their impact; understand the change in our psychological state, or more accurately the change in our attitude to the job at hand.

Attitude dominates how we perform. The phrase “attitude is everything” is almost always true because we are prejudiced by our emotions and react in ways that impact our effectiveness.

Leaders must learn how to recognize patterns that affect performance in themselves and others. This type of pattern recognition allows you to react fast, at BLINK¹ speed, to changes in attitude, and create dialogues that rebuild energy and

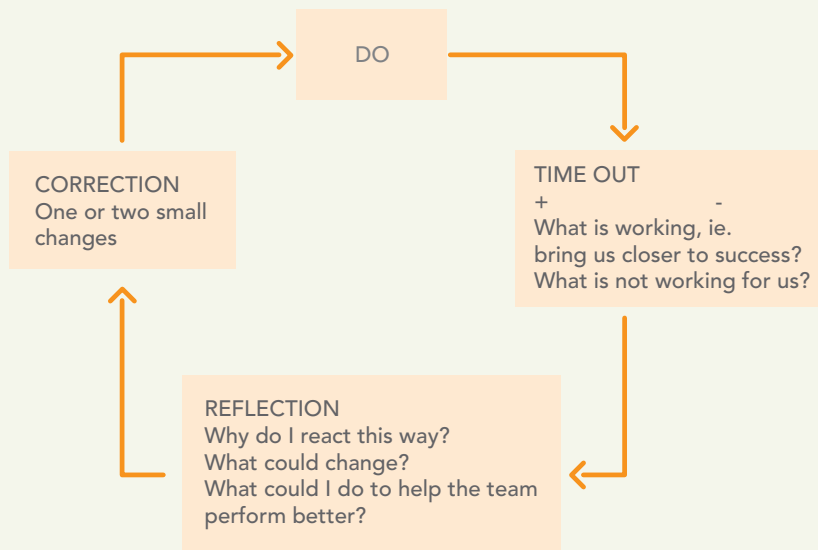
motivation in yourself, individual team members and, by extension, your whole team.

The Performance Lifecycle provides a framework with which to review personal performance. It is most effective when used to examine performance over time to gain useable insights into how to maintain remarkably high performance levels.

1 Blink: ‘The Power of Thinking Without Thinking’ is a 2005 book by Malcolm Gladwell in which he explores the power] of the trained mind to make split second decisions.

Learning from winning and losing

The phrase “People learn from doing”, is only 25% correct. In fact we learn from Doing + Time Out + Reflection + Correction.



Active mindsets:

- See their way through problems; use vision and foresight to enlist others to help
- Volunteer help
- They have incredible belief in themselves and appreciate help from others
- Problems are interesting, sometimes even fun and always competitive

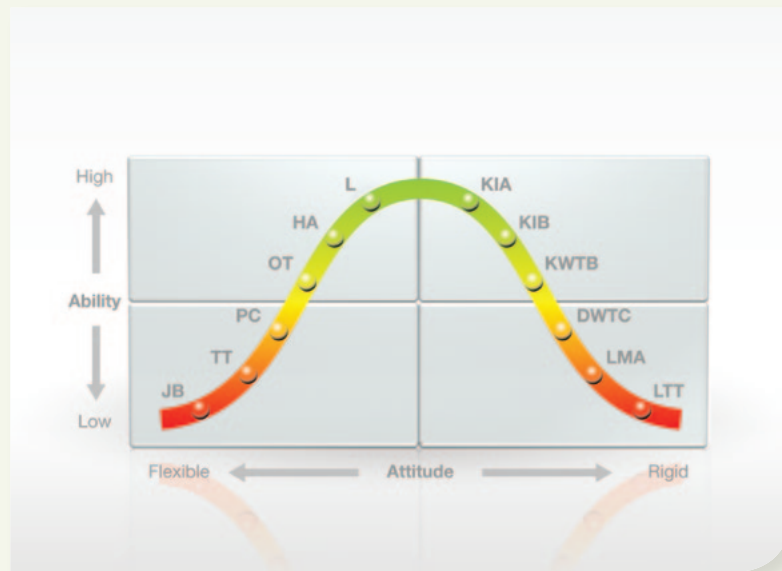
Passive mindsets:

- See good excuses and “legitimate” reasons why their lack of success was not their responsibility
- Look at their role as a limiting factor in their involvement in the problem solving process
- See barriers and issues as reasons to stop

The Performance Lifecycle®

Recognizing lifecycle mindsets

The Performance Lifecycle is made up of a number of performance mindsets that describe our attitude and the impact it has on our ability, using our skills, knowledge and experience, to produce lower, or higher value outputs. We do not necessarily progress through the Lifecycle in a chronological order. Depending on any number of triggers, **those psychological bullets**, our mindset can change to any position on the Performance Lifecycle at any time.



Read the following quotations and discuss with your team:

Just as bathroom scales give us data and a time-out to measure our progress in a weight loss campaign, the **Performance Lifecycle®** provides us with data and time-out to measure our Personal Leadership campaign.

As you read through the descriptions of the mindsets that follow, ask yourself;

- When was that last time I was in this mindset?
- What was the trigger?
- What did I do about it?

Just born



On the Lifecycle, our mindset is most flexible when we are uncertain how to use our ability, past experience and knowledge. This also occurs when we are not confident in the relationships around us. We may maintain this position for moments, hours, days or months. **The Performance Lifecycle is not a timeline it is a state of mind.**

Whether you have been a manager or team leader for one year or twenty-one years, you can find yourself in a position where you are uncertain. This may be due to a change in your circumstances, e.g.: a new project; new industry; new location; new manager.

Your skills as a manager are still high but you may be feeling that you are not in an ideal position to use your skills because of a perceived knowledge gap. This mindset is described as Just Born – **JB** for short.

When we are in the **JB** mindset we are generally enthusiastic. We make mistakes but recover quickly. It's not personal; it's all a part of learning. The trouble is we often don't take time out to reflect and make the same mistakes over and over again before we change our approach.

Communications

Each organization develops its unique language that enables complex ideas to be conveyed quickly using a type of internal code. When in the **JB** mindset we make many assumptions about what is being communicated to us. We often do not ask for clarification or definitions for familiar words used differently to our past experience, or unfamiliar words used to describe familiar sounding topics.

Just born



Added responsibility

We have a habit of saying yes too quickly, which means we accept or volunteer for tasks that are not necessarily in our area of expertise. We readily accept additional responsibility and work that may well take us away from the focus of our primary job role.

We accept responsibility to please others without appreciating the consequences. We are reluctant to ask for help or to negotiate more realistic deadlines or work load. As a result, not everything gets done.

- When was the last time you were Just Born?
- What was the impact on you, your team, and your organization?
- What could you have done differently to increase your productivity and accelerate your growth on the Performance Lifecycle?

Terrible Two



Innovation

When we exhibit this mindset we are very flexible, enthusiastic and really interested in finding out where the boundaries lie. We are willing to take some risks to see what happens.

Impatience can trigger this mindset, we have seen enough, heard enough, now we want to take action. When in this mind – Terrible Two (**TT** for short) we want freedom to investigate.

When we are **TT** we accept as with any experimental environment that some things will work and some will not. We often try things differently without really understanding the big picture; we may not even have reviewed the CEO's major goals and vision. Because of this lack of preparation and context our innovations can therefore be hit and miss. This could impact our relationships with colleagues and team members.

Completing and finishing

We tend to lose focus quickly and so find ourselves getting involved in many activities, which are not our responsibility. Our inability to complete on time the tasks set for us is a result of our inquisitive nature taking us off on tangents. There is no malicious intent – simply a need to discover as much as we can in the shortest time possible.

Terrible Two



Success and failure

When we are in **TT** mindset we view failure as an opportunity to learn. We understand that mistakes are inevitable and part of the learning process. The emotional impact of failure is for the most part, effectively managed. However, when we repeat mistakes or when our expectations are not met, we may exhibit varying degrees of frustration causing anger and a breakdown in communication.

Communication

It's likely that our communication is inconsistent, we are not really sure of our priorities and communicate this often by making everything urgent. Our frustrations will cause us to burst into tantrum-like episodes.

Team working

We have little loyalty to the team because we will tend to select individuals based on who we like to work with or who likes to work the way we do.

- When was the last time you were a Terrible Two?
- What was the impact on you, your team, and your organization?
- What could you have done differently to increase your productivity and accelerate your growth on the Performance Life Cycle?

Problem Child



As a Problem Child (**PC**), we experience confidence in using our ability and we have the opinion that we can now do the job and we are determined to prove it to everyone, managers and peers.

We actively seek independence and opportunities to prove ourselves. The lack of awareness of our weaknesses and capability makes us vulnerable.

Innovation

We will often find new and different ways to complete tasks without evaluating our methods. We assume that our innovations are the best way to do the job. We are unlikely to seek advice from our manager, colleagues or customers as “going it alone” means just that.

Success and failure

As a **PC** we are doing things in isolation and experience success and failure as extremes. Either can be overwhelming. The likelihood is that we will have a few successes but we will make many mistakes. Unlike the TT, we will not bounce back easily from our mistakes, dwelling on what happened and mentally churning through denial and blame. Eventually this will impact our self-esteem.

Communication

Our tendency, as a **PC** is to keep things bottled up. If we do share our concerns and difficulties, it is usually with a trusted colleague rather than our manager. When things are going well, we live to talk about our work. When things are going badly, we are silent. As a result, our communication can be interpreted as selective and sporadic.

Added responsibility

We are keen to accept added responsibility, seeing that responsibility is a way to achieve added success. However, this may become a source of stress. This could easily result in our premature exit from the organization.

Problem Child

Team working

The fight to prove ourselves impedes our performance in teams. Independence and teamwork are at odds with each other and adds to our confusion.

- When was the last time you were a Problem Child?
- What was the impact on you, your team, and your organization?
- What could you have done differently to increase your productivity and accelerate your growth on the Performance Lifecycle?

On Target



Most of us can remember having an On Target (**OT**) mindset. Here we are in position to effectively utilize our knowledge and skills to achieve our goals. Another way to describe our day to day achievements is “comfortable”.

OT is still on the flexible side of the Performance Lifecycle. Use of ability is high and our attitude is focused on achieving what we must. We do not actively resist change or additional responsibility; we simply do not go looking for more work.

Innovation

As an **OT** we are not particularly motivated to innovate processes within our business unit. We are content to maintain the status quo because it is part of our success.

Success and failure

We will consistently meet and exceed targets. We are very much seen as a good individual contributor and a safe pair of hands. Knowing the business and the processes, we manage the system to satisfy our own agenda. Our personal track-record of satisfactory performance offsets the impact of any failure.

Communication

We avoid what we perceive to be unnecessary communication. We are very selective about the information we share amongst the team in an effort to maintain the status quo.

On Target



Team working

We are happy to let other team members shoulder additional workloads relating to change, seeing our role as one of “keeping the wheels turning”. We will simply slot ourselves in at the appropriate time and adopt a new routine.

- When was the last time you were On Target?
- What was the impact on you, your team, and your organization?
- What could you have done differently to increase your productivity and accelerate your growth on the Performance Lifecycle?

High Achiever



Still on the flexible side of the Performance Lifecycle but now having made the **choice** to use our knowledge and skills to achieve more than what is expected, to create value. In this mindset our focus is towards personal improvement goals and achievements that support the organization. We take decisions and engage in actions that are driven and focused on our stretch goals. We measure everything against the goals **we** set.

Innovation

In this mindset we proactively seek ways to innovate the processes, procedures and methods of working that relate to our area of business. We want to find cheaper, faster and better ways to deliver our products and services.

Success and failure

We achieve high degrees of success on a regular basis. However, the achievement of the task is not the end. We regularly examine how the success was achieved and what could have been done differently in the process that we could use to contribute to future successes. In this way, we continually innovate and improve the way we work.

Likewise failures are used as opportunities to learn and improve. The emotional impact of a failure is effectively managed. We bounce back and maintain a high level of enthusiasm and motivation.

Communication

We are proactive communicators, ensuring that all team members and customers are kept informed. We willingly communicate and share useful information with other teams and departments. We invite feedback from our customers and other parts of the organization seeing this as an opportunity to develop and grow.

High Achiever



Completing and finishing

We like to be surrounded with similar people and we thrive in a positive, honest, team-working environment. However, we may exclude team members and possibly customers if we don't see evidence of their commitment. People who hold us back or who don't put as much into the achievement of team goals become a source of frustration. When this happens we tend to push ahead with our own agenda. If we allow ourselves to continue unchecked, we could find ourselves isolated from the team.

Team working

We enjoy the team and what it can offer us, affirmation of a job well done and feedback on our performance. As proactive communicators we can find ourselves becoming the centre of focus. Success may become our weakness.

- When was the last time you were a High Achiever?
- What was the impact on you, your team, and your organization?
- What could you have done differently to increase your productivity and accelerate your growth on the Performance Lifecycle?

Leader



The **Leader** mindset on the Performance Lifecycle has far less to do with your job title and more to do with a personal choice you have made to contribute the wellbeing of your organization.

The **Leader** mindset exhibits vision, values and a clear concern for developing others in order to accomplish long-term success. In this mindset we replenish our energies every time we have a set back because we are working towards a vision and we recognize that others look to us to see how they should act. We are determined to be the best we can be and we act with purpose regardless of what business unit or division we are given.

As **Leaders**, we focus on how to achieve our goals utilizing people and building a better organization. We know its not just about personal achievement, we judge ourselves on the legacy we leave behind. People grow and become more effective after working with or for us.

Innovation

In this mindset we see innovation as a team exercise that should happen regularly. We encourage our people to seek out bad processes and replace them with improved ways of working. We look for insight outside of our department and our organization.

Success and failure

We enjoy success, and will do whatever it takes to achieve and surpass the targets. We gain personal satisfaction from developing others and seeing the team achieve their goals. We measure success through contributions to the organization's mission, values and strategy. We learn and develop from personal failures and from others' failures by being actively involved in feedback sessions and improvement projects.

Leader

Communication

We talk about our vision at every opportunity because we recognize that it takes time for others to really understand and believe in our view of the future. Proactive communication is a central strategy of our daily life. We greatly value team members sharing their ideas and feedback, as well as being given the opportunity to share our own input with the team. Our language is generally very positive and where obstacles stand in the way of completing a task, our language will sound like; “What can we do?”, “What are the possible solutions?”

Team working

As **Leaders**, we proactively seek to keep the team working together. We are vigilant for any behavior that could degrade the team’s effectiveness. We configure sub-groups within the team to develop both strong and weak members, always looking to specifically develop individual team members. We celebrate team achievements and we reward individuals for behavior that supports the team.

- When was the last time you were a Leader?
- What was the impact on you, your team, and your organization?
- What could you have done differently to improve your position on the Performance Lifecycle?

Know it all



Success brings many rewards. It also brings inflexibility. When we believe certain things have made us successful, we are circumspect about changing them.

And so it is that the Know It All (**KIA**) mindset becomes more rigid in its attitude to change. This means that we have the capability, knowledge, skills, and experience to be very successful and we are concerned that change may interfere with our future success.

The rigidity is subtle. We withhold our co-operation to some degree; we don't rush to change things within our team structure. Or we allow ourselves to become the centre of attention during team meetings and have our team defer to us a little more than usual.

Innovation

When we become **KIAs**, we do not welcome innovation, being firmly convinced that the way we presently work is the best possible way. We see innovation as risk and will actively voice our objection to the needless waste of resources. As a **KIA** we may consciously contribute to the failure of new processes or innovations or new systems by stressing areas of weakness rather than looking for ways in which to contribute to the success of the innovation. Our tendency will be to prove the merits of present working systems.

Success and failure

We celebrate our successes in terms of our contribution more so than our team's involvement. We cc the right people when we have a big win and no one if things don't go as we planned. We view failures as a source of embarrassment rather than an opportunity to learn and grow.

Know it all



Communication

In our communication we are not shy about expressing our ideas, viewpoints, and expertise. We communicate to a great extent with “I” and “me” statements rather than with “we” messages.

Team working

We enjoy working within a team environment that re-enforces our position and importance. We can be divisive using our experience to convince others of the pitfalls of innovations created by other team members. We have a tendency to check and control team work so that we become a bottle-neck in the team process.

- When was the last time you were a Know It All?
- What was the impact on you, your team, and your organization?
- What could you have done differently to improve your position on the Performance Lifecycle?

Know it better



Success breeds success and sometimes it breeds a Know It Better attitude. **KIB** knows how the organization works, what makes it successful and importantly what makes them successful. When in this mindset we still produce value but our attitude is becoming more rigid.

When in this mindset we begin to dismiss the ideas of others, including managers and customers. Our focus is often on the politics of the situation rather than the attainment of organizational goals.

Innovation

Change equals risk. Innovation is doing things our way. In this mindset we tend to be quite dismissive of ideas from team members. However, if one of the team has a success with a new idea we get behind it so that it may appear that we are the originator or major contributor and then get the credit. In addition, we often make assumptions, not taking the time to listen and understand and badgering other team members into our way of thinking.

Success and failure

Success belongs to us and failure belongs to the team. As a **KIB** we cover up our mistakes. We become experts at leaving no trail back to us.

Communication

Our communication can be perceived by others as political. We consider the impact of what we are saying and always leave ourselves options. In team meetings, we will often be silent, allowing others to voice their opinion first in order to best position our own ideas. We choose to lobby the individuals within the team pre and post meeting.

Know it better



Team working

We take more control of team meetings, asking for read-outs and checking to ensure people are doing things the way we want them done. In peer groups we are a divisive influence on the team discussions. Peers become aware of our impact and withhold support resulting in our isolation.

- When was the last time you were a Know It Better?
- What was the impact on you, your team, and your organization?
- What could you have done differently to improve your position on the Performance Lifecycle?

Know Who to Blame



Our willingness to use all of our ability for the good of the company lessens and is replaced with activities aimed at supporting our own ends. We become very rigid in our thinking and we are wedded to the past.

We choose not to use our knowledge and skills to accomplish team goals. We invest even more time and effort in politics. As masters of the system, we manipulate the process and people around us to fulfill our agenda, which is often one of self-preservation.

Innovation

We are reluctant to innovate for fear of failure. Changes in systems and processes could result in the erosion of our power base. We are careful when involved with change that we are seen to have no responsibility and that those who are responsible are clearly identified. Fear of failure is becoming a limiting factor for our performance.

Success and failure

Successes are talked about at length, even if they were a long time in the past. Failures belong to others; in this mindset we are masterful at working the system and at ensuring no trail leads back to us. Failure on the part of the organization or team to realize change is not viewed as failure by the **KWTB**.

Communication

We say very little unless we realize that something is about to go wrong and even then we release information slowly or when we perceive it to be strategically advantageous to us.

Know Who to Blame



Team working

Team meeting are cagey affairs based on read-outs and updates. Your team has learned to develop robust excuses if something is not on target.

In Peer meetings we contribute little, often choosing silence as a way to let the team members assume that we are on board. **KWTB** tends to be very noncommittal.

- When was the last time you were a Know Who to Blame?
- What was the impact on you, your team, and your organization?
- What could you have done differently to improve your position on the Performance Lifecycle?

Don't Want to Co-operate

As our attitude becomes even more rigid, it impacts on how we use the skills and knowledge we have. The **DWTC** mindset is one where we are actively choosing not to use our ability to make a contribution.

Innovation

At **DWTC** we don't innovate. We may be considered **deadwood** by others in the organization. Change is often met with the expression "No Problem!" which is code for no action.

Success and failure

We maintain a low profile when confronted with failures in the hope it will somehow go by unnoticed by our manager. We intentionally obstruct attempts to investigate problems. Successes are kept low key in case raising our profile gives rise to unsolicited discussions that could lead down the path of divulging failures.

Communication

We avoid communication preferring to stay isolated, as we perceive isolation as safe.

Team working

We show up at meetings but we are very inactive. Team meetings are short and infrequent. We often consider whether we want to continue in the role of leader or move on to some other position. We will not openly say we do not want to be part of the team. We prefer to be on the fringe in order to gain enough information about the team to protect ourselves.

- When was the last time you were a Don't Want to Co-operate?
- What was the impact on you, your team, and your organization?
- What could you have done differently to improve your position on the Performance Lifecycle?

Leave Me Alone



We don't consider our ability particularly relevant or valued by our colleagues. We are rigid in that we are not actively trying to change this idea. Our time is spent contemplating the future, which is unclear and confusing. The best thing we can say at this time is that we go to work each day; we do not accomplish anything that we consider to be really important, we are just there getting through a never ending list of to-dos. As a result, our behavior is centered keeping our head down and getting through each day.

Innovation

We arrive in work and leave amongst the throngs. We take breaks when the majority takes their break and return from breaks when the majority returns. We leave innovation to others and are not motivated to get involved.

Success and failure

We have lost sight of our targets and fail to prioritize our activities and so fail to realize both personal and team successes. We find mundane activities and tasks clouding everything we do. As **LMA** we can be oblivious to our failings: often stress causes us to lose our logical approach to the challenges work presents.

Communication

As **LMA** we avoid communication, we make no effort to communicate, if it happens it happens.

Leave Me Alone



Team working

We may make efforts to keep ourselves out of the team. This may be through expressions such as: "I don't think that I have anything to offer.", "You can do this without me.", "I don't feel I should be part of the team."

- When was the last time you were at Leave Me Alone?
- What was the impact on you, your team, and your organization?
- What could you have done differently to improve your position on the Performance Lifecycle?

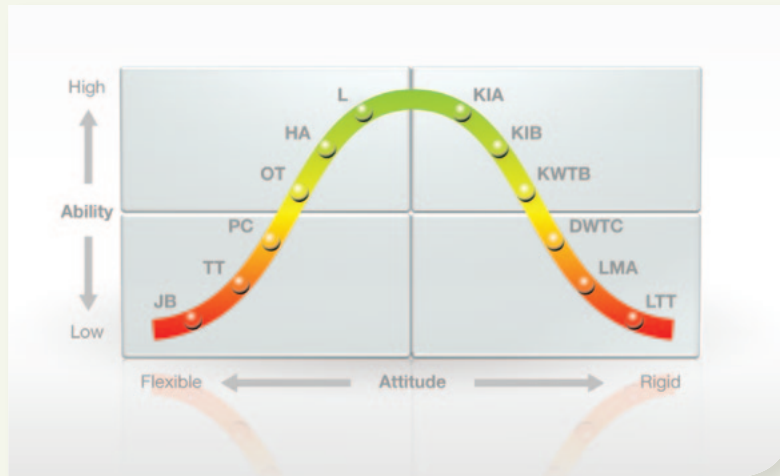
Leave the Team



When we reach **LTT** we have reached the end of our life in that team. This does not necessarily mean we wish to leave the organization. It simply means we have made a conscious decision not to be part of the team we are in.

- When was the last time you were a Leave the Team?
- What was the impact on you, your team, and your organization?
- What could you have done differently to improve your position on the Performance Lifecycle?

In Summary



The Performance Lifecycle is divided into two halves along the attitude axis:

When we are on the left hand side of the Lifecycle we are generally focused on making the organization more successful. Our attitude is flexible, sometimes we are unsure how to apply our ability in order to create value, but our focus remains on removing the barriers and getting the job done. Here we see barriers and obstacles differently; they are not challenges that help us grow as we achieve our objectives.

Our attitude could be described as proactive, we might find ourselves saying things like;

- “There must be a way to solve this, who else can help me...”
- “What can we learn from this for next time...?”
- “Let’s do this as a team...”

The key to leadership is to spend the majority of our time in the **HA** and **L** mindsets. In doing so we remain focused on the delivering of the goals we believe will bring value to the company.

Barriers and obstacles are viewed realistically and treated as opportunities, not as an excuse for not achieving goals.



We will not allow anything to get in the way of our success, and by definition our team's success. We will treat the business we work for as our own. We invest time in understanding how our business and the customer's business work. We take time to look at what is happening in our market and industry and we use this insight to maintain a vision that compels and inspires followership.

On the right hand side of the Performance Lifecycle our mindset/ attitude is increasingly rigid. When we spend time on this side of the Lifecycle our mindset is more focused on self interest.

We are not totally goal driven and depending on the actual mindset we have our focus is more toward blaming someone, or something else. We may well find ourselves saying things like;

- "That customer is unreasonable..."
- "If only things had been different..."
- "I said from the start this was a bad idea..."

When we are on the right hand side of the Lifecycle we see problems and barriers as excuses for why we are unable to achieve our goals and objectives.



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