



# Pride In Performance

***WINNING IS NOT A SOMETIME THING. IT'S AN ALL TIME THING. YOU DON'T WIN ONCE IN A WHILE, YOU DON'T DO THINGS RIGHT ONCE IN A WHILE, YOU DO THEM RIGHT ALL THE TIME. THERE IS NO ROOM FOR SECOND PLACE. THERE IS ONLY ONE PLACE, AND THAT'S FIRST PLACE.***

**TEAM UNITY & PEAK PERFORMANCE:  
BUILDING A WINNING TEAM**

## MISSION CLARITY

*IT'S NOT WHETHER YOU WIN OR LOSE,  
IT'S HOW YOU PLAY THE GAME"*

*—A Loser*

**IF IT DOESN'T MATTER WHETHER YOU WIN OR LOSE,  
WHY DO THEY KEEP SCORE?**

*—Woody Hayes*


**SHOW ME A GOOD LOSER,  
AND I'LL SHOW YOU  
A LOSER**

*—Vince Lombardi*

**MAYBE IF YOU PLAYED  
IT BETTER,  
YOU'D WIN**

*—Bill Cosby*





"I once met three guys named  
pain, suffering, and sacrifice.  
Now, we're inseparable.  
We're best friends."

Be great.

CHASE GROUP + 00:55, PELOTON + 05:24

The truth is, if you asked me to choose between winning the TdF and cancer, I would choose cancer. Odd as it sounds, I would rather have the title of cancer survivor than winner of the Tour, because of what it has done for me as a human being, a man, a husband, a son and a father.

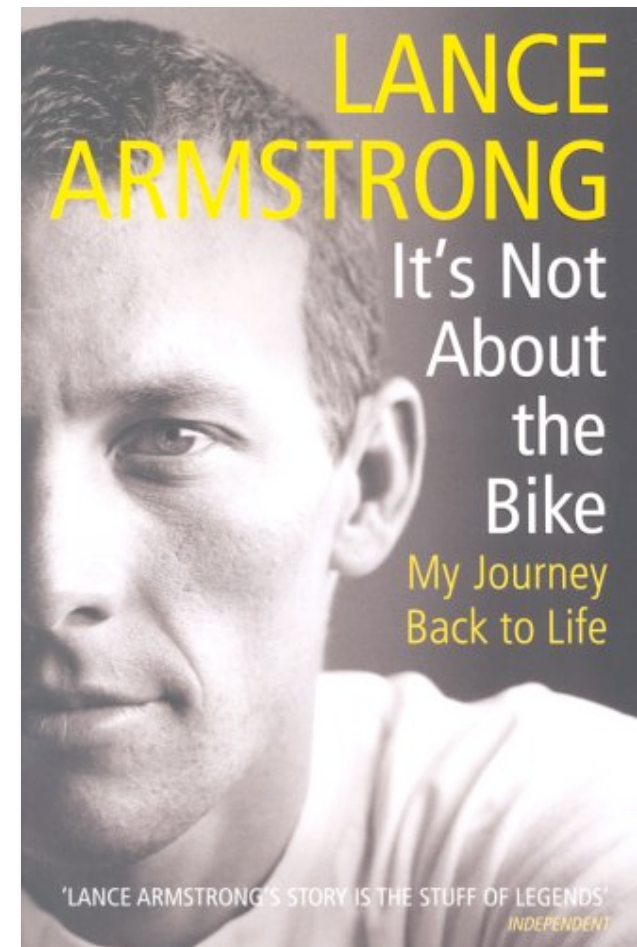
During our lives we're faced with so many elements as well, we experience so many setbacks, and fight such a hand-to-hand battle with failure, head down in the rain, just trying to stay upright and have a little hope. The Tour isn't just a bike race, it tests you mentally, physically, and even morally.

—Lance Armstrong





**“When it came to never quitting...to gritting your teeth and pushing to the finish, I could only hope to have the stamina and fortitude of my mother, a single woman with a young son and a small salary – and there was no reward for her at the end of the day, either, no trophy or first-place check. For her, there was just the knowledge that honest effort was a transforming experience, and that her love was redemptive. My mother Linda showed me what a true champion is.”**





DEDICATE  
YOUR  
GAME





# What's Your Definition of Winning?

- **WRITE IT DOWN.**
- **SHARE IT WITH YOUR UNIT**
- **SHARE IT WITH YOUR FAMILY**









## THE SPECIAL OLYMPICS OATH

LET ME WIN. BUT IF I CANNOT WIN,  
LET ME BE BRAVE IN THE ATTEMPT.



# STEPS TO WHITE MILE

		<u>MIN:SEC</u>
• 1946	OCT	4:53.0
• 1947	MAR 2	4:30.8
		4:24.6
• 1948	MAR 2	4:23.4
	MAY 6	4:22.8
	JUN 1	4:18.7
	JUL 3	4:17.2
• 1949	MAR 1	4:16.2
	JUN 1	4:11.1
• 1950	DEC 3	4:09.9
• 1951	APR 2	4:08.3
	JUL 1	4:07.8
• 1953	MAY 2	4:03.6
	JUN 2	4:02.0
• 1954	MAY 6	3:59.4
	AUG 7	3:58.8



BRITISH EMPIRE GAMES, VANCOUVER



# HOW WINNING TEAMS DO IT

*“THE BATTLE OF WATERLOO WAS WON  
ON THE PLAYING FIELDS OF ETON”*

—Wellington after Napoleon’s defeat

1. CLEAR, COMMUNICATED COACHING
2. INTENSIVE DEVELOPMENT FOCUS
3. GAME PLAN WITH MEASURES
4. SELECTION & UTILIZATION
5. SUPPORTIVE INTERACTIONS
6. COMMITMENT TO EXCELLENCE



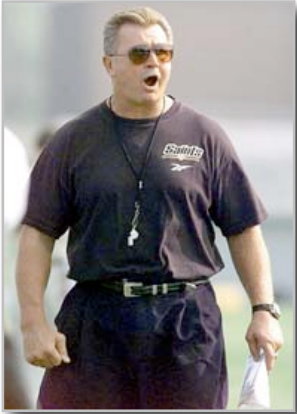


Our motto for the Women's  
World Cup was right on:  
**THIS IS MY GAME.  
THIS IS MY FUTURE.  
WATCH ME PLAY.**

***IS IT POSSIBLE TO GET THIS KIND OF  
FEELING INTO THE WORKPLACE?***

# WINNING TEAM CHARACTERISTICS

*team, n.—a number of persons associated in some joint action, especially one of the sides in a contest; to join together in a team, band, or cooperative effort.*



*Iron Mike*

## 1. CLEAR COACHING & LEADERSHIP

- HIGH S, MBCO & PLAY CALLER, DECISION CLARITY, STRENGTH, FOREGOES POPULARITY
- HIGH C, HUMAN CONNECTION, CONFRONTER
- A PRIORI DECISION TO WIN,
  - TRUMPET SOUNDER,
  - STANDARD BEARER

## 2. INTENSIVE DEVELOPMENT FOCUS

- TRAINING → GAME PLAN: BASIC PLAYS
- BELIEF IN GROWTH CAPACITIES/POTENTIALS: CONTINUOUS INTENSIVE FEEDBACK
- “...WORK, LUCKIER THEY GET”—  
“HIRE THE BEST, DEVELOP THE REST”



Brian Drake/Allsport

*16,726 Yards*





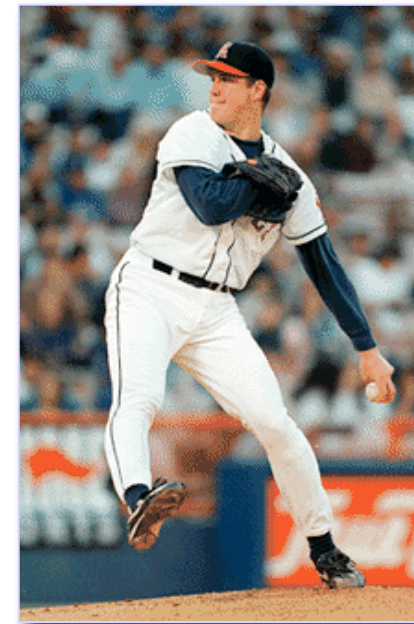
*6 Rings Each*

### **3. *HEAVY PLANNING/STRATEGY EMPHASIS***

- **STUDY STATS: INTELLIGENCE GATHER OWN & OTHERS' PERFORMANCE—STUDENT OF THE GAME**
- **PRE-GAME STRATEGY GUIDES THROUGH PRESSURE POINTS, ALTERED ON-THE-FLY, TIME-OUTS GET IT TOGETHER**
- **IMPLEMENTATION GIVEN TO COACHING STAFF**

### **4. *SELECTIVE PLAYER ASSIGNMENTS***

- **SELECT BEST PLAYERS BY GROUP AVERAGING; SELECT INTO POSITION REQUIREMENTS, ROTATE FOR BEST PRODUCTIVE FIT**
- **SPECIAL TEAMS, SWITCH BETWEEN ZONE & MAN-TO-MAN—CHANGE ORG TO FIT**
- **CUT NON-PRODUCERS, KEEP THOSE WHO TRY—GIVE GROWTH TIME, IDENTIFY RELIEVERS/REPLACEMENTS**

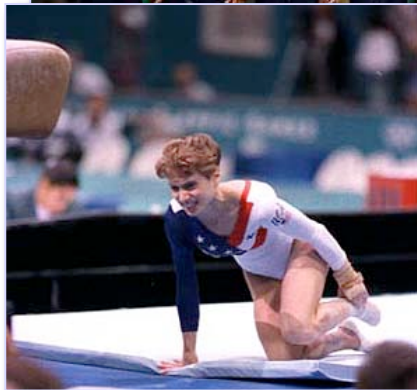


*Olympian, Rookie of the Year*

## 5. *SUPPORTIVE INTERACTION/OPEN COMMUNICATION*

- IMMEDIATE PERFORMANCE FEEDBACK BY FANS/FELLOWS/REFS/ COACHES—FOCUS: WHAT DO WE NEED TO DO/LEARN NOW?
- CONFLICTS SURFACED, CONFRONTED, RESOLVED
- STRONG PERSONALITY/PERFORMANCE RESPECTED/3Rs
- MUTUAL STROKING, ELATION IN OTHERS' ACHIEVEMENTS, GLORY SHARED WITH TEAM

## 6. *COMMITMENT TO EXCELLENCE & PERSONAL PRIDE*



*The  
Meaning  
of Team*



- COACH'S INFECTIOUS BELIEF IN TEAM LEADS TO → TEAM'S SELF-BELIEF
- "HEART OF A CHAMPION" → SELF INVESTED, PERSONAL COMMITMENT
- "CHARACTER & FAILURE RESILIENCY—SUCCESS INTERNALLY DEFINED



# THEY HAVEN'T WON A SERIES IN 98 YEARS

*WHEN PEOPLE FIND OUT YOU'RE A CUB FAN,  
YOU SAY, "WELL MAYBE NEXT YEAR."*

## CUBS 2002 STATS

- LED MAJORS IN STRIKEOUTS
- TEAM BAT AVG .246
- FINISHED 67-95
- MANAGER FIRED HALF WAY THROUGH SEASON
- SOSA HITS 49 HOME RUNS, 499 LIFETIME
- LAST BACK-TO-BACK WINNING SEASON 1971-72
- LAST WORLD SERIES 1908

***HOW WOULD YOU START TO TURN AROUND THIS LOSER?***

- A. CALL A CONSULTANT?
- B. FIRE THE PLAYERS?
- C. RENOVATE THE STADIUM?



# “WHY NOT US?”

## ASKS CUBS NEW SKIPPER DUSTY BAKER

(3 TIME NL MANAGER OF THE YEAR, PENNANT WINNER, YET TO WIN THE WORLD SERIES)

**Q.** What are your top favorite books all-time.

**A. Dusty:** I'll name four: the Art of War, Book of Five Rings, The Old Man and the Sea, Bob Marley

Hence that general is skillful in attack whose opponent does not know what to defend; and he is skillful in defense whose opponent does not know what to attack. —Sun Tsu



**“I COULDN'T WAIT TO GET TO CHICAGO WHEN I HEARD DUSTY WOULD BE MY BOSS”**  
—Left Hander Mike Remlinger  
4th best ERA in NL



**Cubs Add Beck to Roster**  
**“DUSTY BAKER AS THE MANAGER IS A HUGE BONUS FOR ME”**  
—Reliever Mike Beck  
Rescued from send down to minors

# GAME BASICS

*"I CAN'T PLAY THE POSITION  
UNTIL I UNDERSTAND THE GAME"*



## 1. WHAT'S THE BALLPARK?

- 4 GOALS (KRA QUADRANTS)
- 4 GAME QUARTERS = CALENDAR QUARTERS
- 4 FIELD BOUNDARIES = VALUES, POLICY, BUDGET, LEGAL

## 2. WHO'S ON FIRST? TEAM POSITIONS & PLAYS

- HEAD COACH: ORG GOALS FOR EACH KRA QUADRANT
- COACHING STAFF: UNIT GOALS & PLAYER DEVELOPMENT
- TEAM PLAYERS: TACTICAL PROBLEMS &  $\Delta$  WORK SYSTEMS
- SPECIAL TEAMS: MAC/SAC/CAC/TAC/RAC FACILITATE

## 3. WHAT'S THE PLAN, STAN? GAME PLAYBOOK

- SELECT PLAYS FOR BOTH ORG/UNIT 90 DAY WORK PLANS
- MONTHLY/QUARTERLY SUPER HUDDLES → UNIT HUDDLES
- YARDAGE & TOUCHDOWNS JUDGED BY MEASURES MATRIX



# BUILDING A WINNING TEAM

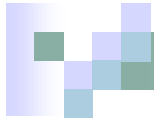
## *Discussion Topics*

1. IS THERE LIFE AFTER TUL? SHOULD WE PAUSE? HOW CAN WE KEEP MOMENTUM GOING?
2. WHAT OAH PLAYS SHOULD BE GUARDED AGAINST? WHAT WOULD CAUSE US TO DROP THE BALL?
3. HOW CAN WE INCREASE TEAM EFFECTIVENESS? WHAT'S NEEDED IN LEADERSHIP, TRAINING, STRATEGY, SELECTION/USE OF PEOPLE, COMMUNICATION INTERACTION, & PRIDE/COMMITMENT?
4. WHAT IMMEDIATE PLAYS WOULD MAKE THE REMAINING WORK EASIER OR FASTER TO DO? HOW CAN WE DEAL WITH THE MOUNTAIN OF WORK YET TO DO?
5. HOW WILL WE KNOW WE'VE WON AS A NAH? WHAT'S THE GOAL LINE? WHAT INDICATORS OR MEASURES ARE NEEDED? WHEN WILL WE GET THERE?
6. IS THIS A WINNING TEAM? I.D. EVIDENCES OF WINS & LOSSES
7. WHAT UNFINISHED PLAYS NEED TO BE RUN TO COMPLETE NAH? WHAT PIECES NEED TO BE DEALT WITH?
8. YOUR MISSION IS TO CREATE GREATER TEAM/ORG EFFECTIVENESS. HOW WOULD YOU MOVE US FROM WHERE WE ARE TO THE GOAL?



CITIUS, ALTIUS, FORTIUS  
*SWIFTER, HIGHER, STRONGER*





# **SUPPLEMENTAL**

# PRIDE IN PERFORMANCE



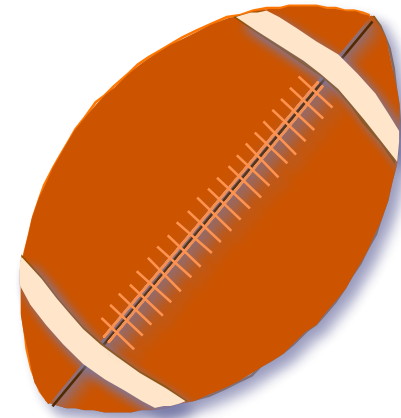
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- THE QUALITY OF A PERSON'S LIFE IS IN DIRECT PROPORTION TO THEIR COMMITMENT TO EXCELLENCE, REGARDLESS OF THEIR CHOSEN FIELD OF ENDEAVOR.
- I FIRMLY BELIEVE THAT ANY MAN'S FINEST HOUR, THE GREATEST FULFILLMENT OF ALL THAT HE HOLDS DEAR, IS THAT MOMENT WHEN HE HAS WORKED HIS HEART OUT IN A GOOD CAUSE & LIES EXHAUSTED ON THE FIELD OF BATTLE—VICTORIOUS.
- IT'S EASY TO HAVE FAITH IN YOURSELF & HAVE DISCIPLINE WHEN YOU'RE A WINNER, WHEN YOU'RE NUMBER ONE. WHAT YOU'VE GOT TO HAVE IS FAITH & DISCIPLINE WHEN YOU'RE NOT YET A WINNER. OUR GREATEST GLORY WAS NOT IN NEVER FALLING, BUT IN RISING WHEN WE FELL.
- AFTER THE CHEERS HAVE DIED & THE STADIUM IS EMPTY, AFTER THE HEADLINES HAVE BEEN WRITTEN, AFTER YOU'RE BACK IN THE QUIET OF YOUR ROOM & THE CHAMPION'S RING HAS BEEN PLACED ON THE DRESSER & ALL THE POMP & FANFARE HAS FADED, THE ENDURING THINGS THAT ARE LEFT ARE: THE DEDICATION TO EXCELLENCE, THE DEDICATION TO VICTORY, & THE DEDICATION TO DOING WITH OUR LIVES THE VERY BEST WE CAN TO MAKE THE WORLD A BETTER PLACE IN WHICH TO LIVE.



## NFL TEAMS GOING TO PLAYOFFS

1. SACK QUARTERBACK AVERAGE ONCE MORE
2. AVERAGE 2 MORE YARDS/PASS ATTEMPT
3. ACHIEVE 3% MORE T.D. PASSES/ATTEMPT
4. HAVE 1 LESS TURNOVER/GAME
5. RUN BALL 7 MORE PLAYS/GAME

*5 MOST COMMON ATTRIBUTES OF  
WINNING TEAMS, YET DATA USED BY  
ONLY 6 OF THE 28 TEAMS IN NFL  
(COWBOYS, DOLPHINS, FORTYNINERS,  
REDSKINS, BEARS, RAIDERS)!*



# ESTABLISH A CORPORATE UNIVERSITY

## *SEND 'EM TO SPRING TRAINING!*

### NOT JUST A NEW NAME FOR TRAINING DEPARTMENT

- CORPORATE UNIVERSITIES GROWN EXPONENTIALLY—NOT A FAD
- PROFIT CENTER — HIGH ROI AS RECRUITING AID, TURNOVER DECREASER, JOB SATISFACTION, ↑ QUALITY OUTCOMES, ↑ BENCH STRENGTH

### BUT A NEW VISION OF WHAT THE TEAM CAN DO

- ONLY ASSET CAPABLE OF TRUE APPRECIATION — INCREASE HUMAN VALUE/COST
- KNOWLEDGE GROWTH RATE → NEED FOR KNOWLEDGE MANAGEMENT
- ALIGNS PEOPLE WITH GOALS, VALUES, COMPETENCIES & SKILLS
- MAJOR GOAL: ENCOURAGE PEOPLE TAKE CHARGE OF OWN DEVELOPMENT.
- EXPANDING HIGH TECH REQUIRES SELF-RELIANT KNOWLEDGE WORKERS
- BUILDS COMPETENCE/DECISIONS WHERE IT'S NEEDED MOST—ON THE FRONT LINES

### HOW PAY FOR IT?

- WHILE EVERY ORGANIZATION INVESTS IN T&D, FEW WORKFORCES WITHOUT CORPORATE UNIVERSITIES ENJOY AS HIGH A RETURN ON THEIR T&D INVESTMENT.
- IF DON'T BECOME A LEARNING ORG, PREDICTABLE COSTS ARE LOST CUSTOMERS, STAFF FRUSTRATION, STAGNATION, TURNOVER & MISSED OPPORTUNITIES





# PERFORMANCE CONTRACTING

## *AN APPROACH TO MANAGING RESULTS*

1. **CONCEPT: MANAGER & EXECUTIVE CONTRACT FOR ACHIEVEMENT OF GOALS**
2. **GOALS: MUST BE BOTH MEASURABLE & UNDER MANAGER'S CONTROL—i.e. CUSTOMER & EMPLOYEE SATISFACTION, EXPENSE CONTROL, PRODUCTIVITY, QUALITY; NOT REVENUE GROWTH OR MARKET SHARE**
3. **ALIGNMENT: GOALS MUST ALIGN WITH CORPORATE VALUES AND BUSINESS BHAGS OR SUPPORT OTHER ORGANIZATION GOALS**
4. **MEASURES: ON PROGRESS TOWARD PERFORMANCE MUST BE CREDIBLE & AVAILABLE WEEKLY, MONTHLY, OR QUARTERLY AS APPROPRIATE**
5. **EVALUATION: TIE PERFORMANCE CONTRACT TO PERFORMANCE EVALUATION**
6. **REWARDS FOR ACHIEVEMENT: PAY INCREASE & PROMOTION ELIGIBILITY, MEMBERSHIP IN PRESIDENT'S CIRCLE, OTHER REWARDS OR BONUSES AS APPROVED**
7. **CONSEQUENCES OF NON ACHIEVEMENT:**
  - GOALS MISSED 1ST QUARTER—MEET WITH VP, IDENTIFY SUPPORT NEEDS & CORRECTIVE ACTION TO ACHIEVE GOALS FOLLOWING QUARTER
  - GOALS MISSED 2ND QUARTER—MEET WITH VP & CEO, IDENTIFY SUPPORT NEEDS, CORRECTIVE ACTION, PLACE MANAGER ON A PIP
  - GOALS MISSED 3RD QUARTER—REASSIGNMENT, PROBATION, TERMINATION



# LEADERSHIP INSTITUTE

*“EFFECTIVE LEADERS ARE CREATED, NOT BORN”*

## LEARNING REQUIREMENTS

- RE-APPLICATION BY EXISTING MANAGERS
- TIGHT SELECTION & ASSESSMENT—WHAT DO THEY BRING TO THE TEAM?
- AFTER-HOURS PRESUPERVISORY TRAINING, ARE THEY LITERATE?
- 10-12 DAYS/YEAR, CORE PROGRAMS (MGMT I-III), SPECIAL NEEDS
- TRAINING NEEDS FROM 360° EVALUATIONS, KNOWLEDGE TESTS
- TIE MD TO OD—DRIVE ORG IMPROVEMENT WITH KNOWLEDGE GAIN

## PERFORMANCE REQUIREMENTS

- LEARN & LIVE THE CULTURE, MANAGEMENT SYSTEM, SPIRIT<sup>2</sup>
- NO JOB CONTINUANCE WITHOUT BUSINESS ACHIEVEMENT (CUSTOMER, QUALITY, COST, PEOPLE)
- ACHIEVEMENT RANKS: SPARROW, HAWK, EAGLE—
- MANAGEMENT EAGLE REQUIRED FOR PROMOTION
- ANNUAL RECYCLE OF REQUIREMENTS



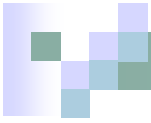




## ARE WE A TEAM?

**WHEN A TEAM OUTGROWS INDIVIDUAL  
PERFORMANCE AND LEARNS  
TEAM CONFIDENCE,  
EXCELLENCE BECOMES A REALITY.**

*—JOE PATERNO*



***IT TAKES  
TEAMWORK***



***TO MAKE THE  
DREAM WORK***