

Peak Performers

By Charles Garfield

1. Peak performers are ordinary people who have found ways to make a major impact.
2. Peak performers ability is neither a singular talent nor even a collection of behaviors but an overall pattern of attributes.
 - a. They are motivated toward results by a personal mission.
 - b. They possess the twin capacities of self management and team mastery.
3. Peak performers are realists who believe: "In the final analysis, I will make it."
4. Peak performers begin with a commitment to a mission.
5. The primary "Locus of control" for a peak performer is not external but internal.
6. 6 attributes that peak performers share.
 - a. Missions that motivate: the call to action, the click that starts things moving.
 - b. Results in real time: purposeful activity directed at achieving goals that contribute to a mission.
 - c. Self management through self mastery: the capacity of self observation and effective thinking.
 - d. Team building/team playing: The complement to self management - empowering others to produce.
 - e. Course correction: mental agility, concentration, finding and navigating a "critical path."
 - f. Change management: anticipating and adapting to major change while maintaining momentum and balance within an overall game plan.
7. They have no guaranteed strategies for winning but an uncanny knack for increasing the odds in their favor.
8. Peak performers are not people who never lose their way - they are people who know how to find it again.
 - a. They take setbacks as information.
 - b. Mistakes as signs that it is time to correct course.
 - c. They ack decisively when windows of opportunity present themselves.
9. Experience is not what happens to you - it is what you do with what happens to you (Brave New World, Huxley).
10. A most intriguing quality of peak performers is that no matter how tough it gets they always feel they can do something about

it.

11. Peak performers never stop searching and learning.
 - a. They are high initiative energetic individuals and they are leaders who cultivate those qualities in others.
12. Passion and preference - intense commitment to what they do
 - a. Peak performers are not light on commitment.
 - b. Oliver Wendell Holmes - "Every calling is great when greatly pursued."
13. TRAINING CAN BE DULL AND TEDIOUS BUT WHEN IT SERVES A PASSION AND FOLLOWS A MISSION IT CAN BECOME PLEASUREABLE.
14. The difference that makes a difference is this: Living and working at our best makes a difference not only to ourselves but also to the world around us - the university, the basketball program, the community, the family.
15. You do not have to wait for external missions and motivation.
 - a. You can determine a mission for yourself and you can create the capacity to achieve it.
 - b. In the process you can greatly exceed your previous levels of performance.
16. Achievement and self development are now the prime motivators for America's peak performers in business. (hopefully, us!)
17. ONE CHARACTERISTIC STANDS OUT IN EVERY PEAK PERFORMER - A SENSE OF MISSION. MISSION IS THE SOURCE OF PEAK PERFORMANCE.
 - a. Definition of mission - an image of a desired state of affairs that inspires action, determines behavior, and fuels motivation.
 - b. There is an underlying consistency to every peak performers mission.
 1. To stand out to excel in achieving something uniquely one's own.
 2. To stand out to excel in achieving something important to others (ones organization, team, or family).
18. Peak performers ISOLATE their mission which is the essence of their commitment that sustains them through the tough times.
19. Their sense of mission is the beacon that keeps them on the critical path to where they are going.
20. High achievers have astonishing sources of energy that seems available to those who enjoy their work or find meaning in what they are doing.
21. In every organization that does things well you see people all through the organization with a strong sense of mission.
 - a. Long range missions guide short range objectives.

- b. Long range missions and short range objectives lead to high quality action.
- 22. High achievers find ways to align their personal mission with the organizations mission. (TEAM!)
 - a. Organizations don't need to be quick sand for the individual spirit.
- 23. Formulating a mission - Peak performers create their own missions by first determining what they truly care about, then devoting themselves to that pursuit.
- 24. "EVERYONE WHO HAS EVER TAKEN A SHOWER HAS AN IDEA. IT'S THE PERSON WHO GET OUT OF THE SHOWER, DRIES OFF AND DOES SOMETHING ABOUT IT WHO MAKES A DIFFERENCE" - Nolan Bushness, founder of Atari.
- 25. DOING IT TAKES DISCIPLINE. HIGH ACHIEVERS DON'T STUMBLE INTO SUCCESS UNWITTINGLY.
- 26. High achievers have a mission and they expect to overcome all obstacles in fulfilling it.
- 27. I JUST LOVE IT WHEN PEOPLE TELL ME I CAN'T DO SOMTHING BECAUSE ALL MY LIFE PEOPLE HAVE SAID I WASN'T GOING TO MAKE IT." Ted Turner.
 - a. In even the darkest moments they reamin optimistic.
 - b. They persevere.
- 28. "MY GOD GIVEN ABILITY IS MY ABILITY TO STICK WITH IT LONGER THAN ANYONE ELSE." Herschel Walker (As a high school junior his coach told him he was too small to play football)
- 29. THE VALUE OF A MAN'S LIFE IS IN DIRECT PROPORTION TO HIS COMMITMENT TO EXCELLENCE.
- 30. A PEAK PERFORMERS BOTTOM LINE IS THIS: MAKE THINGS HAPPEN TOWARD GOALS CONSISTENT WITH A MISSION, WHILE DEVELOPING ONE-SELF IN THE PROCESS.
- 31. Purposefully active people (Peak performers) separate action that produces results in real time from mere activity or busy work.
- 32. A well defined goal shared with others and sparked with enthusiasm will draw energy and forces that which cannot be measured or suppressed.
- 33. Define your goal. PLACE A TIME ON ACHIEVING IT. BE ENTHUSIAS-
TIC ABOUT ITS ACCOMPLISHMENT. SHARE IT WILL ALL WHOM YOU COME
IN CONTACT. AND FEEL THE FORCE WORKING FOR YOU.
- 34. Peak performers tend to be sterotyped as people who start or

turn around business.

a. Yet most people doing impressive things are merely improving business they did not start.

35. " THE FUTURE NEVER JUST HAPPENED. IT WAS CREATED"
36. "THE ESSENCE OF EXCELLENCE IS THE THOUSAND CONCRETE, MINUTE TO MINUTE ACTIONS PERFORMED BY EVERYONE IN AN ORGANIZATION TO KEEP A COMPANY ON ITS' COURSE" - Tom Peters
37. Putting in the hours is necessary to peak performance, but working smart produces more results than merely working long or appearing to work long.
38. PEAK PERFORMERS MOVE TOWARD SUCCESS NOT AWAY FROM FAILURE.
39. The one element that stands out most clearly among peak performers is their virtually unassailable belief in the likelihood of their own success. Their track records reinforce their beliefs.
40. Among peak performers we see the motivational power of team work through alignment based on both the enlightened self interest of an individual and the best interests of an organization.
41. "I know that in order for me to look good, everybody around me has to look good."
42. The peak performer as team player: We rather than I.
 - a. A team player concentrates on solving problems rather than placing blame.
43. Spirit - keeping the mission alive.
 - a. Communicate the vision - We want to build a quality basketball program with quality people with people who want to excel as a person, a student and a basketball player.
 - b. OPPORTUNITIES LIKE THIS DON'T COME ALONG VERY OFTEN. IT'S THE START OF SOMETHING AND IT'S BEING DONE BY A BUNCH OF PEOPLE WHO A YEAR AGO DIDN'T EVEN KNOW EACH OTHER.
44. TEAM BUILDERS MAKE SURE THAT EACH MEMBER OF THE TEAM UNDERSTANDS A SIMPLE FACT OF TEAMWORK. "IF MY END OF THE BOAT SINKS, SO DOES YOURS."
45. Team builders keep the spirit alive and remind others of values and standards through clear consistent communication.
46. A critical path is the most efficient or appropriate trajectory toward a target. Within it there is room for mistakes and corrections.
47. On course means that even when things don't go perfectly, you

are headed in the right direction.

48. PEAK PERFORMERS ARE COMMITTED TO RESULTS.
49. PEAK PERFORMERS ARE SELF STARTERS WITH STAYING POWER.
50. A HORSE IS EASIEST TO RIDE IN THE DIRECTION IT IS ALREADY GOING.
51. Expecting to succeed - Peak performers visualize themselves succeeding.
52. Quite simply, peak performers are people who are motivated by achievement in their work and full development of their human faculties.
53. The pivot point.
 - a. Until a person makes the internal decision to excel, nothing much will happen.
 - b. One word captures the internal strength of peak performers- CHARACTER.
 - c. Intensity alone is not enough - Intensity is incomplete if you don't know what you're intense about - VALUES
54. GOALS ARE DREAMS WITH DEADLINES.
55. EVERYONE WOULD PREFER TO WORK IN AN EXCELLENT ORGANIZATION BUT WE SEE REPEATEDLY THAT PEAK PERFORMERS EXIST AND THRIVE IN SURROUNDINGS THAT ARE FAR FROM EXCELLENT.
56. Peak performers are made, not born.
 - a. What peak performers do is not abnormal. It is normal.
 - b. Anyone can be a peak performer.
57. Within yourself - How do I know if I'm a peak performer.
 - a. Begin by examing your current situation "the horse you're riding on."
 - b. The bottom line for peak performers is that they went ahead and pursued their dreams.
 - c. The good life is a process - it is a direction not a destination.
 - d. Peak performers are far less concerned about competing with other people than about competing with themselves.
 - e. A BIG DIFFERENCE MAKER is the peak performers ability to keep their values in focus, fully visible during the workday not just in rare moments of solitude or inspiration.