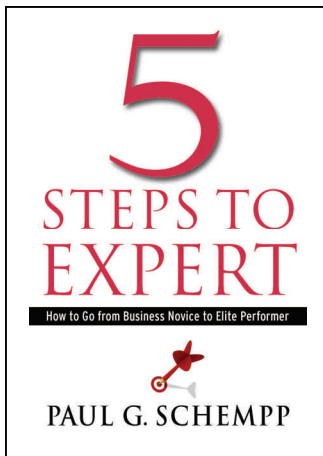


# Promoting Performance

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## Enhancing Expertise in Business, Sport & Life



### 5 Steps to Expert Just Released!

Dr. Schempp's latest book has just been released. Here is an excerpt: "Personal development is an individual endeavor and we all don't develop in the same way, at the same time or for the same reasons. You, however, determine where you stop in developing your ex-

pertise, or even if you stop at all. You chose to ascend the steps to expert, remain on your present level or even descend the steps. Because you may be competent today, does not guarantee that you will be competent tomorrow. If you do not keep abreast of important new information, keep your skill set well honed, or learn from your increasing experience others will pass you by and leave you on a lower level of expertise as the standards of success increase ever higher. Becoming expert, in short, means becoming the best YOU can be at what you do. And this book will prove it to you. I would like to invite you to take a journey—a journey to be-

come expert. This book will serve as your guide. By the time you finish reading this book, you will understand why you do so many things well, and why there are some things you don't do so well. More importantly, you will understand how to improve just about everything you do—particularly those things that mean the most to you and most impact your professional performance. The ideas shared in this book can help anyone do just about everything better. Research has proven it. People have proven it. And this book will prove it to you."

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### Getting Creative

If you are trying to stimulate creativity in your organization, try these tips:

- remember that you are not the sole source of ideas.
- be the appreciate audience for new ideas.
- ask the inspiring questions.
- allow ideas to bubble up from the workforce.
- enable collaboration
- combat the 'lone inventor' myth.

- define SUPERSTAR as someone who helps others succeed.
- use 'coordination totems'—metaphors, analogies, and stories—to help teams conceptualize together.
- get people with different backgrounds and expertise working together.
- encourage individuals to gain diverse experiences that will increase their creativity.
- open up the organization to outside creative contributors.



Source: Amabile, T. & Khaire, M. (2008). Your organization could use a bigger dose of creativity. *Harvard Business Review*, October, p. 101-108

Leadership:  
The art of getting someone else to do something you want done because he wants to do it.

-Dwight D. Eisenhower,  
general

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### How long will it take?

How often have you misjudged how long a project or task will take you to complete? You are not alone. Most people are inaccurate when it comes to predicting the time to complete a task. A recent study, however, offers some hope. The researchers started with the theory that the inaccurate predictions are due to

people having incorrect memories of how long previous tasks have taken, and these biased memories cause biased predictions. Therefore, they studied the effect of increasing predictive accuracy of correcting memory through supplying feedback for an actual task duration. The results indicate that when predicting duration, people do well when they rely not on memory of past task duration, but instead on measures of

actual duration, whether their own or that of others. Next time you undertake a project or a task you are likely going to repeat, make a note of your starting and ending time to give you an accurate measure of task duration. It will prove a valuable tool for time management.



Source: Roy, M. et al. (2008). Correcting memory improves accuracy of predicted task duration. *Journal of Experimental Psychology*, 14, 266-275.

### Iacocca's C-list

Former Chrysler Chairman, Lee Iacocca, has a list he calls the "9 Cs of Leadership" that provide good test criteria for any leader. Here they are:

1. **CURIOSITY.** A leader listens for the opinions of others outside the "Yes Sir" crowd of his inner circle.
2. **CREATIVE.** Be willing to try something different, think outside the box.
3. **COMMUNICATE.** Face reality and tell the truth.
4. **CHARACTER.** Know the difference between right and wrong and

have the guts to do the right thing.

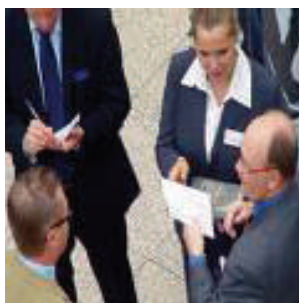
5. **COURAGE.** Courage is a commitment to sit down and talk.
6. **CONVICTION.** You've got to really want to get something done.
7. **CHARISMA.** It's the ability to inspire. People follow a leader because of trust.
8. **COMPETENT.** You've got to know what you are doing and surround yourself with people who know what they are doing.
9. **COMMON SENSE.** Can't be a leader without it.

Source: Iacocca, L. (2008). *Where have all the leaders gone?* New York: Scribner.



### Sales Success

It has often been said that we are all salespeople in one capacity or another. A recent article identified four factors that increased one's ability to 'sell'. In a survey of the best contact centers in the USA, it was found that the most successful sales organizations perceive their employees to be communicators who build relationships with customers rather than as sales agents. The ability to communicate and the relationships formed with customers appears to lead to higher sales and customer satisfaction over the traditional sales agent approach. To achieve this result, employees



must undergo extensive and continual training so that the people communicating with customers have:

- a) **extensive product knowledge**
- b) **effective communications skills**

- c) **customer service and sales skills**
- d) **an understanding of the client's mission and vision**

In other words, increasing pertinent knowledge and skills improves one's ability to sell.

Source: Derbyshire, P. (2008). Formula for sales success: Four factors that increase sales exponentially. *Customer Interaction Solutions*, 27(2), 36.

**For the long haul...**

A study of 35 male endurance athletes from the Catalonian Track and Field Federation analyzed the factors mediating goal setting and performance. The athletes ranged in age from 15 to 34 years, had competed at least 7 years and trained an average of 6 times per week. They were assigned to one of 4 treatment groups. The groups differed in the difficulty of the assigned goal and the pattern of social comparison. At the completion of the task, the athletes were administered a series of survey

questionnaires. The results suggest that both motivation and emotion are important mediators in improving goal setting in endurance sports. In particular the concept of suffering (e.g., perceptions of threat and feelings of helplessness) were shown to be related to performance outcomes. Based on these findings, the researchers concluded that when setting goals, the possibility of not reaching goals can be threatening to individuals and lead to feelings of helplessness, especially if goals are perceived as too difficult. Having a strong sense of determination to meet the goals set is important to maintaining motivation.



Source: Bueno, J., et al., (2008). Emotional and motivational mechanisms mediating the influence of goal setting on endurance athletes' performance. *Psychology of Sport and Exercise*, 9, 786-799.

**Being Best**

A cab driver taught me a million dollar lesson in customer satisfaction and expectation. It cost me a \$12 taxi ride. I had flown into Dallas to call on a client. Time was of the essence and my plan included a quick turnaround trip from and back to the airport. A spotless cab pulled up. The driver rushed to open the passenger door for me and made sure I was comfortably seated before he closed the door. As he got in the driver's seat, he mentioned that the neatly folded

Wall Street Journal next to me for my use. He showed me several tapes and asked me what type of music I would enjoy. I could not believe the service I was receiving! I took the opportunity to say, "Obviously you take great pride in your work. You must have a story to tell." "You bet," he replied, "I used to be in Corporate America. But I got tired of thinking my best would never be good enough. I decided to find my niche in life where I could feel proud of being the best I could be. I knew I would never be a rocket scientist, but I love driving cars, being of service and feeling like I have done a full day's work and done it well. I evaluate my per-

sonal assets and... wham! I became a cab driver. One thing I know for sure, to be good in my business I could simply just meet the expectations of my passengers. But, to be GREAT in my business, I have to EXCEED the customer's expectations! I like both the sound and the return of being 'great' better than just getting by on 'average'" Did I tip him big time? You bet! Corporate America's loss is the traveling folk's friend!

Source: Petey Parker, [http://www.inspireme.net/inspirational-stories/million-dollar\\_lesson.htm](http://www.inspireme.net/inspirational-stories/million-dollar_lesson.htm)

**Anticipating and Predicting**

A study analyzing expert and novice soccer players examined the extent to which expertise is sport and/or position specific. The ability of expert offensive players, expert defensive players, and novice players to anticipate the outcome of situational play sequences was studied. As could be expected, the two groups of expert players were more accurate in their predictions than novices. In comparing the two expert groups, however, it was found that the defensive players were more accurate in

their anticipation judgments, irrespective of the situation. The researchers reasoned that defensive players may develop the position-specific skill of anticipating and predicting the options available to offensive players in possession of the ball. It was concluded that developing perceptual-cognitive skills, such as anticipation, is specific to an individual's task or position.

Source: Williams, A., et al. (2008). Domain specificity, task specificity, and expert performance. *Research Quarterly for Exercise and Sport*, 78, 428-433.



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- **Identifying and Developing Top Performers**
- **The 3 Keys to Expertise**
- **Making Decisions That Make a Difference**

Have Dr. Paul Schempp speak to your organization

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All progress is initiated by challenging current conceptions,  
and executed by supplanting existing institutions.

*-George Bernard Shaw, author*

Forget about style. Worry about results.

*-Bobby Orr, hockey player*

Don't tell me how hard you work. Tell me how much  
you get done.

*-James Ling, businessman*

## An Inspiration

*-Ella Wheeler Wilcox*

However the battle is ended,  
Though proudly the victor comes  
With fluttering flags and prancing  
nags

And echoing roll of drums.  
Still truth proclaims this motto,  
In letters of living light, -  
No Question is ever settled,  
Until it is settled right.

Though the heel of the strong  
oppressor  
May grind the weak to dust,  
And the voices of fame with one  
acclaim  
May call him great and just,  
Let those who applaud take  
warning,

And keep this motto in sight, -  
No question is ever settled  
Until it is settled right.

Let those who have failed take  
courage;  
Tho' the enemy seems to have  
won,  
Tho' his ranks are strong, if he be  
in the wrong  
The battle is not yet done;  
For, as sure as the morning follows  
The darkest hour of the night,  
No question is ever settled  
Until it is settled right.

O man bowed down with labor!  
O woman, young, yet old!  
O heart oppressed in the toiler's  
breast  
And crushed by the power of gold!

Keep on with your weary battle  
Against triumphant might;  
No question is ever settled  
Until it is settled right.



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