

# 77 Mental Toughness Secrets of the World Class

The Thought Processes, Habits And Philosophies Of The Great Ones

Steve Siebold

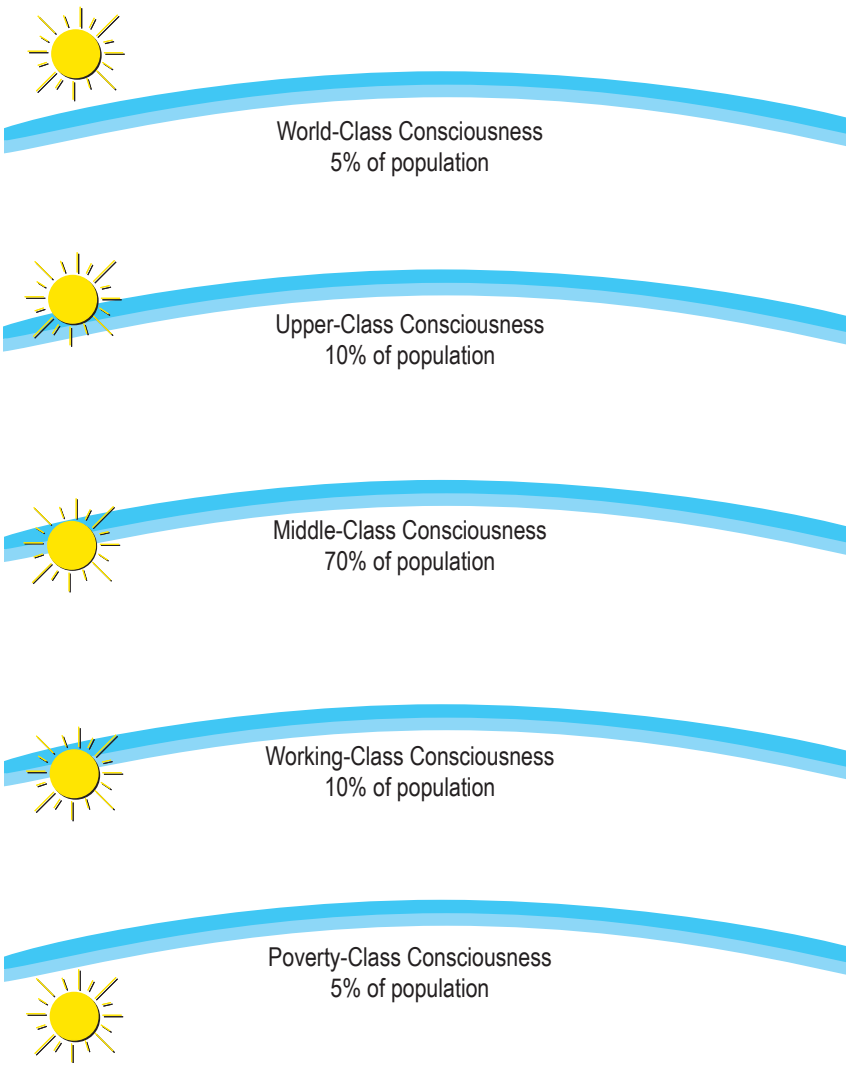
# 1 The World Class Operates From Objective Reality

**"Amateur performers operate from delusion, pros operate from objective reality. The great ones' habits, actions, and behaviors are totally congruent with the size and scope of their ultimate vision. That's why we call them champions."**

**– Steve Siebold**

In 20 years of competing, coaching and working with performers from various fields, I've discovered most amateurs suffer from mild to severe delusion in relation to their efforts and competencies. In other words, most people delude themselves into thinking they are working harder then they are, and that they are more competent than they actually are. Of the five major levels of conscious awareness, (poverty, working, middle, upper, and world) my experience has been that performers at the middle-class levels of consciousness suffer the grandest delusions. The poverty level is barely surviving and living in a very harsh set of circumstances. The working class is punching a mental time clock and counting the days until retirement. They're usually not expecting much, and no one around them expects much, either. They are typically not concerned about climbing any higher. It's the middle class that is most incongruent with reality. They are operating at a high enough level to understand that higher levels exist. Although they don't expect to get there, the thought crosses their minds from time to time. Because of their low expectations, their actions are incongruent with their desires. In other words, they want to live the life of the world class, but are unwilling to pay the price. Since this reality is too harsh to bear, they delude themselves into thinking they are doing everything in their power to get ahead. Of course, they're not. They'll tell you they're putting in far more time than they are. They'll swear they are thinking about their vision all the time, but they're not. The world class is brutally honest with themselves, and they tend to look reality in the face. They err on the side of over-practicing and over-preparing. Champions know that, to ascend to the top, you must first be operating from a mindset of objective reality. Self-deception and delusion have no place in the professional performer's consciousness.

**Action Step for Today:** Make a commitment to check delusion at the door. Be honest and ask this critical thinking question: "Are my habits, actions and behaviors congruent with the vision I have for my life?"




**LEVELS OF AWARENESS**
(Individual World View)

**World-Class Resource:** Get a copy of *Leadership and Self-Deception*, by The Arbinger Institute. This book made me reexamine my entire belief system. It's a must-have for your mental toughness library.

# MIDDLE CLASS vs. WORLD CLASS

1. The Middle Class competes . . . the World Class creates.
2. The Middle Class avoids risk . . . the World Class manages risk.
3. The Middle Class lives in delusion . . . the World Class lives in objective reality.
4. The Middle Class loves to be comfortable . . . the World Class is comfortable being uncomfortable.
5. The Middle Class has a lottery mentality . . . the World Class has an abundance mentality.
6. The Middle Class hungers for security . . . the World Class doesn't believe that security exists.
7. The Middle Class sacrifices growth for safety . . . the World Class sacrifices safety for growth.
8. The Middle Class operates out of fear and scarcity . . . the World Class operates from love and abundance.
9. The Middle Class focuses on having . . . the World Class focuses on being.
10. The Middle Class sees themselves as victims . . . the World Class sees themselves as responsible.
11. The Middle Class slows down . . . the World Class calms down.
12. The Middle Class is frustrated . . . the World Class is grateful.
13. The Middle Class has pipedreams . . . the World Class has vision.
14. The Middle Class is ego-driven . . . the World Class is spirit driven.
15. The Middle Class is problem oriented . . . the World Class is solution oriented.
16. The Middle Class thinks they know enough . . . the World Class is eager to learn.
17. The Middle Class chooses fear . . . the World Class chooses growth.
18. The Middle Class is boastful . . . the World Class is humble.
19. The Middle Class trades time for money . . . the World Class trades ideas for money.
20. The Middle Class denies their intuition . . . the World Class embraces their intuition.
21. The Middle Class seeks riches . . . the World Class seeks wealth.
22. The Middle Class believes their vision only when they see it . . . the World Class knows they will see their vision when they believe it.
23. The Middle Class coaches through logic . . . the World Class coaches through emotion.
24. The Middle Class speaks the language of fear . . . the World Class speaks the language of love.
25. The Middle Class believes problem solving stems from knowledge . . . the Wold Class believes problem solving stems from will.

# 2 World-Class Wealth Begins With World-Class Thinking

> **"Wealth is the product of a man's capacity to think."**
>
> **– Ayn Rand, 1905-1982, author, philosopher**

If you got out of bed this morning and went to work because you wanted to, you are in control of money. If you got out of bed this morning because you had to, money is in control of you. Even in the wealthiest nation in the world, 99% of the population is being controlled by money. The effect is lack of money. The cause is thinking. Albert Einstein once said, "a problem cannot be solved at the level of consciousness in which it occurs." Knowing this, champions raise their level of consciousness by studying how the world class creates wealth. The middle class believes formal education is the answer to acquiring wealth, yet very few academics are wealthy. They seek advanced degrees and certifications and are confounded when these things don't bring them riches. While the great ones are strong advocates of higher education, they don't believe it has much to do with acquiring money. The middle class trades time for money. The world class trades ideas that solve problems for money. Money flows like water from ideas. The middle class often scorns the world class out of frustration over a lack of money, yet the answer to earning more than they can spend has been in their lap their whole lives. Ideas -- it's such a simple concept that the majority misses it. The poverty class talks about and regurgitates the past; the middle class talks about other people; and the world class talks about ideas. Professional performers know money doesn't care which direction it flows. They know the world will bend over backward to make them rich if it will help them solve their problems. About 150 years ago, Karl Marx was sure the working class, as a whole, would rise up and overcome oppression if they had a chance. What Marx didn't figure into the equation was the poverty-driven thought process of the people. Give people operating at middle-class consciousness a million-dollar opportunity, and they will find a way to make it back to the middle class. It is where their limited self-image tells them they belong. The difference has nothing to do with reality. It's all perception in the mind of the performer.

**Action Step for Today:** Ask this critical thinking question: "At what level of monetary success do I feel most comfortable? a) poverty class b) middle class c) world class." Where you feel most comfortable reflects your self-image, and most likely, your current status. If you want to become wealthier, begin by raising your self-image by upgrading the self-talk you use regarding money and finances. If all you do is chase more money, you are simply attacking the effect. The cause is how you think, and if you improve the cause, the effect will take care of itself.




**World-Class Resource:** Read *You Were Born Rich*, by Bob Proctor. This man knows more about the mind/money connection than anyone alive. I study everything he produces like a scientist. Learn more about him at www.bobproctor.com

# 3 Champions Have An Immense Capacity For Sustained Concentration

Champions are famous for concentrating their energy and efforts on what they want and blocking out anything or anyone who threatens that focus. While average people haphazardly pursue loosely defined goals, champions concentrate on the attainment of a singular purpose with an intensity that borders on obsession. World-class performers invest an inordinate amount of time and energy in selecting their major goals. While the masses consider making changes every New Year's Eve, the goal setting and planning process is an everyday habit of champions. When the goals are set, champions put mental blinders on and move forward with dogged persistence and ferocious tenacity. World-class performers create such an intense level of concentration to overcome challenges and achieve goals that it is the last thing they think about before they fall asleep, and the first thing that hits them when they wake up. The great ones dream about their goals so frequently that they often keep pen and paper on the nightstand so they can quickly record any ideas or solutions that come to them in the middle of the night. While average people see world-class performers' successes as a matter of intelligence or luck, champions know sustained concentration of thought and action is usually the true key to their success.

**"Nothing can add more power to your life than concentrating all of your energies on a limited set of targets."**

**– Nido Qubein, speaker, author, philanthropist**

**Action Step for Today:** Write down the single most important goal you want to achieve in the next twelve months and make a commitment to concentrate on achieving it – no matter what it takes.

**World-Class Resource:** Read *Focal Point*, by Brian Tracy. This book is required reading for all Mental Toughness University clients in corporate America.

# Champions Are Driven By Emotional Motivators




The masses are primarily motivated by extrinsic motivators, such as material possessions and money. The world class is motivated intrinsically, by their dreams, desires and passions. External motivation is short lived, while internal motivation is nearly impossible to exhaust until the goal is achieved. The rah-rah, jump-up-and-down motivational pep talks are fun and temporarily motivating, yet lack the real fire emotional motivators generate. World-class leaders know the secret to motivating themselves and others is discovering what they will fight for when the going gets tough. The great ones move from logic-based motivators to emotion-based motivators. They know the key to finding the true power of the individual lies in the deep recesses of the psyche. The process great leaders and coaches use is tedious, time consuming, and simple: ask questions, and don't stop until you have landed on the emotional hot buttons. World-class coaches keep digging until they hit the vein of gold – when the performer begins answering in terms of how they feel, as opposed to what they think. When they hit the vein of gold, they continue to probe until the performer reaches an emotional high point, known in performance circles as the white moment. The white moment is the strongest emotional driver of a performer. Coaches use emotional drivers to motivate and inspire performers to push far beyond their threshold of pain, to accomplish feats that, without this level of motivation, would be impossible.

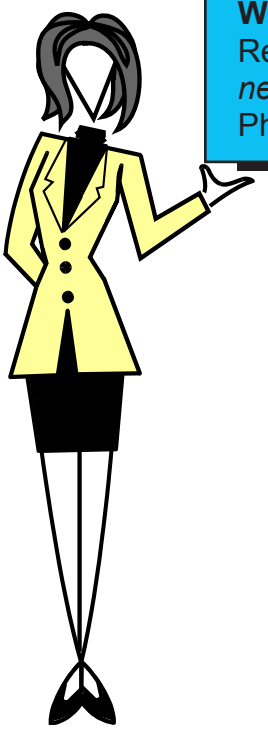
**"When a performer begins to experience physical or emotional pain in the heat of the battle, the brain, whose primary role is self preservation, asks the question: 'Why must I suffer?' The champion will answer the question with the vision they have carefully constructed, and they will continue to fight. Since the masses lack this mental clarity and have no reason to suffer, they quit as soon as the pain kicks in. Developing a world-class vision is the secret to world-class motivation."**

**– Steve Siebold**

**Action Step for Today:** Ask these five critical thinking questions:

1) What am I willing to fight for?
2) What values do I hold dearest to my heart?
3) What values would I be willing to die for?
4) If I could achieve a single thing, what would make all my hard work worth the struggle?
5) If I had thirty seconds left to live, what would I tell my children are the three most important things I learned about how to live a happy life?

Your answers will tell you a lot about what drives you emotionally.



**World-Class Resource:** Read *Authentic Happiness*, by Martin Seligman, Ph.D.

# The Great Ones Separate Truth From Fact

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**"We have to live today by what truth we can get today and be ready tomorrow to call it falsehood."**

**– William James, 1842-1910, author**

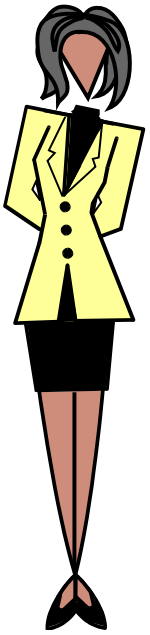
While average performers tend to believe truth and fact are the same, the world class knows there is a difference. Champions use their critical thinking skills to make a clear distinction between truth and fact. Fact is reality. Truth is our perception of reality, and perceptions are subjective. One person perceives giving to charity as an expense, while another perceives it as an investment in someone else's life. The fact is that many people give to charity; whether it's an expense or an investment is a perception. Which line of thinking represents truth? Both. In the minds of individuals, perception equals truth. This subtle distinction allows the great ones to understand themselves and others at a higher level of awareness. The masses tend to operate from truth, which is often a distorted version of facts. Champions make decisions based on facts, not feelings. The world class also uses this understanding of truth and fact in their mental programming. The great ones know the conscious mind functions most effectively on fact, while the subconscious can be programmed with truth. Since the subconscious is unable to make the distinction between fact and truth, champions program their subconscious minds to believe their visions, dreams and ideas as truths. Because the subconscious doesn't have the ability to reject an idea, it accepts it as truth and begins to create behaviors that are congruent with this new "truth." The conscious mind knows this "truth" is not fact, and tension begins to build between the conscious and subconscious, creating cognitive dissonance. As a result, the two go to work to create congruency. The great ones are not only aware of the difference between truth and fact, but they also know how to use them both to get what they want.

**Action Step for Today:** Write down 10 things you know are fact, and rethink each by asking, "Is this really a fact, or a truth I've created from my own or others' perceptions?" For example: is it a fact that the sky is blue? Is it a fact that you are a nice person? Is it a fact that the faithful will be rewarded in heaven? You'll see how often we operate from truth, rather than fact.

# 6 Champions Lead Through Facilitated Introspection

All great leaders know that the most effective form of learning is self-discovery. World-class coaches and managers believe in facilitating the introspective process, which helps people rediscover what they already know. Instead of leadership through the outdated command-and-control, do-it-or-you're-fired model, progressive managers are constantly asking their employees questions and taking careful note of their answers. The great ones know that most people are unaware of what makes them tick in terms of their emotional motivators. The only way to help a person discover the hidden power locked up in their psyche is through asking probing questions. Learning occurs at two levels during this introspective process. The first level is when the person digging down inside himself becomes aware of the emotions driving his behavior, and the second is the manager's awareness as it relates to which buttons to push when it's time to motivate his charge to action. Amateur coaches and managers coach primarily through logic. Professional coaches and managers coach primarily through emotion. Since human beings are primarily emotional creatures, it's obvious which method has the most power. Facilitating the introspective process in another person requires patience and time, and the great ones are willing to invest. The amateur wants instant results, but pros know this rarely occurs. The payoff for the pro comes not only in the form of increased productivity, but also in the connection created between manager and employee. Once an emotional creature is convinced that you care about what she thinks and how she feels, it sets the stage for emotional bonding to occur. Managers and leaders who lead this way lose very few of their people to rival companies because of this bond. In the age of the mind, facilitated introspection is the core process of leadership.

> **"The great managers and leaders of the future will know more about their people than ever before. They'll know their emotional hot buttons as well as the essence of what makes them tick. Through facilitated introspection, these leaders will create a competitive immunity for their companies by reigniting the flame of loyalty that burns within their people."**
>
> **– Steve Siebold**



**Action Step for Today:** Invest 20 minutes today leading someone through the introspective process. Your first question should be: Tell me what you really want out of life more than anything else? Your goal should be to make the person comfortable enough to answer you in terms of how she feels, rather than how she thinks. Once she begins to explain her feelings, follow up with these questions:

1) What exactly do you mean by that?
2) What does that look like?
3) Why do you feel that way?
4) Tell me more about that.
5) Why is that important to you?
6) What does having that mean to you?

# 7 The Great Ones Know They Are Unaware

Champions have come so far in raising their level of awareness that they realize there is always a higher level. Average people have a world view that says being comfortable with who and where they are in life is the key to happiness. The great ones have a world view that says happiness is learning, growing and becoming. School is never out for champions. The more they learn, the more they realize how much they don't know. While average people seek mental comfort, the world class believes mental comfort is the death of growth. They live by this phrase: 'You're either growing or dying; stagnation does not exist in the universe.' Like the child who always asks "why," champions always ask questions of other top performers in an effort to get a new take on an old idea. Their ongoing mental growth reinforces their belief of another level of conscious awareness that can make them more successful, more fulfilled and happier.

**"Everyone is operating and running their lives at their current level of conscious awareness."**

**– Carlos Marin, speaker and author**

**Action Step for Today:** Ask yourself this critical thinking question: Am I growing or dying? If your answer is dying, make the decision today to become more aware and begin growing.

**World-Class Resource:** Get a copy of *The Handbook to Higher Consciousness*, by Ken Keyes Jr. This timeless classic will provoke you to think at a higher level.

# Champions Develop World-Class Beliefs Long Before They Become Champions

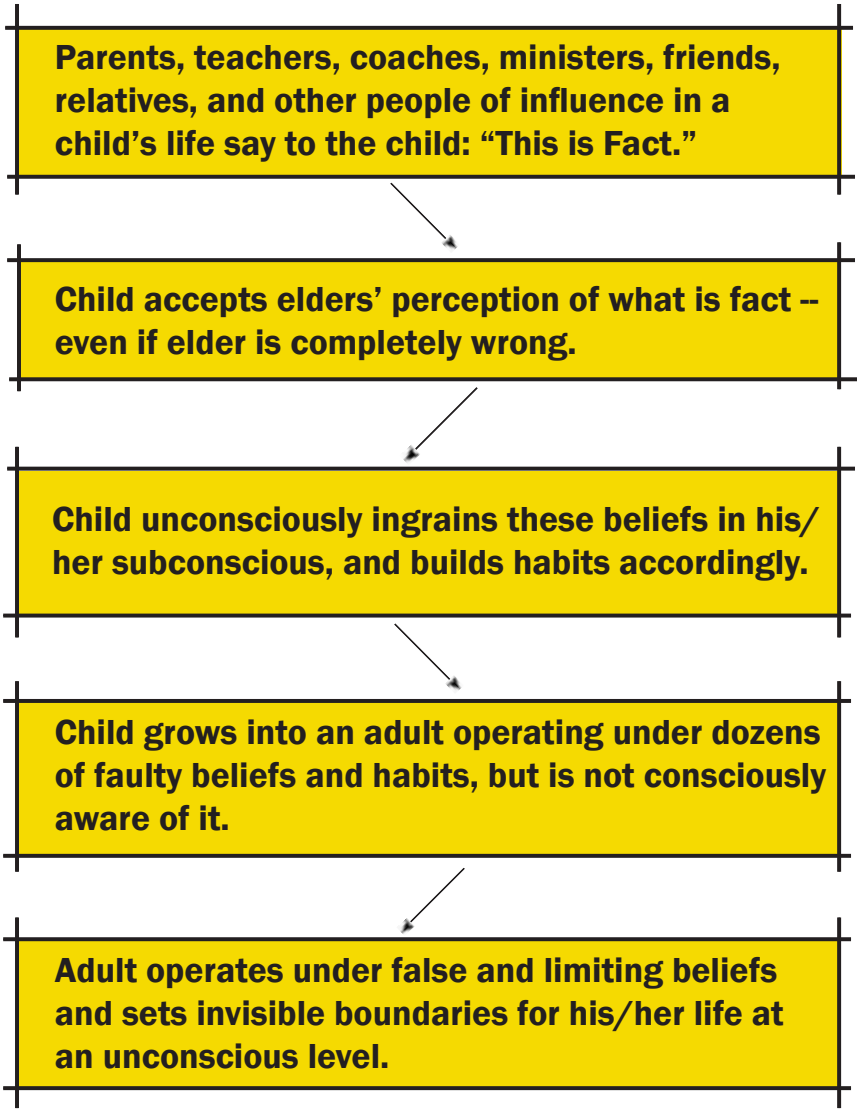
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> **"They can . . . because they *think* they can."**
>
> **– Unknown**

One of the major distinctions between average performers and champions is their belief system. Like champions, average people tend to be a product of their mental programming from childhood. People of influence, such as parents, teachers, coaches, religious leaders, and others were the primary builders and shapers of our early belief systems. In most cases, this programming is limiting because it comes from people who believe they are limited. That's why average people are saddled with a set of beliefs that are more about survival than success. Average people have been programmed to avoid pain at all costs, which promotes a 'playing not to lose' mentality. Many world-class performers were raised with these same beliefs, yet learned to reprogram themselves somewhere along the way. Champions learn how to develop empowering beliefs and invest a substantial amount of time solidifying those beliefs, mostly through their own self-talk. With guidance from coaches and mentors, champions monitor the words they use. They know reprogramming is a never-ending activity. Some people even consider this process 'positive brainwashing.' When aspiring champions learn they can program any belief they wish, and through repetitious, ongoing self-talk, build that belief into a foundation for their consciousness, it's a revelation. A world-class belief system can be created from scratch, no matter what your age, upbringing or current lot in life. A world-class belief system is a primary factor in the making of a champion, and every great performer knows it. While average people see champions as more intelligent, the champions know better. The truth is that intelligence plays a small part. Belief is the real star of the show.

**Action Step for Today:** Make a list of your most closely held beliefs, and begin the process of questioning whether they are serving you or holding you back. Question their validity. Are they relevant, or out of date? Knowing that behavior follows belief, give yourself an opportunity to discard or upgrade any beliefs that limit you.

## THE EVOLUTION OF A BELIEF SYSTEM




**World-Class Resource:** Rent the movie *Rudy*. This true story of one man's dream to become a Notre Dame football player clearly demonstrates the power of belief. As you're watching, ask this critical thinking question: "Do I believe in myself as much as Rudy had to in order to accomplish his dream? If not, how can I change or upgrade my belief to catapult my mental power?"

# Champions Embrace Relativity




The masses measure and assign value to things based on their own perspective. The world class is much more discerning in their thought processes. They realize all things are relative. This is most apparent in their life vision. Most people typically won't invest the time to create a vision and commit it to paper, yet the few who do tend to aim low as a result of their own limited perspective and beliefs. Ask champions if their vision is big, and they are likely to respond, "Compared to what?" The great ones develop the unique ability to measure beyond their own perspective. This is one of the secrets which enables them to reach for goals and dreams far exceeding anything they have accomplished in the past. The goal, dream or vision may be big to them, but to a bigger champion with a broader perspective, it's child's play. This critical thinking skill removes the intimidation factor and raises their level of expectation. Is a million dollars a lot of money? The masses would say, "yes." The world class asks, "Compared to what?" Compared to a dollar, a million dollars is a lot of money. Compared to one hundred million dollars, it's not much at all. Don't underestimate this seemingly minute subtlety, because adopting this one simple principle could transform your perception of every aspect of your life.

**"The great ones are highly aware of the fact that all perceptions are based on the experience and belief of the beholder. This is the reason they surround themselves with people who think much bigger than they do. Beliefs and expectations are contagious, and champions are eager to catch as much as they can."**

**– Steve Siebold**

**Action Step for Today:** Listen to how people around you measure the size and scope of things. When you hear someone placing a value on something, using their own perspective as a reference point, challenge them. For example, if someone says, "This is a huge project, Bob," reply, "Really. Compared to what?" Try this and see the reaction you get.

# 10 The World Class Compartmentalizes Emotions

> **"Nothing external to you has any power over you."**
>
> **– Ralph Waldo Emerson, 1803-1882, minister, speaker, writer**

Professional performers make the difficult look easy. They're able to manage multiple problems and maintain emotional control while solving each problem individually. Average people get bogged down in the details of every little problem and become overwhelmed quickly. Professional performers compartmentalize each problem and create a mental/emotional separation between the person and the problem. Pros don't engage in the emotional aspects of each problem; they focus on a logical solution and then put it aside so they can focus on the next challenge. In our Mental Toughness University seminar, we call this The Presidential Problem-Solving Technique. The idea: the President of the United States has multiple life-and-death decisions to make daily, and must possess the ability to place each problem in a mental box that separates it from all the other problems of the day. The ability to compartmentalize problems is a hallmark of great leaders. Champions know every problem has a logical solution (at best) or a practical strategy (at least) which can make things a little better. While amateurs get tangled in emotions, professionals are grounded in logical problem solving. Compartmentalization allows champions to work on and solve one problem at a time, without the emotions of one problem bleeding into the solutions of the others.

**Action Step for Today:** Commit to compartmentalizing problems by focusing exclusively on one problem at a time. Imagine you are the President of the United States. You must keep a clear, unemotional mind during the problem-solving process. The masses multitask. The great ones focus.

**World-Class Resource:** Read *The Emotional Revolution*, by Norman Rosenthal, M.D.

# The World Class Connects To The Source Through Gratitude




**"Gratitude is the aristocrat of all of the emotions."**

**– Bill Gove, 1912-2001, the father of professional speaking**

The world class is famous for using non linear thinking as a primary problem solving strategy, and nowhere is this more apparent than when it comes to heightening their creativity. While amateurs become increasingly stressed during problem solving, the great ones become more relaxed to enhance their creative ability. Champions know the ultimate creative force is located somewhere beyond our everyday consciousness, and they must tap this source to generate their best ideas. The secular sometimes refer to this source as the unconscious mind. The spiritual often call it God. Whatever label their belief warrants, few deny the power of the source, whatever its point of origin. Champions know the fastest way to connect to the source is through gratitude. Thoughts and feelings of gratitude seem to elevate the performers' consciousness to a higher plane than is accessible through any other means. Professional writers call it being connected. Athletes call it being in the zone. Psychologists refer to it as a state of flow. No matter what name you assign it, the experience is the same. It's a process that begins by letting go and mentally detaching from the end result or outcome of any task. The focus is on being, as opposed to doing. While both amateurs and pros experience this phenomenon from time to time, the great ones are able to access it much more often because they are aware of the triggers that create a mental climate conducive to this state of mind. Gratitude is the mindset of choice when they need to awaken the giant and tap their genius.

**Action Step for Today:** Make a list of the ten things you are most grateful for in your life, and review them every morning for the next seven days. Monitor how this activity impacts your emotions.

# 12 Champions Know Adversity Is The Catalyst Of Mental Toughness

**"If it weren't for the dark days, we wouldn't know what it is to walk in the light."**

**– Earl Campbell, professional football player**

Champions believe if you remove the adversity, you remove the victory. As a result, they tend to view adversity as a challenge through which learning and growing occurs. Their world view is evident in the way they describe the adversities they face. While average people choose the path of least resistance, world-class performers operate at a higher level of awareness. They understand that stress and struggle are the key factors in becoming mentally tough. While average people watch television and hang out at happy hour, the great ones continue to push themselves mentally and physically to the point of exhaustion. Only then will you see them in rest and recovery situations. Adversity, to average people, equals pain. Adversity, to world-class performers, is their mental training ground. It's how they become mentally tough. Average people scorn adversity. Those who are world class don't welcome adversity; yet they see it as the ultimate catalyst for mental growth, as well as the contrast needed to recognize the beauty of life.

**Action Step for Today:** List the three most difficult adversities you have faced and five good things that happened to you as a result of each one. Train yourself to see the good in adversity, and your fear of future challenges will dissipate.

**World-Class Resource:** Read *Man's Search for Meaning*, by Viktor Frankel. It is the true story of how one man learned to control his thoughts, feelings and attitudes as a prisoner of war. It's a classic that should be a part of every champion's library.

# The Great Ones Do It All With Class

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True champions have class, and they consistently conduct themselves in a manner congruent with their self-image. While amateur performers publicly gloat in their victories and agonize in their defeats, professional performers tend to keep a low profile during times of great success, and during times of failure. Another hallmark of the great ones is their humility after triumph. They tend to project themselves in the same manner whether they are winning or losing. When they win, they love to share the credit with the team, and when they lose, they assume 100 % responsibility. This high-class approach to performance opens doors which propel champions to even greater success. The great ones like to associate and do business with people who know how to handle themselves, especially in adverse situations under pressure. This is one of the primary distinctions between the upper class and the world class. The ego-driven upper class must win at any cost; the spirit-driven world class insists on following a strict code of ethics. The great ones have the character to do what's right, and they do it all with class.

**"There is no mat space for malcontents or dissenters. One must neither celebrate too insanely when he wins or sulk when he loses. He accepts victory professionally and humbly. He hates defeat, but makes no poor display of it."**

**– Dan Gable, collegiate wrestling legend**

**Action Step for Today:** Make a list of the five things you would like the following groups of people to say about your conduct:

1) Your family
2) Your friends
3) Your customers

Now go to work and become this person.

**World-Class Resource:** To further polish your personal and professional behavior, attend a seminar from Jacqueline Whitmore, director of the Protocol School of Palm Beach. Sign up for their free newsletter by going to www.etiqetteexpert.com

# 14 Champions Make 'Do or Die' Commitments

If there was ever one word that defined the champion, the word would be commitment. When everyone else is tired, exhausted and burned out from the battle, the great ones are just getting warmed up. It's not that they don't fatigue; but their commitment to their dream keeps them going. Average people think it would be nice to achieve their goals, as long as it doesn't get too uncomfortable or painful. Champions don't recognize pain, because they have made a commitment to do what it takes to win. Amateur performers make a commitment and approach it like a hobby. Professional performers make a commitment and approach it like a war, knowing they will have to endure an unknown level of suffering along the road to victory. Amateur performers always question the price they have to pay for success; champions pay whatever price it takes to win. This small difference in mental strategy makes all the difference in the world. Commitment is more about making a decision to do whatever it takes to succeed than anything else, yet only the pros seem to be able to get themselves to make these decisions.

**"You cannot keep a committed person from success. Place stumbling blocks in his way, and he takes them for stepping-stones, and on them he will climb to greatness. Take away his money, and he makes spurs of his poverty to urge him on. The person who succeeds has a program; he fixes his course and adheres to it; he lays his plans and executes them; he goes straight to his goal. He is not pushed this side and that every time a difficulty is thrust in his way. If he can't get over it, he goes through it."**

**– George Gilder, author**

**Action Step for Today:** Make a list of the five most important things you are committed to in your life, and ask this critical thinking question: "Are my habits, actions and behaviors congruent with my commitments?"

# The World Class Is Consistently Great

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**"Plenty of men can do good work for a spurt with immediate promotion in mind, but for promotion, you want a man in whom good work has become a habit."**

**– Henry Doherty, American Industrialist**

A lot of performers are capable of outstanding performance, but the great ones all have one thing in common: consistency. Day after day, they perform at the very highest levels. The reason they are so consistent is because their actions are congruent with their thought processes. Champions usually have a very clear mental picture of what they want, why they want it, and how to move closer to their target objective. While average people are complaining about the sacrifices they have to make to be great, the champions have already made those decisions and continue to move forward. Erratic performance is the result of erratic thinking, so the first step in mental toughness training is gaining mental clarity. Champions invest an inordinate amount of time thinking, planning and clarifying their goals and targets, as well as mapping out an exact action plan for attainment. Consistency in performance is the direct result of knowing why it is necessary to perform well and the benefits that will accrue, especially when the going gets tough and the pain sets in. Consistency is also created by practice. Champions are usually thought of as the people with the most talent, and sometimes this is true. Yet champions are known to invest large blocks of time practicing their craft long after everyone else has gone home. Practice may not make perfect, but it does create consistency in performance.

**Action Step for Today:** To gain mental clarity and focus, create a written vision for your life. Imagine your life five to ten years in the future and list all you have done, accumulated and become during this time. Use the letter to a friend format that we use in our corporate Mental Toughness University program. Write a letter to a friend – real or imaginary – and date it from five to ten years in the future. Let your creative mind freewheel, without any thought of how you will achieve any of these things. Be sure to include as many details and as much emotion as possible. When you have a world-class vision for your life, you've taken the first step to world-class performance.



**World-Class Resource:** Sign up for the Mental Toughness University one-day seminar and 12 month follow-up process. Learn more by visiting www.mentaltoughnessuniversity.com

# Champions Understand Logic vs. Emotion

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> **"The arena was so loud, the emotion so great. Everybody was going crazy. I remember thinking, 'Stay with it. Don't get swept up.' The hotter it gets, the cooler you have to get. I remember thinking of one word in my mind--'miraculous.'"**
>
> **– Al Michaels, sports announcer, commenting on the 1980 U.S. Olympic Hockey Team victory over the Soviet Union**

Amateur managers, coaches and leaders tend to favor either a logic-based approach to performance or an emotion-based approach. The pros know the magic is in the mix. When it comes to strategic planning and business acumen, straight logic is essential. Emotion creates confusion when it comes to linear thought. This is why amateurs in the business world have repeated the idea that there is no place for emotion in business. Professional leaders know this is ridiculous. As you know, human beings are emotional creatures driven by emotional motivators like love, recognition, belonging, pride, values, etc. The list goes on and on. To ignore the role emotion plays in performance is to disregard the power of the fire that burns within a person's soul. The real distinction between amateur leaders and pros that amateurs motivate through logic and the great ones motivate through emotion. Logic is great for planning, but weak for motivation. Trying to inspire an emotional creature by appealing to their sense of logic is amateur at best, and stupid at worst. In twenty years of studying and working with leaders, only a small percentage has really understood this in the business world. In the world of professional sports, it's a different story. Many top coaches use emotional motivation brilliantly. The best example may be Herb Brooks, who motivated the U.S. Olympic Hockey team in 1980 to pull one of the greatest upsets in history. Emotional motivation has the power to drive a team beyond what they actually believe is possible. The sheer force of the collective emotion is so overwhelming that it mentally elevates the consciousness of the individual performers, which enables them to tap into a higher level of intelligence. The secular philosophy is that the performers are able to access more of their brain when they are operating in this altered state of consciousness. The spiritual philosophy says that performers have raised their rate of vibration to the same frequency as the force that created the universe. While champions' belief in the source of this power varies, they all know that the process begins with emotional motivation.

**Action Step for Today:** Watch the movie *Miracle*. This film is the story of the 1980 U.S. Olympic hockey team victory over the Soviet Union. Notice how coach Herb Brooks uses emotion to mold a group of individuals into a world-class team.

# Champions Are Willing To Suspend Their Disbelief




**"When presented with a new idea, check your ego at the door and suspend your disbelief. Your ability to open your mind and consider new ideas without fear will propel you to the top faster than anything else."**

**– Bill Gove, 1912-2001, the father of professional speaking**

The world class is the most open-minded group of people you will ever meet, which is one of the reasons for their tremendous success. While amateur thinkers are convinced they have figured out how the world works, champions are not so sure, and are open to new ways of looking at old problems. In other words, champions are willing to suspend their disbelief until they evaluate the facts. The great ones are ready to change at a moment's notice if they are convinced something can be done faster, cheaper or better. A great example is in the network marketing profession, where sales reps recruit other sales reps and are compensated with an override on their recruit's volume. Strong companies with quality products and services are able to grow at an alarmingly accelerated rate with this reproductive recruiting model. Network marketing has single handedly changed the face of distribution for the better, yet has still not been fully embraced by amateur thinkers who insist on clinging to the past. Franchising faced the same scorn years ago from amateurs who didn't understand it and refused to open their minds to innovation and progress. The great ones capitalized on that concept and made history with companies like McDonald's, Radio Shack and Blockbuster Video, while the masses took years to accept this brilliant business idea as legitimate. The heart of the champions' open-minded attitude is in their spirit-based consciousness, which is a mindset devoid of the need to hold on to the past. Most new ideas with the power to revolutionize people's lives never make it past the amateurs' ego, which is rooted in fear of the unknown and marked by pre-judgment, pretense and frustration. While the masses are dying from mental stagnation, the pros grow healthier everyday by entertaining thoughts of abundance and keeping their fertile minds open to life and successful living.

**Action Step for Today:** Think back to the last time someone approached you with a new idea that you were quick to dismiss, and give it a second chance. Suspend your disbelief, open your mind and give it careful consideration. What have you got to lose?

# 18 The World Class Is Ferociously Cooperative

**"You can employ men and hire hands to work for you, but you must win their hearts to have them work with you."**

**– William Boetcker, 1873-1962, Presbyterian minister, success lecturer**

Professional performers are the most cooperative people in the world, because they know it takes a team to achieve anything worthwhile. Their cooperation stems from their desire to win. They know they cannot do it alone. Amateurs tend to be more ego involved and prefer to act as lone wolves, so they can boast they are self-made. Champions don't need to take all of the credit, and as a rule, enjoy sharing the accolades with their team. Champions believe the whole is greater than the sum of the parts when it comes to achievement. These people have a tremendous ability to persuade others to join forces with them, and work in a spirit of ferocious cooperation. Achievement has less to do with stroking their egos and more to do with personal growth and development – not just their own, but also that of the team. Champions get as big a kick from watching a team member grow in the process of achieving the goal as they do in actually achieving the goal. They realize the true value of achievement is as a catalyst for growth. Generally speaking, the more cooperative the champion, the more successful they tend to be. The great individual is no match for the great team.

**Action Step for Today:** Rate yourself on your level of cooperation. In your opinion, you are:

1 - Very cooperative with others
2 - Somewhat cooperative
3 - Not very cooperative
4 - Not cooperative at all

If you rate a 2, 3, or 4, ask yourself if you are allowing your ego to get in the way. If the answer is yes, check your ego at the door and become a team player.

# Champions Are Curious

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**"Curiosity is one of the most permanent and certain characteristics of a vigorous intellect."**

**– Samuel Johnson, 1709-1784, writer**

The great ones are always curious, because they are always looking for an edge. At the root of their curiosity is the belief that one new idea, or one new twist on an old idea, could launch them to the next level. While average people tend to take things at face value, world-class performers are curious to know how and why something works in an effort to make new distinctions that may benefit them. Champions have a childlike curiosity, and tend to approach the world with a mindset that says, "teach me." Their world view tells them there is much more to learn in even the simplest aspects of life. The more they know, the more they realize how much they don't know about anything, including their own expertise. They approach their work with the mindset of a beginner – eager to learn and open to new ideas. Professional performers are curious to see how beginners view their performance field, and want to see if anything can be learned from people who are seeing what they do for the first time. Champions are masters at learning from other people's experiences because they are always asking questions. Their curiosity accelerates their growth through lessons learned vicariously.



**Action Step for Today:** The next time you are socializing with friends or associates, see how many questions you can ask each about what they do and why they do it. Get as many details as possible. Most people are full of great suggestions for solving problems, yet no one asks for their opinion. Your curiosity, combined with a beginner's mindset, may yield unexpected solutions you can implement immediately.

# 20 The Great Ones Possess Supreme Confidence

**"I felt like I could score at will."**

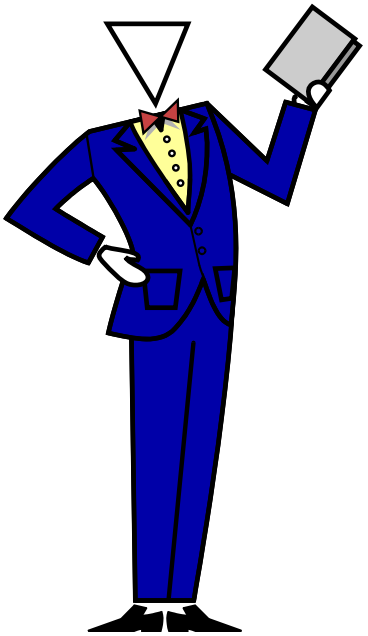
**– Jack Maitland, 1970 Super Bowl champion fullback, speaking of his college football career**

Another great word to distinguish world-class performers from average people is confidence. Some people are raised by confidence-building parents, teachers and coaches, yet they are in the minority. Most champions realized they were responsible for developing their own confidence at some point, and programmed themselves through a series of ongoing techniques. These programming strategies might include mental imagery and visualization techniques, meditation, sports, martial arts, learning a new language or musical instrument, or losing weight and going on an exercise regimen. All these strategies contribute to boosting self-confidence, but the two fastest, most powerful ways to skyrocket self-confidence I've ever seen are:

1) Changing the language you use when you talk to yourself and others. Positive self-talk can literally change your life in ninety days, if you really stick to it. You can reprogram your entire belief system just by changing the words you use when you talk to yourself. I've read volumes of books on this subject, and the best one is called *What to Say When You Talk to Yourself*, by Shad Helmstetter, Ph.D. This book is written in simple language and explains how the change process works.

2) Learning to be a proficient and entertaining public speaker. When you can stand in front of a group of people and communicate effectively, it catapults your confidence into the stratosphere. Most world-class business people are strong speakers.

**Action Step for Today:** Ask your three closest friends this question: On a scale of 1 to 7, 7 being most confident, how much confidence do I project? This will give you an idea of how the world is responding to you.



**World-Class Resource:** To upgrade the quality of your self-talk, purchase Shad Helmstetter's book, *What to Say When You Talk to Yourself*. I read this book in 1986 and it changed my life. I would also recommend that you get a free subscription to 'The Greatest Things Ever Said about Public Speaking,' a free weekly e-mail. To sign up, go to www.speechseminar.com

# 21 Champions Evolve From Competing to Creating

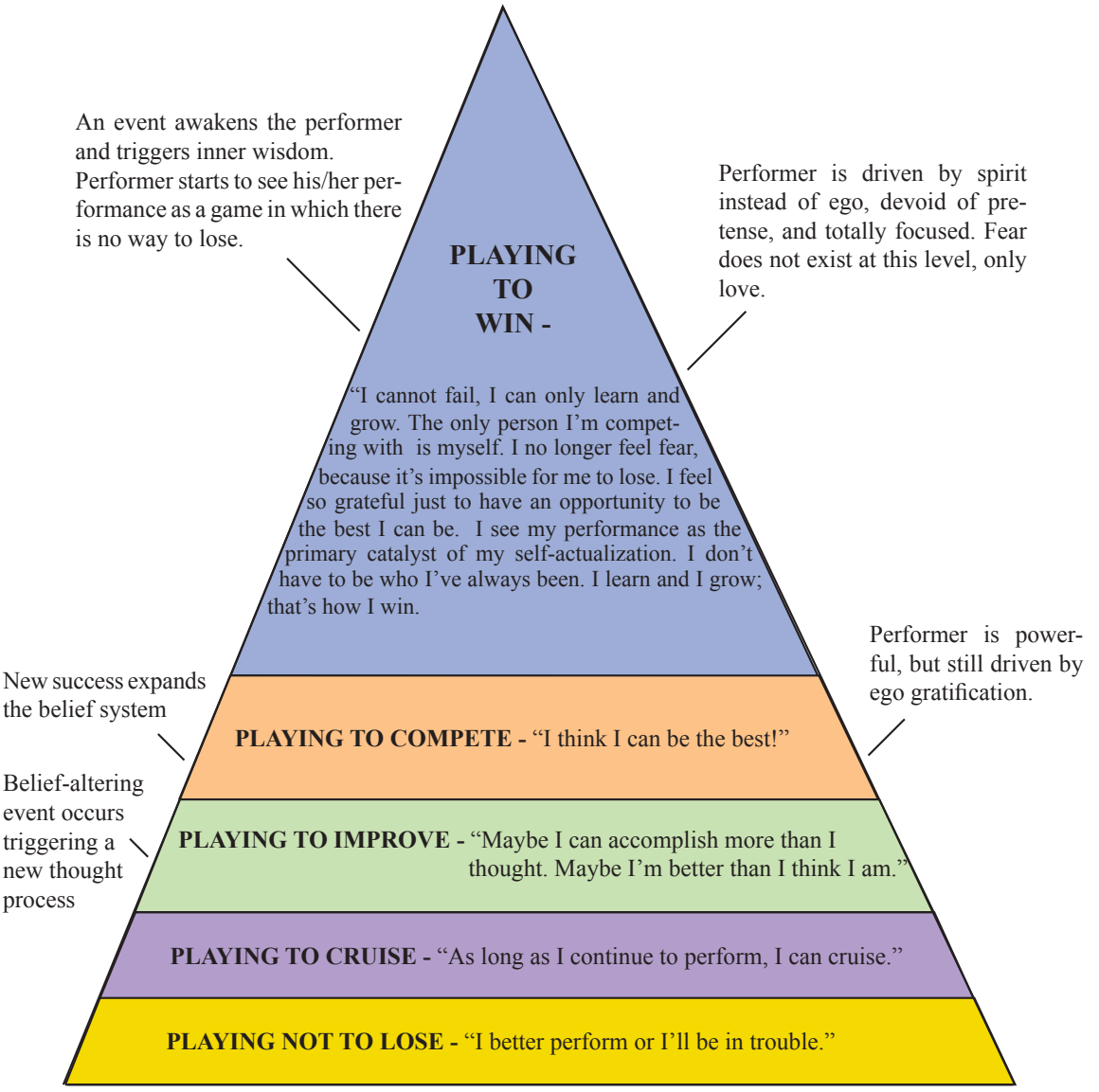
**"Creative people rarely need to be motivated--they have their own inner drive that refuses to be bored. They refuse to be complacent. They live on the edge, which is precisely what is needed to be successful and remain successful."**

**– Donald Trump, real estate developer**

Average performers live their lives in first gear, resisting change and avoiding risk. The masses have the same talent and opportunity as the world class; yet choose to play it safe to avoid the pain of failure and the agony of (temporary) defeat. At Mental Toughness University, we have a scale called The Five Levels of Mental Toughness, which is a tool to help people determine at what level they are performing. The first level is called Playing Not to Lose, which is doing just enough to avoid getting fired. The next level up is Playing To Cruise, which is mentally cruising through the job without really engaging in any serious thought. The next level is Playing to Improve, which is when performers begin to actively engage their thoughts and feelings in the task at hand, attempting to get better. The level above this is Playing To Compete, which is when performers begin to believe they are capable of beating out their competition and being the best. This level is primarily ego-driven where winning is the main objective. Performers operating at this level often become very successful and powerful, but are sometimes left with hollow feelings of "Is this all there is?" The highest level is Playing to Win, which occurs when the performer moves from competition to creation, where the primary goal is to be the best they can be. Knowing that creativity and fear cannot co-exist, these people are competing only with themselves with the objective of being better today than they were yesterday. The Playing to Win philosophy is rooted in a spirit-based consciousness operating from thoughts of love and abundance. Fear and scarcity have no place at this level of thinking. These performers are fearlessly seeking what Dr. Abraham Maslow referred to as Self-Actualization, or becoming all that one has the potential to become. The most powerful belief performers operating at this level possess is that they cannot fail; they can only learn and grow. With their potential in front and their fear behind them, champions are able to move beyond the boundaries of competition and create what the masses believe is impossible.

**Action Step for Today:** Examine the 5 Levels of Mental Toughness and identify the level you inhabit most often in performance situations. Make a commitment to spend as much time at the Playing To Win level as possible.

## 5 LEVELS OF MENTAL TOUGHNESS



# 22 Champions Remember Their Roots

**"We usually think of advice as something that someone tells us, but I learned my most valuable lessons in life by example, by watching people around me both when I was growing up and when I was trying to stay true, in my business career, to the values they taught me. Yet, if there is one piece of advice that has been important to me, it is "Always remember where you came from."**

**– John J. Mack,**
**Co-CEO, Credit Suisse Group**

Professional performers start out as amateurs, just like everyone else, and they never forget it. While the masses see this as humility, the great ones see it as strategy. They know the lessons they learned on Main Street are just as valuable on Wall Street. The great ones never forget where they came from. This strategy keeps them grounded and enables them to relate to middle-class performers struggling to go pro. This empathy for amateurs makes them tremendous managers, coaches and leaders. Champions often cultivate this habit by staying connected to people who helped lift them to the top, and by giving back to the community in which they were raised. The world class is always reaching for the stars while keeping their feet on the ground. This high level of consciousness is revealed in the language they use in conversation. You'll hear them speak about the gratitude they feel for all of the people who contributed to their success and fulfillment. While the masses are still angry over the injustices of their past, the champions are grateful and giving back. As a result of this abundance-based mindset, their blessings are multiplied many times over. The great ones know success is a self-fulfilling prophecy, and remembering their roots reminds them of not only where they came from, but also what it took to get them where they are now. Revisiting their climb to the top reinforces their belief in themselves and gives them even more confidence to move ahead in the present and future. This is one of the ways champions build the psychological momentum necessary to propel them from success to success.

**Action Step for Today:** Invest ten minutes today remembering your roots and what it took to get you where you are now. Write a note or place a call to someone who helped you along the way and thank him or her for what they did for you. Pay special attention to how taking these actions makes you feel.

# The World Class Never Bows To Criticism

23

**"You can't let praise or criticism get to you. It's a weakness to get caught up in either one."**

**– John Wooden, Hall of Fame basketball coach, University of California Los Angeles**

Mental toughness, broken down to its root, is really about becoming a master of your emotions in performance situations, especially under pressure. The fastest way to differentiate an amateur from a pro is to observe how they respond to criticism. Amateurs are shocked when they are criticized, and many are emotionally wounded. Professional performers expect criticism as a part of being a champion and are rarely rattled by it. The mentally tough expect little from their amateur-thinking counterparts, and when they are criticized, they often sum it up as amateurs mud slinging. Professional performers rarely criticize other people – they're too busy working and practicing to get wrapped up in other people's business. They don't deal in personalities; they deal in ideas. Professional performers aren't surprised by criticism from average people. They realize they are a mirror into which amateurs look, only to see themselves for what they really are – average. World-class performers make them look lazy and unmotivated by comparison, and they resent it, so they lash out and criticize. Meanwhile, champions ignore the criticism and go back to work.

**Action Step for Today:** Decide to separate your emotions from other people's criticism of you. Refuse to talk about other people or gossip about their behavior. Focus only on ideas that can help you fulfill your vision.

# 24 Champions Believe In Choice

**"Everything can be taken from a man but one thing: the last of the human freedoms – to choose one's attitude in any given set of circumstances, to choose one's own way."**

**– Viktor Frankel, 1905-1997, psychiatrist, author, and lecturer**

Just as amateurs see themselves as victims of circumstance, professional performers believe they possess the ultimate human freedom – the power to choose. Average people get out of bed in the morning and say, "I have to go to work." Champions know they don't have to do anything they choose not to do. This mindset impacts every decision of both amateurs and professionals. Amateurs feel they are at the mercy of the gods; professionals carefully construct a life based on a series of choices they make. This sense of control increases the professionals' ambitious drive. It's also one of the reasons champions appear to be so much happier than average people. They know their choices really control their destiny. They believe they can be anyone they want to be, do anything they want to do, and have anything they want to have. Their belief in this concept becomes a self-fulfilling prophecy, which builds psychological momentum and makes the belief stronger every day.

**Action Step for Today:** Make a list of the things you feel you have no choice about doing, and revisit each one. Do you really have to do them, or are you choosing to do them? Could some of the less desirable things be omitted simply by making a choice? Delusion says you must do these things. Objective reality says you always have a choice, because you are always in control.

**World-Class Resource:** Read *Choice Theory*, by Dr. William Glasser. This is a great book that removes any sense of victim mentality any of us may have.

# The World Class Embraces Metacognition

25

When it comes to thoughts, feelings and attitudes, the masses are heavily influenced by external forces, like a pinball being bounced around from bumper to bumper. Their outer world determines their inner world. World-class thinkers are just the opposite. Knowing their thoughts control their feelings, the great ones have adopted the habit of thinking about . . . what they think about. Psychologists refer to this as "Metacognition." This championship habit enables the performer to get to the root of the thoughts that bring about both positive and negative feelings. Once the performer is aware of the thoughts that are ultimately creating his results, he has the power to change any thought he chooses. In essence, metacognition enables the performer to take control of his thought processes. This makes the champions' reality directly opposite of the masses, in that the great ones' inner world determines their outer world. In other words, the results they achieve on the outside are dictated by the thoughts they have on the inside. The masses are victims of their own thoughts. They have the same potential for greatness as the pros do, yet are simply not paying attention to what they are allowing to enter their minds, and the results are disastrous. Meanwhile, the world class is thriving on upgraded thoughts that are manifesting tremendous results. They know that the better they become at controlling their thoughts, the better their results will be, and it all begins with metacognition.

**"Of course we become what we think about. The real question is, "Do we know what we are thinking about?"**

**– Steve Siebold**

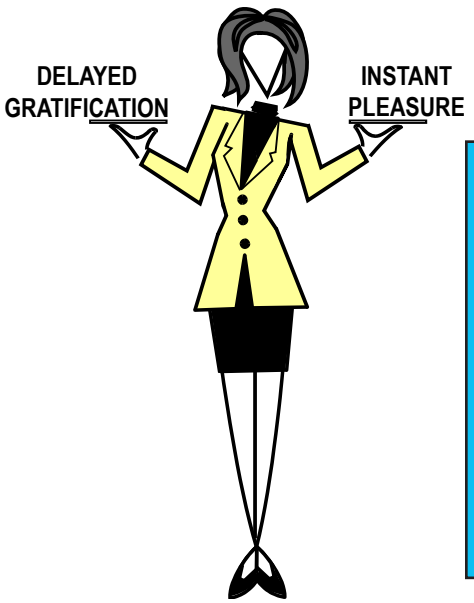
**Action Step for Today:** Take your emotional temperature today and assess your mood. Ask this critical thinking question: "How did I end up in this mood?" What thoughts did you process that put you in this mood?

# 26 Professional Performers Don't Require Immediate Compensation

**"Did you think you could have the good without the evil? Did you think you could have the joy without the sorrow?"**

**– David Grayson, professor and author**

Most people are fully engaged in microwave thinking – a deep belief that compensation should immediately follow any effort. Champions are different. They believe every effort performed with good intention yields some form of compensation at some point. People become champions by perfecting their competencies until other people label them 'champion.' In most cases, this label took years of hard work and sacrifice to achieve, with little or no apparent compensation along the way. Many of the great ones were ridiculed and criticized for investing so many hours in the development of their core competency. Not swayed by amateur opinion, they pushed forward aggressively. This delayed gratification set the stage for all future battle plans for achievement in the minds of champions. When professional performers set a big goal, they are expecting a fight – and their past experience has preconditioned their minds for battle. When amateurs expect compensation, pros are just settling in for the fight. Their willingness to delay gratification and compensation makes them more valuable in the marketplace.




**Action Step for Today:** Ask this critical thinking question: "Am I more interested in pleasure, or gratification?" Amateurs focus on pleasure-based activities that deliver short and sweet payoffs. Professionals focus on gratification-based activities that take longer to achieve but deliver long and deep payoffs. Into which category do you fall?

# Champions Embrace Conflict For Growth

27

Average performers will do almost anything to avoid conflict. World-class performers not only welcome it, but embrace it. Amateurs derive their approach from an emotional perspective, while professionals ground their approach in logic. An emotional response comes from the fear of suffering a bruised ego, because average people would rather be accepted by others than realize a superior solution to a problem. Conflict represents a serious emotional threat to fragile constitutions. The great ones see conflict not as a threat, but as an opportunity to gain a three-dimensional perspective on a problem. The pros operate at a higher level of consciousness and don't care who gets the credit for solving the problem. Logic dictates their actions and opens their minds to the possibility that the opposition may be right. Champions see conflict as a healthy function of checks and balances in an organization. Dictatorships and organizations which suppress conflict are too tightly bound to allow opportunities for growth. Organizations which welcome or embrace conflict are destined to evolve exponentially from the combined brainpower of the group.

**"A good manager doesn't try to eliminate conflict, he tries to keep it from wasting the energies of his people. If you're the boss and your people fight you openly when they think you're wrong – that's healthy."**

**– Robert Townsend, former CEO, Avis Rent-a-Car**

**Action Step for Today:** Ask this critical thinking question: "Am I emotionally addicted to the approval of others?" If your answer is yes, make a commitment to break this addiction immediately.

# 28 Champions Are Comeback Artists

> **"I'm going to the top of the mountain. You're either going to see me waving from the top or dead on the side. But you know what? I'm not coming down."**
>
> **– Eric Worre, author, speaker**

When Donald Trump was $9 billion dollars in debt in the early 1990s, did you really believe he was washed up for good? After Lance Armstrong survived cancer, did anyone really think he wouldn't race again? How about Christopher Reeve? Did anyone really bet against him making an international impact to help people with spinal cord injuries, once he made the decision to do it? There's an old saying among the world class: "A bet against a champion is a bad bet." I couldn't agree more. Amateurs quickly become demoralized by setbacks and defeat, and quietly slink back to their comfort zones. Professional performers know that large-scale success is based on a series of comebacks. They believe that setbacks are set-ups for comebacks. Amateurs often make the mistake of counting professionals out when things get tough. The average person grossly underestimates the level of mental toughness that champions possess. The great ones will comeback out of nowhere, just when everyone has counted them out. Emotionally speaking, they don't really understand the concept of giving up. I don't mean this as an insult. They understand how to quit intellectually. But emotionally, they have been hard wired through years of world-class programming to focus on a vision and persevere at any cost. This is why rock-solid character is critical to this group. The only thing that can stop this speeding locomotive from its destination is the potential harm or destruction of others. The great ones never sacrifice people for success. The upper class is so ego-driven they often run over anyone who gets in their way. The world class, guided by their spirit-based consciousness, will only proceed toward their visions if their actions are fair to all parties concerned. Once this has been established, the champions fail again and again; yet continue coming back for more. On the physical plane, we call it perseverance. On the mental plane, we call it toughness. On the spiritual plane, we call it artistry.

**Action Step for Today:** Identify a goal or dream in your life that you have given up on, and ask this critical thinking question: “Is it possible to make a comeback in this area, and breathe new life into this old dream?” You’re a tougher, more competent performer than you were back when you abandoned this dream. Are you good enough to make a comeback now? (Hint: YES!)

# 29 The Great Ones Are Masters Of Their Work/Rest Cycles

> **"Recovery is an important word and a vital concept. It means renewal of life and energy. Knowing how and when to recover may prove to be the most important skill in your life."**
>
> **– James E. Loehr, Ed.D, author, psychologist**

Average people refuse to recognize one of the most critical aspects of peak performance: cycles. If human beings were robots, performance experts like myself wouldn't consult with our clients about the proper use of cycles. Yet we're not robots. We are, primarily, emotionally driven creatures whose level of performance is dictated by what we believe and how we feel at any given time. Most amateur performers never push themselves hard enough to ever warrant any concern with cycles, but for champions, it can make the difference between winning and losing. The great ones know (or are trained to know) when to exert maximum effort and when to let their mind and body rest. The enemy of all champions is physical and emotional burnout, and they will go to great lengths in the performance planning process to insure burnout never occurs more than once. Most world-class coaches will push their performers to the breaking point at least one time to establish how far that individual can be pushed. Every performer has a different tolerance for pain. When this breaking point is established, a cycle of stress and recovery is implemented. Time off and life balance are key factors in performance cycles – as are massive influxes of effort. The great ones know the magic is in the mix.

**Action Step for Today:** Give yourself a life balance checkup. Are you investing the necessary time and energy in the important areas of your life? What areas are you over-stressing? What areas are you under-stressing? Think about your current stress and recovery cycles and make any adjustments you think are necessary for peak performance and maximum happiness.

**World-Class Resource:** Read *Stress for Success*, by Dr. James Loehr.

# The World Class Is Coachable

30

Corporate America and entrepreneurs are starting to catch on to something athletes have always known: if you want to maximize your potential in anything, hire a coach. Coaching is to performance what leadership is to an organization. Since human beings are primarily emotional creatures, competent coaches are experts at stoking the fires that burn within – assuming there is already (at least) a small flame. Coaches can't create the flame, but the good ones can turn a small flame into a blow torch. World-class coaches won't even accept a client if they fail to find a flame inside. They know the flame is the prerequisite for greatness. Average people will only accept the amount of coaching their egos will allow. Champions are well known for being the most open to world-class coaching. The bigger the champion, the more open-minded they are. The great ones couldn't care less about ego satisfaction when it comes to improving their results – all they're looking for is an edge, no matter how slight. Their logic behind this is simple: when two champions go head to head, many times the only thing that favors the winner is a slight edge in thinking, strategy and technique. All champions look for that one little advantage that great coaching can provide.

**"Great coaching is helping people discover what they already know."**

**– Bill Gove, 1912-2001, the father of professional speaking**

**Action Step for Today:** Invest 15 minutes to consider hiring a coach to help you get better results. Be coachable and open-minded. You may be surprised at what you will learn.

**World-Class Resource:** For private, semi-private and small group coaching, visit www.mentaltoughnesscollege.com

# 31 Champions Are Mentally Engaged In The Creative Process

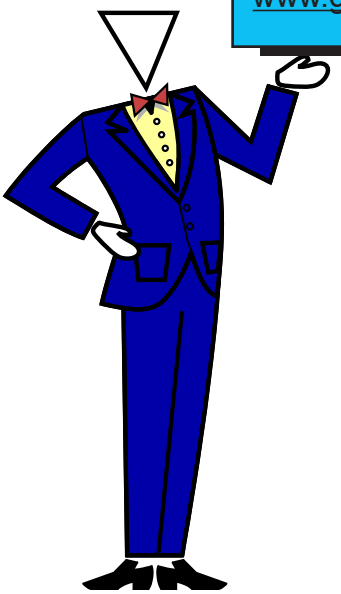
**"The creative person wants to know about all kinds of things: ancient history, nineteenth-century mathematics, current manufacturing techniques, flower arranging, and hog futures, because he never knows when these ideas might come together to form a new idea."**

**– Carl Ally, founder, Ally & Gargano Advertising**

While average people are satisfied with the status quo, world-class performers are always searching for new ideas and new ways to interpret old ideas. They do this by tapping into to the right hemisphere of their brain, the more creative side. Champions believe there is always a better, easier, faster way to accomplish anything and being creative is the way to discover it. One of the methods they use to stoke their creative flow is to learn, study and be interested in a variety of different things. The discovery of a truth in an unrelated subject could easily be transferred to a current problem. There is a level of relativity and relationship to the order of all things, and the great ones know it. Champions discover these truths because they pay attention – not because they're smarter than anyone else. The masses are not mentally engaged. Their billion-dollar thought processing system is used for activities like watching television and figuring out how to travel the road of least resistance. Meanwhile, champions are being mentally reborn daily as a result of making new distinctions, interpretations and discoveries . . . and then they use these ideas to solve their problems.

**Action Step for Today:** Rate yourself on a scale of 1 to 7, 7 being most creative. Be honest. How creative are you?

**World-Class Resource:** The best book I've read on creativity is *The Artist's Way*, by Julia Cameron. This book will help unlock the genius inside you. The best speaker I've heard on the subject of creativity is Gregg Fraley, of Chicago. You can learn more about Gregg at www.greggfraley.com



# 32 Champions Operate With A Clear Conscience

The world class tends to rely on intuition and conscience much more often than the masses. While average people are more concerned with what other people think of their actions, professional performers answer to a jury of one: their conscience. One reason they're able to maintain such high levels of concentration and intensity in their field of expertise is because they rarely carry mental baggage. With their conscience as their guide, champions often have greater mental clarity and internal focus than average people. Rotary International, (www.rotary.org), an organization of business champions performing community service on a global level, has a great tool called the four-way test. The idea is for Rotarians to answer four questions before making any major decision.

**The questions are:**

1) Is it the truth?
2) Is it fair to all concerned?
3) Will it build goodwill and better friendships?
4) Will it be beneficial to all concerned?

The world class often follows such formulas in making important decisions. Champions know they can often fool other people, but they can never fool themselves. Amateurs pay a serious price for making decisions that are incongruent with their conscience, and their self-image is the first thing that suffers. The great ones know this is too high a price to pay. Self-image expert Nathaniel Branden says, "Self-esteem is the reputation we acquire with ourselves." Being in touch and living by their conscience is a hallmark of mentally tough performers.

**"Reason often makes mistakes, but conscience never does."**
**– Josh Billings, 1818-1885, writer**

**Action Step for Today:** Ask this critical thinking question: "Are all of my dealings congruent with my conscience?" If the answer is yes, you empower yourself to success. If not, consider abandoning these deals or behaviors. Universal law dictates that whatever you sow, you shall reap.

# Common Sense Is The Foundation Of High Performance




Champions usually believe the essentials of life were learned in kindergarten. Their world view is that success is simple and constructed fundamentally from common sense. While average people search for complex answers to their problems, the world class looks for the simple solution first – and usually finds it. They solve more complex challenges by looking at the situation as an outsider viewing it for the first time. Larry Wilson, the famous speaker and author, says the great ones get out of their own way by viewing the problem from ten thousand feet in order to gain a new perspective. They separate themselves from the everyday details and gain a three-dimensional view of the problem. While average people strain to create a solution, champions think for a while and then create a mental distance to take their direct focus off the problem. Many times the answers come to them in the shower, in the middle of the night, or at the health club while they're working out. The law of indirect effort is one of the most powerful problem-solving processes known to man. Champions realize the secret to tapping their true genius is sometimes hidden in the act of not trying so hard.

**"Common sense is the knack of seeing things as they are, and doing things as they ought to be done."**

**– Harriet Beecher Stowe, 1811-1896, author of Uncle Tom's Cabin**

**Action Step for Today:** Write down your five most pressing problems and ask: "Is there a kindergarten answer to this seemingly complex problem?" Let your mind revert to child-like thinking and write down the first answers that come to mind.

# 34 Champions Always Strive For Greater Competence

> **"Information is the booby prize. The real prize is competence."**
>
> **– Larry Wilson, founder, Wilson Learning Corp.**

Amateur performers are often good at memorizing and learning bits and pieces of information, just as they were taught to do in school. Champions know memorizing data in the information age is worth about as much as it costs to purchase a computer and log on to the Internet. Champions are focused on becoming competent at what they do, and leave the information gathering to someone else. While the masses worry about job security and the return of poor economic conditions, champions spend time building and improving their attitude, skills and knowledge in their chosen field. This laser-guided focus channels energy directly to the building blocks of their competency. This approach puts professional performers in constant demand from corporations and organizations searching for people with world-class habits. So, while amateurs stay up at night worrying about job security, the pros are quietly creating it through competence. The future belongs to the competent, both in their field and in terms of controlling and directing their emotions. But then again, it always has.

**Action Step for Today:** List the three most important activities in which you must continue to develop competence. Make a commitment to invest a set number of hours per week (beyond your normal working hours) to study. One hour of extra study per day in your chosen field will make you a national expert in five years or less.

**World-Class Resource:** The ultimate common sense guide to success is *Think and Grow Rich*, by Napoleon Hill. This classic was written in 1937 and has since become the book by which all personal development books are measured. It's a must-read for anyone interested in world-class results.

# Champions Develop Bravery In The Battle For Their Dream

35

**"The world has a way of giving what is demanded of it. If you are frightened and look for failure and poverty, you will get them, no matter how hard you may try to succeed. Lack of faith in yourself, in what life will do for you, cuts you off from the good things of the world. Expect victory and you make victory. Nowhere is this truer than in business life, where bravery and faith bring both material and spiritual rewards."**

**– Preston Bradley**

World-class performers know facing their biggest doubts, fears and worries are the ultimate challenges for champions, and therefore exercise a substantial amount of bravery in their lives. They are willing to endure sleepless nights and endless worries as they walk the razor's edge. They're profoundly aware that one small slip could send everything they've built crashing down, yet they continue to build. They are often criticized and ridiculed by the masses, who see them as a threat to their lack of engagement in life. Champions accept the fact that the end result to life is the same for everyone, and since no one will survive in the end, there is no point in playing it safe. So, what average people see as unnecessary risk taking, champions view as playing the game while there's still time left on the clock. They have the guts and bravery to face the truth and take risks that make the masses squirm.

**Action Step for Today:** Make a list of ten things you're afraid to do, and decide to push past your fear and do one of them. The sense of exhilaration you'll feel will only be exceeded by the confidence you'll gain.

**World-Class Resource:** Invest ten minutes in reading a few of the stories and prayers written by parents who have a child fighting cancer. These people are some of the bravest on the planet. Visit www.kidscancernetwork.org/prayerlist.html

# 36 Champions Hold Strong Convictions

One hallmark of world-class performers is their level of conviction in who they are and what they do. Champion's beliefs and convictions are so strong that it's contagious. Professional performers who passionately believe in their convictions have the power to influence people and change the world. The great ones are easy to recognize – you can see it in their eyes and hear it in their voices. The famous minister John Wesley is a great example. Historians say; "Rev. Wesley's conviction and passion was so strong, that when he spoke it was as if his soul was on fire, and people would travel from miles around just to watch him burn." My research and experience shows that champions are not more passionate about everything. Champions go to extraordinary lengths to discover the work in which their deepest passions lie, and then turn their flame of desire into a blow torch of healthy obsession. Average people usually don't invest the time necessary to discover where their passions lie. Instead, amateurs tend to implement distractions that are entertaining (at best), or a way to shield themselves from failure (at worst). These distractions include television, spectator sports, hobbies, booze, and drugs. It's far easier to boo and cheer a million-dollar athlete than it is to become one. Generally speaking, amateurs are spectators in the game of life. And it all begins with their lack of desire to discover their convictions.

> **"What convinces is conviction. You must believe in the argument you are advancing."**
>
> **– Lyndon Johnson, 1908-1973, U.S. President**

**Action Step for Today:** On a scale of 1 to 7, 7 being the most, how much conviction do you possess about the importance of your work? If you answered less than 7, what can you do to boost your level of conviction?

# The Great Ones Know The Power Of Conversation

37

**"A conversation is a dialogue, not a monologue. That's why there are so few good conversations: due to scarcity, two intelligent talkers seldom meet."**

**– Truman Capote, 1924-1984, novelist**

One of the primary differences between the masses and world-class performers is how much attention they pay to developing their conversational skills. Champions master the art of interpersonal communication. They know their success is directly proportional to the number of advocates they have in their professional network of contacts. The great ones treat their databases like sacred artifacts, because they know those lists of people are priceless. They build their network one-by-one, and stay in constant, but unobtrusive, contact with the fervor of a presidential candidate rallying support. Champions know that, if they lost everything they owned, they could pick up a phone, contact their network, and be back in business in nothing flat. The great ones are in awe of the massive power of their network. Networks usually begin and develop through a series of conversations. World-class performers are charismatic conversationalists. They achieve this by focusing their conversation on the other people, getting them to talk about their lives. Professional performers are usually the people asking the questions and paying rapt attention to the answers. Champions focus their part of the conversation on ideas, concepts, and things of a positive nature. They refuse to discuss other people in a way that discredits them or adversely affects their reputation.

**Action Step for Today:** Commit to becoming a student of interpersonal communication. This single skill will do more to help you move toward world-class results than any other.

**World-Class Resource:** Read *How to Win Friends and Influence People*, by Dale Carnegie. This is arguably the greatest book ever written on interpersonal communication skills.

# 38 Champions Are Decisive

While average performers are timid and lack confidence in their own judgment, champions are known for their ability to make decisions, especially under pressure. The difference is courage and confidence. Even the best leaders are uncertain about their decisions in an environment of unprecedented change. The difference is their willingness to make a decision and take full responsibility for the outcome. Amateur performers habitually play not to lose and procrastinate because they fear making a mistake. The great ones know mistakes will be made and can be corrected. Their willingness to assume full responsibility for their decisions eliminates the need to gather more input than is absolutely necessary. Developing a sound decision-making process, while understanding every decision is somewhat a gamble, is the foundation of superior leadership. Professional performers can lead people and organizations effectively under such high-pressure constraints because they possess the self-trust necessary to make decisions without fear. Generally speaking, the higher the leadership position, the greater and the deeper the leader's self-trust must be. Courage, self-trust and the willingness to assume full responsibility for the outcomes of their decisions are mandatory traits of competent and effective leaders.

**"If I had to sum up in one word what makes a good manager, I'd say decisiveness. You can use the fanciest computers to gather the numbers, but in the end you have to set a timetable and act."**

**– Lee Iacocca, former chairman, Chrysler Corp.**

**Action Step for Today:** Take a decision you have been putting off for a while and decide on a course of action within the next 24 hours. Decision-making skills are like muscles: they can only be built through use.

**World-Class Resource:** Read *Grow Up!* by Dr. Frank Pittman. This book takes a no-holds-barred approach to taking personal responsibility.

# The Great Ones Choose Discipline Over Pleasure

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When average performers have had enough for the day and call it quits, champions are usually just getting started. Discipline is the watchword of great performers. Discipline makes the difference between the good and the great. The great ones will tell you discipline is more of a decision than it is an active skill. It's the ability to stay the course and complete promises you've made. The fulfillment of these promises builds confidence and self-esteem, which eventually leads the champions to believe almost anything is possible. It's a habit and a self-fulfilling prophecy built into one. Discipline is a logic-based decision that performers adhere to, regardless of whether they feel like it or not. Discipline pushes performers past pain and punishment. As my late business partner and mentor Bill Gove always said, "It's easier to act yourself into good thinking than it is to think yourself into good action." This is the mindset of the champion. The great ones, like Bill Gove, don't let feelings interfere with their performance. Instead, they harness the power of their emotional motivators to propel them past the competition. Average people see discipline as a painful chore to be avoided at all costs. The world class sees it as the ultimate power tool for performance.

**"With self-discipline anything is possible. I believe discipline is the ultimate key to success as it determines your approach toward every day. Discipline keeps you focused and keeps you performing at a world-class level."**

**– Roger D. Graham Jr.**
**Sr. Vice President, Marketing and Sales, Yamanouchi Pharma-America**

**Action Step for Today:** On a scale of 1 to 7, 7 being most disciplined, how disciplined are you in the different areas of your life? Categories include business/career; family/friends; money/finances; recreation/fun; health/diet/exercise; faith/spiritual; social/cultural; and personal development.

# 40 The World Class Is Determined To Win

**"Winning isn't everything, but wanting to win is."**

**– Vince Lombardi, 1913-1970, legendary coach, Green Bay Packers**

As simple as it sounds, many times the only thing that separates winners from losers is pure determination. While the winning difference may be slight, the thought process that makes the difference is huge. Amateur performers spend a substantial amount of time negotiating the price of victory. Amateurs seem to have an endless tape looping through their minds, asking, "Is the effort worth the reward for winning?" Meanwhile, champions focus on winning. Their attitude is, "Whatever it takes." Champions don't negotiate their efforts and sacrifices enroute to victory. The decision to pay any price and bear any burden in the name of victory was made long before the game started. This subtle difference in thinking is a huge advantage. Nowhere is this more apparent than when pain occurs. Amateurs feel pain and seek escape. Professionals expect to feel pain and have been mentally trained to push past it while maintaining a world-class level of performance. Champions are the warriors of the world. Their outstanding preparation, both mental and physical, makes them unstoppable and ferocious on any performance field.

**Action Step for Today:** On a scale of 1 to 7, 7 being most determined, how determined are you to accomplish your goals and dreams? An assessment of the results you have achieved so far is an accurate measure of how determined you have been in the past.

**World-Class Resource:** Even though it was fiction, *Rocky* has to be the all-time classic portrayal of world-class determination. The world is full of Rocky-like stories of people who refused to take no for an answer when manifesting their vision. If you haven't seen *Rocky*, rent it; if you have seen it, rent it again. As you're watching the movie, ask this critical thinking question: "Do I have this level of determination with my vision?" If you have a big vision, Rocky-like determination is probably what it's going to take to make it reality.

# Champions Dedicate Their Lives To Greatness

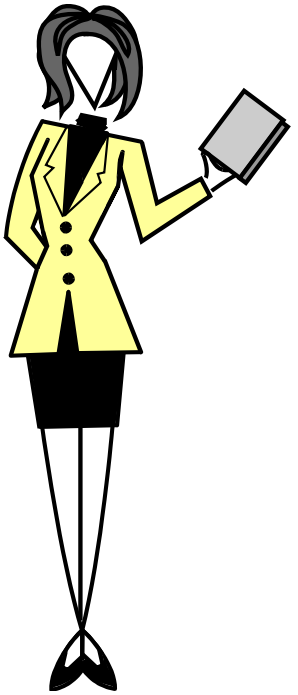
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Professional performers are the most dedicated people alive. While amateurs are dedicated when things are going well, champions are always dedicated. In other words, it's not what they do, it's who they are. The great ones don't know any other way. Their dedication to excellence shines through in everything they do. Dedication is a habit they've developed; it serves as a cornerstone of their success and fulfillment in life. Average people are more dedicated to pleasure than performance. The top 1% of world-class performers invest thousands of dollars every year on self-development books, DVDs, CDs, seminars, workshops and retreats. Most amateur performers haven't read a book since high school and wouldn't attend a self-development seminar unless you paid them. The masses tend to believe education ends with high school or college graduation. The world class tends to believe formal education only teaches you how to learn, cope and manage yourself in the world as an adult. They believe real education begins after school lets out. Dedication to getting what they want from life is a driving force behind champions. While the masses seek perpetual pleasure, the great ones focus on achievement. The irony is that professional performers tend to experience great pleasure as a result of their achievements. Such feelings of accomplishment and fulfillment are an additional benefit only the great ones enjoy.

**"To succeed in life, one must have determination and must be prepared to suffer during the process. If one isn't prepared to suffer during adversities, I don't really see how he can be successful."**

**– Gary Player, professional golfer**

**Action Step for Today:** Ask this critical thinking question: "How much am I willing to struggle and suffer to make my vision a reality?" Is it a little, a fair amount, a lot, or whatever it takes?



**World-Class Resource:** Pick a biography of your favorite champion and read it cover to cover. This will give you an idea of the level of dedication it takes to become one of the great ones. Next month, read another biography. After a few of these books, you'll begin to see a pattern in each champion's thinking and dedication to their dream. Develop the habit of reading biographies of world-class performers and you'll reap the benefits of their wisdom and experience.

# Champions Are Driven By A World-Class Belief System

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> **"In the second grade, they asked us what we wanted to be. I said I wanted to be a ball player, and they laughed. In eighth grade, they asked the same question, and I said a ball player, and they laughed a little more. By the eleventh grade, no one was laughing."**
>
> **– Johnny Bench, major league catcher**

Make no mistake: champions are driven to succeed. Many believe that only some people are born with this innate aptitude of ambition. Studies show this isn't true. Champions are driven to win, in most cases, because they believe they can. If you inherited a treasure map from your best friend, would you be driven to follow the map and find the fortune? So would anyone else. If this is true, why are the majority of people simply trying to survive in a world of wealth and abundance? The answer is simple: they don't believe they can find their own treasure. This doesn't alter the fact that the treasure is there, yet it does change the drive of the performer. The human animal is only driven to the level their belief system will allow. Most of us have been programmed by amateur performers with limited belief systems, and subsequently, small ambitions. As a result, they tend to attract other amateurs as friends, who reinforce these limited beliefs and validate their lack consciousness. This cycle spins out of control until the drive is nearly nonexistent. Amateurs rationalize their lack of drive with tall tales of bad breaks and unfortunate circumstances. Meanwhile, the champions – no more intelligent or talented – become more focused and driven every day and continue to win.

**Action Step for Today:** Generally speaking, is your belief system poverty class, middle class, or world class? Ask this critical thinking question: "Do my drive and ambition mirror my beliefs?" If you're not sure of the answer, check your results in the areas of your life where you exhibit the most ambition.

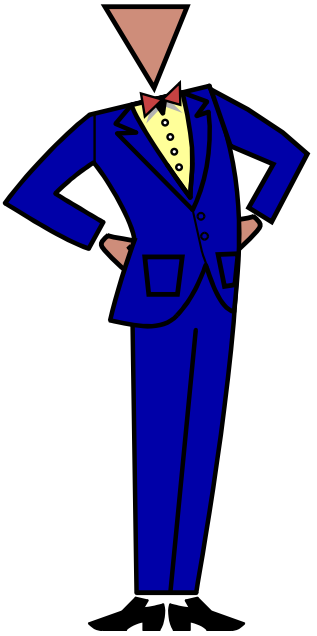
# 43 The World Class Has Great Expectations

One of the greatest discoveries I've made in the last two decades as a mental toughness coach is the realization that world-class performers are driven by positive expectations. In other words, the great ones always expect to win regardless of what they are up against. The next discovery I made was that this same positive expectation could be installed in anyone who wishes to possess it. It's a programming process that is easy to do; all it takes is desire and persistence. Champions begin this programming process by creating the language they use when they talk to themselves, as well as the pictures they visualize. World-class performers literally talk themselves into believing anything that gives them a mental edge. Call it positive brainwashing, programming, affirmation training, auto-suggestion – whatever label you choose. Champions call it their ace in the hole. While most amateur performers rely on positive experience to build positive expectation, professional performers are superstars in their minds long before they are superstars in reality. Why wait for Mother Nature to produce snow at a ski resort when it can be artificially produced right now? Then, when it does snow, it simply adds powder to a very solid base. Expectation works whether it's built from real experience or programming. The advantage of programming is it is guaranteed to happen – while experience may or may not occur.

**"As your consciousness expands, your level of expectation will grow. Keep asking yourself, am I selling myself short? Most of us are."**

**– John R. Spannuth, President, United States Water Fitness Association**

**Action Step for Today:** Outline your expectations in every area of your life, and then ask the ultimate critical thinking question: "Should I expect more?" If your answer is yes, raise your expectations and upgrade how you talk to yourself and others about your heightened aspirations.



**World-Class Resource:** Build a personal and professional board of advisors, comprised of people who have a much higher level of expectation than you. Spend as much time with them as possible. One of the fastest ways to raise your level of expectation is to associate with world-class thinkers. To see my National Board of Advisors, go to www.govesiebold.com There's an in-depth interview with each member of our board, which will give you a better feel for who these people are and how they think.

# 44 The Great Ones Are The Most Enthusiastic People Alive

All professional performers have discovered the real secret of greatness: enthusiasm for what they do. Champions are driven by an enthusiasm that fires their soul and keeps them on the practice field long after everyone else has gone home. The great ones know the raw, unbridled power of an enthusiastic mindset. Amateurs tend to be more enthusiastic about the accomplishments of others, such as actors, sports stars and musicians. While amateurs are spending their enthusiasm on batting averages and the box office, professional performers are investing their life energy into their field of choice. Champions are willing to put themselves on the line and risk failure and rejection, while amateurs sit on the sidelines and observe without risk. Champions often have the world view that life is a game to play to the best of their ability, with enthusiasm and tenacity, until their hearts stop beating. Amateurs often think life is something to struggle through while avoiding pain at all costs. My friend and mentor, Larry Wilson, has a great vision of their arrival at the pearly gates: The amateur arrives, and Saint Peter says, "Congratulations. You've arrived safely at death." Champions know having something to be enthusiastic about is one the most important ingredients of a happy life. The great ones are either engaged in or actively seeking their passion everyday.

**"All we really need to make us happy is something to be enthusiastic about."**

**– Charles Kingsley, 1819-1875, novelist**

**Action Step for Today:** Make a list of the five activities in your life for which you have the most enthusiasm. Next, ask this critical thinking question: "Does anyone make a living doing this?"

**World-Class Resource:** Read *Do What You Love and the Money Will Follow*, by Marsha Sinetar. If you are in the process of trying to figure out what you really want to do with your career, this book may have the answer.

# Champions Love What They Do




It doesn't seem to matter what industry, profession, occupation or sport champions choose – the criteria for selection is almost always enjoyment. Champions tend to choose their field based on pure enjoyment of the activity. Some people say that champions don't pick their field, the field picks them. Amateurs believe champions enjoy their work because they are successful. Yet interviews with the superstars find the polar opposite to be true. Champions are successful because they enjoy their work. As a result, they put their heart and soul into the activity, so much so that they surpass their competitors. College students of yesterday were often told to study business or computers, or law or medicine, because of the great financial potential. This single idea has probably created more average performers than any other. The progressive mindset of the 21st century is to study what you enjoy studying and put your heart and soul into it. The great ones know that money doesn't come from an occupation; it comes from solving people's problems. Champions do so much extra study and work that they become experts, and often become wealthy as a result. Professional performers not only see enjoying what they do as a philosophy, they see it as their single greatest asset and entry into the world class.

**"I'd rather be a failure at something I love than a success at something I don't."**
**– George Burns, 1896-1996, comedian**

**Action Step for Today:** On a scale of 1 to 7, 7 being the most enjoyment, how much do you enjoy your job? If you answered less than a 7, the odds of fulfilling your full potential are slim. If you answered a 7, then you will almost assuredly ascend to the world-class level.

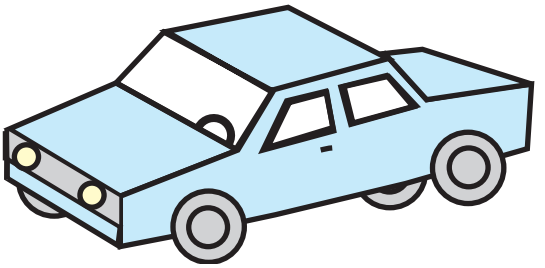
**World-Class Resource:** Read *Work Happy Live Healthy*, by Tom Welch. Visit www.workhappy.com

# 46 Champions Create A Winning Environment

> **"The first step toward success is taken when you refuse to be a captive of the environment in which you first find yourself."**
>
> **– Mark Caine, author**

Have you ever noticed children of super-rich families often attract misery into their lives in a variety of ways? These children are raised in an environment of extreme privilege. As a result, they often develop a sense of entitlement that creates conflicting feelings as their lives progress. Even at age forty, some of these 'kids' are completely confused about how they fit into the world, because they never had an opportunity to learn and grow through adversity and challenge. Their parents purchased their problems away, and left them with a gaping psychological hole. Similarly, amateur performers tend to be their own worst enemies, and create misery and depression from a deep sense of disappointment with themselves. Professional performers learn to create their own environment of ongoing learning, growth and discipline. They often discover their greatest joy in the conquering of their greatest obstacles. While amateurs do everything possible to exist in an environment of comfort, champions know the only true comfort comes from becoming the people they were meant to be by learning and growing each day. Amateurs think they are victims of their environment, and seem to thrive on blaming other people. Professional performers realize the people who programmed them did the best they could, based on their level of awareness, and then take the necessary steps to reprogram themselves and create the world-class environment they deserve.

**Action Step for Today:** Make a commitment to upgrade your environment, beginning with the people around you. Limit your exposure to neutral and negative people, remembering that consciousness is contagious. Befriend a champion and spend as much time with this person as possible. I promise this will raise your level of expectation.



**World-Class Resource:** Become an active student of personal development by listening to tapes and CDs from your favorite authors, speakers and philosophers as you drive. Create a world-class environment by turning your car into a university on wheels. The largest producer of personal development tapes and CDs is Nightingale-Conant Corp.; their website is www.nightingale.com

# 47 The World Class Makes Exercise A Priority

**"Exercise is king. Nutrition is queen. Put the two of them together and you have a kingdom."**

**– Jack Lalane, fitness guru**

Amateurs tend to believe exercise is only for the young, and that it has little to do with success in the business world. Studies show this to be false. In the last ten years, many companies have started corporate exercise programs and constructed workout facilities on company premises. They know regular exercise is the single most significant aspect of good health, and good employee health goes right to the bottom line. Champions have known this for years. They tend to invest at least an hour per day, every day, in some form of physical activity. They usually select an activity they really enjoy to insure it will become a habit. Amateurs spend more time watching their favorite sports heroes exercise than they do exercising themselves. The cost of this inactive lifestyle is substantial, both physically and mentally. Professional performers know a sound mind and sound body are one and the same, and they treat their physical activity with the same intensity and priority as they do their work. They schedule daily exercise and approach it with the same vigor as a meeting with a key customer. The biggest distinction between amateurs and pros in this area is the importance they place on adhering to their exercise routine. Amateurs see exercise as a chore; pros see it as a necessity for world-class performance.

**Action Step for Today:** Make a commitment to exercise for at least one hour per day, five days a week. The excuse that you don't have time is a delusion. Exercise is necessary for a long and healthy life. Get your calendar out and move things around to make room for exercise, no matter what it takes. Your life literally depends on it.

**World-Class Resource:** If you're a man, subscribe to Men's Health magazine. If you're a woman, subscribe to Shape Magazine. Visit www.menshealth.com or www.shape.com

# The Great Ones Are Professional Failures

48

**"There can be no failure to a man who has not lost his courage, his character, his self-respect, or his self-confidence. He is still a king."**

**– Orison Swett Marden, 1848-1924, founder, Success Magazine**

The majority of the differences between amateurs and pros is a subtle separation. It's a slight difference in thinking that makes a big difference in results. The idea of failure is an example of this. Amateurs tend to believe failure is painful and should be avoided in order to maintain a sense of pride and dignity. In an effort to protect their egos, they attempt only those things they know they can do. Champions see failure as a necessary building block of mega-success, and treat it as a teacher. People labeled as failures are amateurs at failing. Successful people are professional failures, who have failed their way to success. The difference is their mental approach. Champions aren't in the business of protecting their egos; they're in the business of learning, growing and becoming. They see failures as necessary course adjustments – not always pleasant, yet necessary to gain the wisdom and mental toughness it's going to take to make their vision a reality. While amateurs spend a lot of time focusing on how not to fail, pros are dialed in to doing what it takes to succeed. This problem-solving, execution-based focus creates a greater awareness of more potential solutions. A focus on failure prevention creates an awareness of fear, lack and poverty. It's all a matter of where a performer places his attention.

**Action Step for Today:** Ask this critical thinking question: "Have I been playing it safe to avoid failure?" On a scale of 1 to 7, 7 being the highest, how many risks have you taken in an effort to make your vision a reality?

**World-Class Resource:** If you're in the world of selling, read *How I Raised Myself from Failure to Success in Selling*, by Frank Bettger. This book is a detailed account of how one man figured out how the system works. The great Dale Carnegie called this book, "The most helpful and inspiring book on salesmanship I have ever read." It's a must for your sales library.

# 49 Champions Have Tremendous Faith

Faith has always been a hallmark of world-class performers – most notably, the faith performers have in themselves. The great ones have an extremely high level of self-trust, even when they are failing. This faith in self may stem from being raised in a positive environment, or from performers talking themselves into it. Muhammad Ali admits he told the world he was the greatest before he truly was as a way to bolster his faith in his own skills. (I think it worked!) Champions also have faith in their goals and dreams becoming reality, while amateurs are often deathly afraid of believing in something that may or may not happen. Faith in God, a higher power, or an infinite intelligence is also a trait of many champions. There are atheists who are tremendous performers, yet as a rule, there seems to be a connection between professional performers and the spiritual side of life. Many pros draw tremendous energy and power from a deep faith in a greater force. In recent years, many who were turned off by fear-based organized religions in their childhood have turned to new-thought churches and centers, such as Unity and Science of Mind. Whatever the source of their spiritual faith, world-class performers do tend to hold strong spiritual convictions.

**"We do not need more intellectual power; we need more spiritual power . . . . We do not need more of the things that are seen, we need more of the things that are unseen."**

**– Calvin Coolidge, 1872-1933, U.S. President**

**Action Step for Today:** Take inventory of the ten people closest to you. On a scale of 1 to 7, 7 being the highest, how much faith do these people have in themselves? How much faith do they have in a higher power? Odds are that your level of faith is the average of these ten people. Ask this critical thinking question: "Is this helping me or hurting me?"

# Champions Handle Fear Like A Snake Charmer

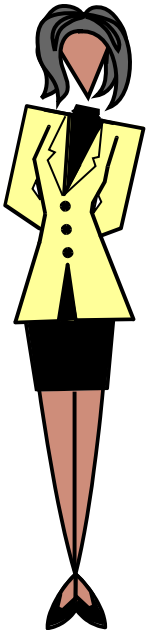
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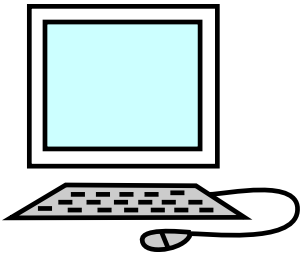
**" 'Come to the edge,' He said.
They said, 'We are afraid.'
'Come to the edge,' He said.
They came. He pushed them . . .
and they flew."**

**– Guillaume Apollinaire,
1880-1918, poet**

The relationship performers have with fear is a significant distinction between amateurs and professionals. Amateurs are controlled by their fears, while professionals learn to embrace fear, like a snake handler holding a venomous king cobra by the neck. Champions know if they get sloppy or stop paying attention, the cobra will take their life. The great ones use the energy and intensity of fear to drive them to greater heights. They learn how to become comfortable while performing in an uncomfortable state of mind. Repeated exposure to their fears systematically desensitizes them, eventually depleting the fear. An interesting phenomenon often occurs after this desensitization process – performers fall in love with the activity they used to fear. Suddenly, they can't get enough of the activity, because it makes them feel so good. Since the beginning of public opinion polls, the number one fear among people worldwide has always been public speaking. The fear of public humiliation is too much for the ego to bear; so most people develop a tremendous fear of speaking to groups. Realizing the incredible force public speaking can be in their careers, many champions have faced this fear head-on and later fell in love with the emotional high public speaking offers. Champions have learned emotional strength and power lies on the other side of fear. On the other end of the spectrum, amateurs usually settle for the short-term gain of avoiding what they fear.

**Action Step for Today:** Take inventory of your fears: are they adult fears, or adolescent fears? An adult fear is being afraid of a truck about to run over you. It's the kind of fear that can save your life. Adolescent fear is being afraid of the bogeyman under the bed, or of being rejected by a prospect or embarrassed in front of a group. The threat is literally made up in our minds. When we allow adolescent fear to hold us back, we are behaving like children.





**World-Class Resource:** Read *Conquer Fear*, by Lisa Jimenez. You can also sign up for Lisa's free e-zine at www.rx-success.com

# The Great Ones Evolve From Fear To Love Based Motivation

51

> **"Everyone has two choices. We're either full of love. . .or full of fear."**
>
> **– Albert Einstein**

Middle-class performers are mediocre because they have failed to identify the emotional motivators that burn from within. Upper-class performers are full of emotional fire that is usually fueled by the fear of failure. While fear can be a tremendous motivator, it creates a lot of pain and suffering in the process. Operating out of a fear and scarcity based consciousness is a playing not to lose strategy, and through the law of attraction acts as a magnet for additional thoughts of fear and scarcity to enter the performers mind. These thoughts eventually manifest more fear and scarcity on the physical plane. The upper class includes some of the most successful people in the world, who are also some of the saddest. The fear that propels them to achieve is the same emotion that robs them of their fulfillment. The upper class consciousness is rooted in ego, where the pain of losing is stronger than the pleasure of winning. Because of the fear this thought process attracts, the upper class tends to suffer much more than the world class. As soon as they succeed at whatever they are attempting, they are on to the next conquest, and the victories must get bigger for them to sustain their ego-based gratification. The world class transcends this lower vibration by focusing their thoughts, language, and mental pictures on love and abundance. The great ones are playing to win, and winning to them simply means learning and growing. They literally transcend the addiction to feeling superior to anyone else, and for being afraid to lose what they have. Their dominant thoughts are on their vision for the future, and they pursue it fearlessly.

**Action Step for Today:** Ask these critical thinking questions: Am I more motivated by my fear of failure or by the excitement of my vision? Am I out to prove myself or express myself?

# 52 Champions Understand The Limits Of Money

In pursuit of happiness, amateurs tend to seek riches, while pros seek fulfillment. The irony is that champions create so much value in their quest for fulfillment that they often develop substantial riches. Amateurs are usually looking for the quick buck. They believe being rich will fill the hole they feel inside, although few of them can say how much money that would require. In truth, no amount is sufficient, because the hole can only be filled by feelings of fulfillment. The great ones find fulfillment in their everyday work and activities. They never really chase fulfillment, yet they experience it simply by doing their work. Amateurs believe money and the things money will buy are the keys to peace and fulfillment. Professional performers gravitate toward things that create a sense of satisfaction in and of themselves. Fulfillment is a mental state champions experience as a result of their elevated awareness. In essence, champions invest the necessary time and resources to discover what they love to do and then focus on doing it to the best of their ability. Their fulfillment doesn't come from the results of their actions, but from the actions themselves. The great ones are focused on the cause, rather than the effect. As a result, the effects (or results) take care of themselves. On the other end of the spectrum, the masses are focused on the effects, and often ignore the causes. Even if they succeed in acquiring money and possessions, fulfillment continues to elude them, until they finally throw up their arms and say; "Is this all there is?" The answer is yes, because money and material possessions are effects, and effects don't create causes. Causes create effects. This is why the pros seek fulfillment first though loving what they do for a living. This is a can't-miss strategy. Their work creates a tremendous sense of fulfillment – even if the effects aren't reached. Champions don't play for the money; they play because they love the game itself. The money – the effect – is just icing on the cake.

**"When you're doing something you love to do, the only reward you need is the experience of doing it."**

**– Bill Gove, 1912-2001, the father of professional speaking**

**Action Step for Today:** Do a cause-and-effect analysis. Ask this critical thinking question: "Am I focused on the cause of my fulfillment, or the effect of my fulfillment?" For example, do you exercise for the health benefits you gain, or because you love the sport or exercise activity?

# Champions Are Future-Oriented 53

While amateurs often live in the past, champions look toward the future. Pros habitually focus on the present while creating their ultimate vision for, and landscape of, the future. This future orientation allows them to dream of grand visions and unlimited possibilities. It also keeps them motivated and moving forward by keeping the proverbial carrot out in front. Amateurs like to talk about the good old days, and how they wish things were like they were before. Professional performers are just the opposite. The pros revere and respect the past, but place responsibility for the future squarely on their own shoulders. Taking personal responsibility for failures, successes and actions in general is a trait of world-class performers. The saying, "If it is to be, it is up to me," reflects their beliefs. Average people would rather see themselves as victims of circumstances beyond their control. The great ones make their own circumstances and respond with a higher level of awareness to negative events in their lives. Their execution-based focus and future orientation keeps them on track. It all begins with taking full responsibility for their lives and their futures.

**"All great leaders have vision and idealization in which they can continually imagine the perfect outcome to all situations."**

**– Brian Tracy, author and speaker**

**Action Step for Today:** Program yourself by repeating this statement until you believe it: "The past is only important as it relates to the present and the future, and any mistakes in my past have been for the purpose of helping me create a bountiful future." This affirmation harnesses the power of the past and directs it to the only place it can serve you: in the future.

**World-Class Resource:** Listen to *Create the Future: How to Think Big, Act Bold, and Be a Visionary*, by Bill Gove, Larry Wilson, Bob Proctor and Steve Siebold. You can find it at www.govesiebold.com

# 54 The Great Ones Challenge The Facts

Most progress relies on professional performers who stand up, challenge the status quo and push the envelope. The great ones definitely dance to the beat of a different drummer, and I thank God they do. Many great breakthroughs and innovations are made by champions who ignore the facts and figures. While amateurs are content with the status quo, pros are always seeking a better, faster, more efficient, effective method or way of doing things. The great ones derive incredible pleasure from ongoing growth and development, while amateurs quietly fear change will create more demanding or less pleasurable conditions. To amateur performers, champions can appear to be outrageous in their wants and desires. Amateurs are accustomed to the way things are, and prefer to keep it that way. Without champions, innovation and progress would be almost nonexistent. At the beginning of the 20th century, many scientists believed every major innovation and invention had been discovered. This type of thinking is difficult to sell to pros, who tend to listen only to other pros. While champions take facts into consideration, they just don't allow them to carry as much weight as amateurs do. The great ones know progress relies on the unreasonable men or women who stand up and challenge the facts, and then take intelligent action to exceed them.

**"When the dream is big enough, the facts don't count."**

**– Ray Youngblood, entrepreneur and speaker**

**Action Step for Today:** Begin to question the so-called 'facts' governing your life. Ask these critical thinking questions: "Is it a fact that it's going to take me 20 years to retire? Is it a fact that I will gain weight as I get older or after having children? Is it a fact that the only religious beliefs I should follow are the ones handed down from my parents?"

# Champions Are Driven By Fun

55

One of the most closely-held secrets of world-class performers is how much fun they have in what they do. Outsiders see big-time performers as super self-disciplined, self-sacrificing, success-and-achievement machines. Yet a closer look gives a more accurate portrayal of what really drives these people: fun. Champions have more fun in their work than any other group. They take whatever time is necessary to choose a career path that encompasses their natural talents, abilities, and, most of all, their passions. Amateurs have a difficult time competing with pros because most amateurs hate their jobs – one of the primary reasons they're amateurs in the first place! Professional performers are highly disciplined, of course, yet their core drive and mental fortitude seem to come from the pure fun, excitement, enjoyment and exhilaration of their work. Average people go to work and plod through the day; champions go to work and have fun. This is one of the reasons amateurs cannot compete with pros – it's a mismatch from the start. One is focused on surviving, while the other is just playing a game and having fun.

**"When you have confidence, you can have a lot of fun, and when you have fun, you can do amazing things."**

**– Joe Namath, professional football player**

**Action Step for Today:** How much fun are you having in your life? On a scale of 1 to 7, 7 being the most fun, give yourself a rating in each area of your life. Next, ask this critical thinking question: "Can I eliminate doing things that aren't fun?" Really think about your answer. Life is short and unpredictable. Why do things you don't enjoy unless it is impossible to escape them?

# 56 The Great Ones Learn To Forgive

**"The weak can never forgive. Forgiveness is the attitude of the strong."**

**– Mahatma Ghandi, 1869-1948, Indian leader**

Professional performers' heightened awareness allows them to forgive freely. While average people plot revenge, champions release their enemies and move on. The amateur approach stems from ego; the professional approach from spirit. The habit of forgiveness is a significant distinction between the masses and the champions. Professional performers understand that mental toughness and power ultimately come from a mindset of love – love for what they do, who they are and for the people with whom they interact. This is not to be confused with the Age of Aquarius and the free love movement of the 1960s, although they were probably on the right track in the beginning. All human actions and reactions have their root in one of two forms of consciousness: fear or love. If people were primarily logical creatures, this concept wouldn't make sense. Human beings, however, are primarily emotional creatures who often operate in irrational ways. Champions know this, which is the reason they're able to forgive. Emotional creatures who operate at a lower level of conscious awareness tend to say ignorant things and behave in thoughtless ways. Expecting human beings to behave logically all the time is like expecting machines to feel emotion. The great ones operate from a love-based consciousness that recognizes the emotion-based irrational behavior of people. Champions are much more forgiving than average people because of this knowledge.

**Action Step for Today:** Make a list of all of the people you feel have slighted you to some degree, and give yourself the gift of a lifetime by forgiving them. You don't have to tell them you forgive them; simply forgive them in your heart by coming to terms with the fact that we are fallible human beings doing the best we can.

**World-Class Resource:** To learn more about the power of forgiveness, get a copy of *Forgiveness: How to Make Peace with Your Past and Get on with Your Life*, by Dr. Sidney Simon.

# Champions Know Why They Are Fighting




**"One of the hallmarks of the great ones is their level of awareness as to what they are willing to fight for. They're willing to suffer and sacrifice to make their visions reality."**

**– Steve Siebold**

Average performers never fully tap into their own psyches, and as a result, they are unmotivated to dream big dreams. World-class performers know what they are willing to fight – and even die – for. This is a critical trait of the great ones. They draw their motivation and willpower intrinsically, whereas the middle class waits for the motivational mood to strike. Professional performers invest a tremendous amount of time thinking about what makes them tick in an effort to uncover their deepest, most powerful emotional motivators. When the going gets tough and the pain kicks in, average people back off from a goal or task. This is when the world class really begins to fight. When they begin to feel physical or psychological pain, they go inside themselves and draw on their vast reserves of emotional power. When pain strikes, the subconscious mind asks the conscious mind, "why must I suffer?" The great ones know the answer is their vision. When their subconscious determines the vision is worth fighting and suffering for, their level of motivation soars. This is one of the major reasons there is such a chasm between amateurs and pros. The difference may be small at the start, but as the pain and suffering escalate, the performance gap becomes larger and larger, to the point of a total mismatch. You don't pit amateurs against pros. It's like feeding a man to the lions.

**Action Step for Today:** Make a list of the ten reasons you will do whatever it takes to breathe life into your vision. Review this list every day, especially when the going gets tough.

**World-Class Resource:** Get a copy of *It's Not About the Bike*, by Lance Armstrong. This book will take you inside the mind of the greatest cyclist in history. After you read it, you'll know exactly what makes this champion so special.

# 58 Champions Know Very Good Is Bad

**"The mental toughness process is not about going from good to very good--it's about going from good to great. Anyone who settles for very good is destined to spend their golden years bathed in a sea of regret, wondering why."**

**– Steve Siebold**

**Action Step for Today:** Ask this critical thinking question: Are you a good performer, a very good performer, or a great performer? For the correct answer, check the results you've been getting in each area of your life up until this point. Your self-assessment represents the truth. Your results represent the fact.

The world class controls over 90% of the wealth in America for a simple reason: they are competing in a marketplace full of amateurs. The only group that has a fighting chance against the great ones is the upper class, which represents approximately 10% of the population. At Mental Toughness University, we classify most members of the upper class as 'Very Good Performers'. In order to ascend to the world class, performers must be classified as 'Great'. At the highest levels of performance, very good is considered to be bad. There are lots of performers who are very good, but great performers are rare. At the height of my tennis career, I was a very good player, but compared to the world class, I was bad. Very good performers are no match for the great ones. The difference between a very good leader and a great leader is the respect and loyalty of his/her team. The difference between a very good doctor and a great doctor can be life and death. The difference between a very good salesperson and a great salesperson is financial freedom. For the average person, to be classified as very good is something to be proud of. For the great ones, it's an insult. Both groups have the same potential. The only difference is in their thinking.

# The World Class Embraces Free Enterprise

59

**"That some should be rich shows that others may become rich, and hence is just encouragement to industry and enterprise."**

**– Abraham Lincoln, 1809-1865, U.S. President**

The free enterprise system in America has created more great champions than anything else in the history of civilization. Since the world class operates from a fearless state of abundance, they tend to embrace the free enterprise system. Many great ones cut their entrepreneurial teeth in the corporate world and then launch a business. Some choose to become professional performers within the corporate structure. These champions make the shrewd decision to use the collective knowledge, power and systems of their billion-dollar employers. They don't relish the recognition and gratification of being in business for themselves; they prefer to flourish and grow within the corporate system. While most rank-and-file employees are more interested in where they're going on vacation than in moving forward in their career, the great ones often think of the company as their own. The free enterprise system lives within them. Every move they make serves the company for which they work. These performers are a rare breed, especially in times when the masses believe their companies have no loyalty to them. This sense of distrust gives middle-class performers an excuse to coast. The great ones are aware that their performance and work ethic are about them, not the company. World-class performers are always reinforcing the habit of excellence – one of the reasons they will always be in demand in any economy.

**Action Step for Today:** Commit to seeing yourself as self-employed, regardless of who signs your paycheck. Employment status is unimportant in the Age of the Mind. All of us are the presidents of our own professional services corporations, and lease our time and efforts to employers or customers. This mindset should motivate you to perform to the best of your ability every single day.

**World-Class Resource:** Read *How to Get Rich*, by Donald Trump.

# 60 Champions Believe In Global Citizenship

The world class believes in the philosophy of one collective global economy. This is evident by their participation in such groups as Rotary International and others that focus on assisting people globally. True champions know what happens in Bombay affects what happens in Chicago, and what happens in Sydney affects what happens in Tokyo. Average people hardly know their own neighbors. The middle class seldom looks beyond their own hometowns and tends to have an isolationist philosophy. They are not any less caring than their world-class counterparts; they are simply unaware of the impact countries and people have on each other. With their expanded global worldview, professional performers create ideas that usually have no geographical boundaries. The World Wide Web has expanded this awareness even more, yet the middle class fails to embrace this philosophy as a whole. Until more people raise their level of awareness, the great ones will have to foot the bill for everyone. The end of mediocrity as we know it doesn't seem to be anywhere in sight.

**"Without a global revolution in the sphere of human consciousness, a more humane society will not emerge."**

**– Vaclav Havel, Czech Republic president**

**Action Step for Today:** Ask these critical thinking questions: "Am I a global citizen? Am I actively contributing to people and places outside where I work and live?" Set a goal to elevate your participation in global problem solving by helping someone in need in another country in some way.

# The Great Ones Don't Give Back . . . They Just Give

61

World-class performers usually have a strong philosophy when it comes to giving. Middle-class consciousness is rooted deeply in fear, but world-class consciousness is rooted in love and abundance. Professional performers tend to have a world view that there is, and always will be, more than enough of everything to go around. As a result, they tend to give freely. People operating at poverty-, working-, and middle-class levels of awareness will give from time to time, yet there is a difference. They tend to give in order to get. In other words, people at lower levels of awareness often see giving as a trade. It's an "I give you this, so you have to give me that," mentality. The great ones give without reservation or anticipation of a trade. They give because they believe it's the right thing to do, and as a result, they experience much deeper levels of fulfillment than average people. World-class performers are not more generous; they simply believe they'll never run out of resources and that the world operates from total abundance. Giving is easy when you believe the source of supply is unlimited. The world-class mindset is pure love, with no beginning, no end and no limits. The amateur-class philosophy demands that all giving be measured, for fear the fountain will run dry. As a result of this subtle distinction, the world class gives more, gets more, and attracts more.

**"Don't give back . . . just give."**

**– Nido Qubein, author, speaker, philanthropist**

**Action Step for Today:** Give money to someone who needs a few bucks, without any expectation of receiving anything in return. Maybe it's the guy begging for money on the street, or possibly a friend in need of some fast cash. This habit manifests a prosperity consciousness that will attract more abundance into your life.

**World-Class Resource:** Check out my mentor in the area of philanthropy, Nido Qubein, at www.nidoqubein.com. He's quite a guy.

# 62 The World Class Is Obsessed With Their Goals

> **"There is one quality which one must possess to win, and that is definiteness of purpose, the knowledge of what one wants, and a burning desire to possess it."**
>
> **– Napoleon Hill, 1883-1970, author**

Average performers set their goals on New Year's Eve and don't look at them again until the next New Year's Eve. The world class is in a constant goal-setting mode. Champions are goal-setting machines – they know the cornerstone of all achievement is mental clarity. Professional performers are evolving so rapidly they usually find it necessary to review – and sometimes reset their goals on a daily basis. One of the secrets of their success is this daily exposure to their goals. Only 3% of Americans have clearly defined written goals, and less than 1% can identify their primary goal and objective in life. This attention to detail gives the great ones an incredible advantage over their middle-class counterparts. As average performers begin to forget what their goals are because of a lack of exposure to them, the pros are imbedding their goals deep into their subconscious minds daily. Their minds are like guided missiles, always adjusting and correcting to maintain accuracy toward the target. Champions have a singleness of purpose most people will never take the time to discover, and this thought process allows them to climb higher every day.

**Action Step for Today:** List your ten major goals for this year every morning when you wake up. This habit will ingrain your major goals into your psyche. This is one of the most important habits you can develop enroute to a world-class mindset.

**World-Class Resource:** Read *Goals! How to Get Everything You Want – Faster Than You Ever Thought Possible*, by Brian Tracy. This book takes a no-nonsense, no-holds-barred approach to setting world-class goals.

# The Great Ones Believe They Cannot Fail . . . They Can Only Learn And Grow

63

Champions are committed to never-ending personal and professional growth. Average performers believe learning and growing begins and ends in school. The world-class ranks realize graduation is the beginning of the road, not the end. Professional performers attempt so many things over the course of their lifetimes that their mental growth rate is staggering compared to the masses. While amateurs avoid risk at any cost, the great ones are always looking for opportunities. They are willing to fail their way to success. The belief of the champion, according to author Larry Wilson, is "I cannot fail . . . I can only learn and grow." This belief makes pros very dangerous performers. While average people attempt to win while simultaneously trying to avoid pain, champions give it the full-court press with little or no concern about failing. Champions have programmed themselves to disengage their fear and move full speed ahead. The middle and lower class are amateurs at failing; they are so afraid of it they only attempt goals they know they can reach. The feelings of bliss that champions experience don't stem from their successes, but from the fulfillment of the growth that occurred along the way.

**"Growth itself contains the germ of happiness."**

**– Pearl S. Buck, 1892-1973, author**

**Action Step for Today:** Begin telling yourself you cannot fail; you can only learn and grow. Keep repeating these words to yourself at every opportunity for the next 30 days, and see what happens. You will create a new world-class belief that may transform your life.

# 64 Champions Are World-Class Communicators

**"When dealing with people, remember that you are not dealing with creatures of logic, but with creatures of emotion."**

**– Dale Carnegie, 1888-1955, author**

Champions know that one of the most critical factors for success is their skill in dealing with people. Average performers know this as well, yet while the masses attempt to communicate and influence people through logic, the great ones know human beings are emotional creatures masquerading as logical creatures. Based on this information, champions tweak their approach. The crown jewel of champion-level success with other people is knowing a critical factor in human relations – helping people fulfill their insatiable desire to feel important. From doctors to bus drivers, emotional creatures crave validation and acceptance . . . and professional performers know it. As a result, their conversations are peppered with language that makes others feel important. In business, average workers converse for personal satisfaction. The great ones converse to influence and persuade others to see their unique point of view.

**Action Step for Today:** Go out of your way to make everyone you speak to feel important. A good start is remembering names in conversation. Make this a daily habit and watch how people begin to respond to you.

**World-Class Resource:** Take your corporate team through The Bill Gove Presentation Workshop. Visit www.billgoveworkshop.com

# Champions Are Products Of Their Habits

65

> **"We first make our habits, and then our habits make us."**
>
> **– John Dryden, 1631-1700, author, playwright**

Average performers think of habits as something to break, like smoking or eating too much. Professional performers know successful habits are the keys to the kingdom. Each and every day, the great ones reinforce their success habits, such as exercise, proper diet, showing up early/staying late, and studying their field. Champions have a sacred respect for the power that habits exhibit in their life. The pros know if they allow their championship habits to slip for even one day, the habit will begin to atrophy. The great ones know it's more difficult to develop a championship habit than to lose it. They understand the magnificent force of momentum can work for or against them. As a result, they tend to protect their success habits with an almost religious fervor. Champions are keenly aware of how their habits impact every area of their lives, because they always look inside themselves and listen for answers. Average people are oblivious to success-habit formation, unless the pain from an unhealthy habit becomes too great. Habits are the raw materials from which the great ones are made.

**Action Step for Today:** Make a list of five habits that could lift you to higher levels of success and fulfillment. Now, select the single habit that would have the most impact and make a commitment to make it a part of your life. Remember, it takes an average of three to four weeks to form a new habit, whether it is positive or negative.

**World-Class Resource:** Read *The Seven Habits of Highly Effective People*, by Stephen Covey.

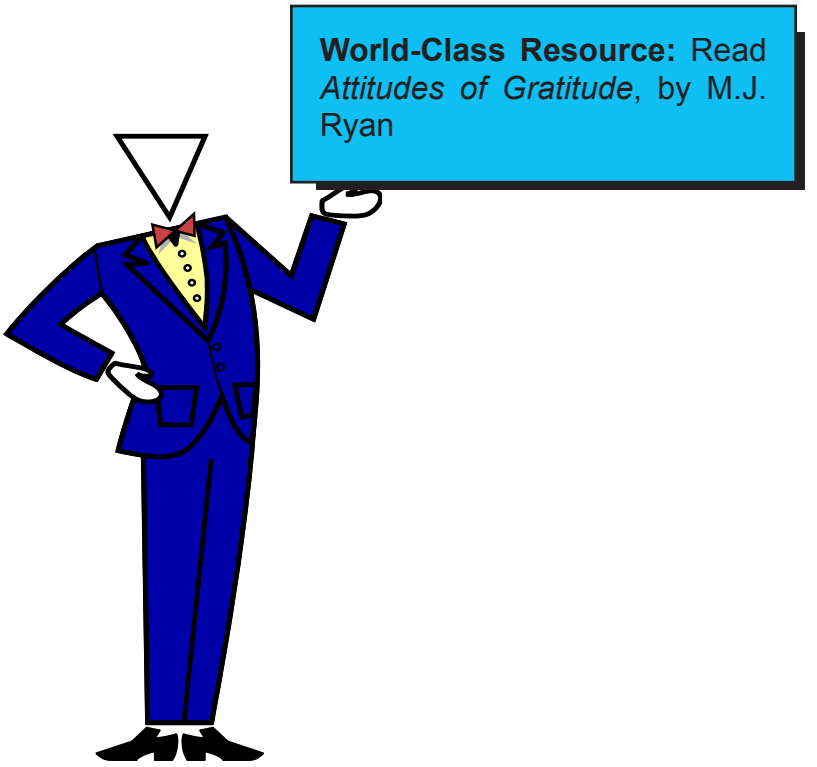
# 66 The Great Ones Understand The Power Of Humility

**"If anything goes bad, I did it. If anything goes semi-good, we did it. If anything goes really good, then you did it. That's all it takes to get people to win football games for you."**

**– Paul 'Bear' Bryant, 1913-1983, legendary football coach**

While average people never consider the magnitude humility plays in the ability to solicit help from others, the pros have reverence for it. Professional performers know humility is one of the most effective approaches ever created to influence people. The case for humility, even for the best performers, is easily made. Even members of the world class stumble and fall many more times than they succeed. Humility is the natural order of the human condition, yet average people walk around clouded by ego and false pride. This is undoubtedly costing them dearly in relations with others. A braggart is essentially saying, "I'm better than you." That's not a good approach to a species who craves the feeling of importance. Champions recognize the damage done through boasting, and adopt an attitude of gracious humility. The champion's self-confidence is no less than a braggart's. As a matter of fact, all of the pros I've ever known have what I call inner arrogance. The difference: they don't display this arrogance outside their own thought process. This supreme confidence is necessary to compete at the world-class level, but pros know how to conceal this well-earned, positive sense of self.

**Action Step for Today:** Ask this critical thinking question: "On a scale of 1 to 7, 7 being most humble, how humble do you appear to other people?" If you scored less than 7, make a commitment to raise your score by at least one point right now by becoming more aware of how you appear to others. Start by moving from an ego-based consciousness to a spirit-based consciousness. Begin this process by making a list of ten things for which you are most grateful. Next, express gratitude to people in your life who have helped you succeed. Notice how this humble, spirit-based consciousness begins to attract and positively impact the people around you . . . not to mention the impact it will have on you.


**World-Class Resource:** Read *Attitudes of Gratitude*, by M.J. Ryan

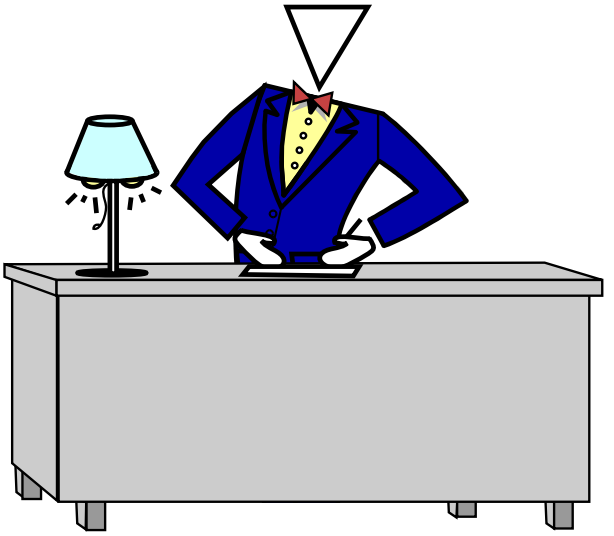
# 67 The World Class Achieves Happiness From Being And Becoming, Not Acquiring And Possessing

> **"The human spirit needs to accomplish, to achieve, to triumph, to be happy."**
>
> **– Ben Stein, author and actor**

While average people are on a psychological manhunt for happiness, the world-class ranks recognize that happiness cannot be pursued directly. The great ones know happiness is a byproduct of living life to the fullest. The pros forget chasing happiness and turn their attention to fulfilling the vision they have carefully constructed. Happiness eludes the masses because they haven't invested the time and energy to study the animal. The masses repeatedly attempt to create happiness from the outside in, whereas the great ones know sustained happiness stems from being and becoming, not acquiring and possessing. Average people have mastered short-term happiness, easily gained through instant gratification mechanisms such as eating, spending money, or engaging in any pleasurable activity. The world class invests a substantial amount of time insuring their future happiness by creating congruency between who they are, what they're doing, and where they're going. Champions are masters at doing such things as marrying the right person, selecting jobs they love and building friendships with people they admire and respect. As a result, they indirectly develop an incredible sense of gratitude and happiness.

**Action Step for Today:** Ask this critical thinking question: "If you could be, have and do anything you wanted, what would that look like?" Write or type a one-page essay describing your answer. Forget any self-imposed or perceived limits. Write this essay as if anything were possible.

**World-Class Resource:**
Read T*he 100 Simple Secrets of Happy People*, by David Niven, Ph.D.



# 68 Champions Believe In Honesty

Champions pride themselves on being honest, open and straightforward. They carry these philosophies into everything they do, and are unwilling to sacrifice them. While some people acquire wealth dishonestly, professional performers know real success lies in who you become, as opposed to what you acquire. The great ones focus their efforts on becoming the kind of people who can attract the things they want out of life. Some amateur performers believe success can be acquired (even if it's done dishonestly) and will manifest feelings of happiness. Average people have a lottery-like mentality, which explains why the lottery is so popular. The lottery mentality is not dishonest, but it carries the premise that more money and material possessions automatically lead to being happier and more fulfilled. The great ones have learned the real victory is what they become as a result of the struggle. Removing the struggle removes the victory. If honesty is removed, the richness of the achievement is diminished.

**"It is possible that the scrupulously honest man may not grow rich so fast as the unscrupulous and dishonest one; but the success will be of a truer kind, earned without fraud or injustice. And even though a man should, for a time, be unsuccessful, still he must be honest: better to lose all and save character. For character is itself a fortune."**

**– Samuel Smiles, 1812-1904, physician, author**

**Action Step for Today:** Commit to purge your life of dishonesty. The external effects of dishonesty are crippling to your reputation; the internal effects are deadly to your soul.

# The World Class Knows Great Ideas Are The Solution To Success

69

**"The ideas I stand for are not mine; I borrowed them from Socrates. I swiped them from Chesterfield. I stole them from Jesus. And I put them in a book. If you don't like their rules, whose would you use?"**

**– Dale Carnegie, 1888-1955, author**

Ideas are the business champion's primary asset. They have the power to alter the world for the better. Average people greatly underestimate the potential value of their own ideas. Professional performers know money will flow from any idea that solves a problem, and the bigger the problem, the richer the payoff. Champions cultivate their own ideas and the ideas of other world-class performers. The great ones are always engaged in critical thinking as it relates to problem solving, and as a result, treat ideas with the respect they deserve. Amateur performers tend to dismiss many ideas before they have a chance to be properly evaluated and tested. When things get tough, the masses turn to others for help. When times get tough for champions, they turn their attention to the inner workings of their minds so they can capture and cultivate great ideas that can help turn things around. Average performers turn to outside sources when money gets tight, but the great ones get quiet and focus on their thoughts and feelings, looking for ideas on how to raise money fast. Most people never take their ideas beyond the talking stage, but if champions believe in the idea, they move to the next step without hesitation.

**Action Step for Today:** Commit to treat your ideas as if they were the children of your soul . . . because they are.

# 70 The Great Ones Are Products Of Their Own Imagination

While average performers think of imagination as child's play, the world class relies on it as a mental preview of things to come. Before champions make a move, they have lived out the scenario through imagination. The great ones know imagination is the first step in the design of the perfect house or the perfect life. Through this powerful faculty, they can preview their futures. Champions often go on sabbaticals to places of great natural beauty for the sole purpose of heightening their sense of imagination when pursuing the solution to a problem. Pros understand the power of their creative mind, and strengthen their imaginative skills by drawing on them daily. The masses are oblivious to this awesome natural gift. Champions combine the power of imagination with their penchant for action, and the results are the stuff of which dreams are made. While the middle class is scolding their children for daydreaming and letting their imaginations run, the great ones are impacting the world with the manifestation of their visions. As the Aborigines are fond of saying, the world class is literally "Dreaming their world alive."

**"The great, successful men of the world have used their imaginations . . . they think ahead and create their mental picture, and then go to work materializing that picture in all its details, filling in here, adding a little there, altering this a bit, but steadily building, steadily building."**

**– Robert Collier, 1885-1950, author**

**Action Step for Today:** Commit to investing three minutes each day reviewing the essay you wrote in Action Step 67. Allow your imagination to run wild with ideas of your perfect life. Remember to ask this daily question: "If there were no limits, what would I be, have, and do?" Forget about the 'how-to' part of the equation during this exercise, and suspend any disbelief you may have. This three-minute daily habit has the power to transform your life forever.

# Champions Don't Let Feelings Get In Their Way

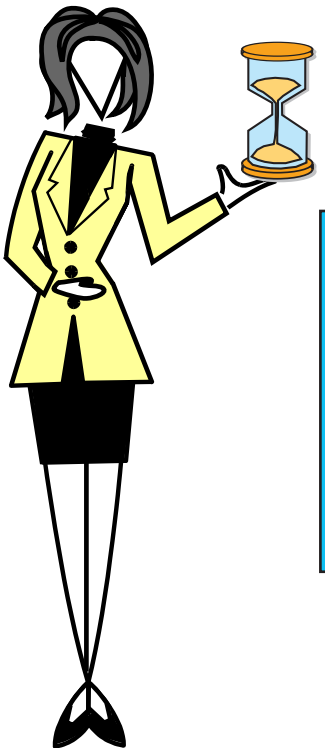
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**"It's easier to act your way into good thinking than it is to think your way into good action."**

**– Bill Gove, 1912-2001, the father of professional speaking**

People operating at the poverty-, working-, and middle-class levels of awareness are always getting ready to get started toward their goals. The poverty class is going to find work soon; the working class is getting ready to move up from night shift to day shift; the middle class is going to start working on that graduate degree one of these days. All have good intentions; yet they rarely move beyond their intentions. They are always waiting and wondering when the time will be better for them to begin. They are waiting for their emotions to motivate them to action, and as a result, they become slaves to their feelings. Champions are masters of their emotions, and they know that waiting to feel like taking action is a losing proposition. They believe there is never a better time to get started than today, and that tomorrow is merely a promissory note; that any day could end up being their last. The great ones operate with a keen sense of urgency, dreaming of the future while firmly rooted in the present. Average people are smart enough and gifted enough to make their dreams come true, yet tend to wait so long to attempt anything substantial that, by the time they have failed enough to have learned the lessons they need to succeed, their life is over. Professional performers have a heightened sense of life's timeline, and their actions reflect. While the masses are waiting for the mood to strike them to act, the great ones start acting, regardless of whether they feel like it or not. This small distinction in their thought process makes the difference between living their dreams and dying with their music still inside them.

**Action Step for Today:** Decide to develop the habit of not leading your feelings get in your way. Make a commitment to get started today, and continue the commitment for the next thirty days, regardless of whether you feel like it or not. Remember, habits start out as cobwebs and turn into cables.



**World-Class Resource:** Purchase a copy of Bill Gove's Golden Gavel Acceptance Speech at www.govesiebold.com.This 39-minute speech on DVD is one of the funniest and most insightful presentations you'll ever see. In this talk, Bill addresses how most people let feelings get in their way and keep them from doing the things they want to do.

# The World Class Operates From Love And Abundance

72

**"Life in abundance comes only through great love."**

**– Elbert Hubbard, farmer, author**

Average performers never consider the broad scope and significance love has on everything we do. Professional performers know we can only operate from one of two frames of consciousness at any given time – ego or spirit. Middle-class performers are masters of operating from ego, in which pride and self-righteousness are the objectives of the game. Amateur performers believe their success is primarily their own doing. They believe in the self-made man/woman theory. The world class is aware that all good things come from the spirit of love. They know love is the natural order of the universe, and that ego and self-pride have been created by man over the centuries to cover a fragile self-image. Many people feel inferior to others and mask their feelings by displaying false pride and bravado. The great ones embrace love as the root of their success and feelings of fulfillment. They know that without the loving guidance and support of others, they could not have reached or even dreamed of aspiring to the world class. Their recognition of and gratitude for the power of love creates more abundance in their lives. This fountain of potential continues to bless the champions. The only thing that can clog the system is ego, which is the evil stepchild of fear. The great ones lock the door when ego comes to town. They only acknowledge the spirit-based consciousness, which they recognize by its calling card: love and abundance. Ego cannot exist in this realm, only gratitude. While the amateur egotistically believes he is responsible for his great success, the pros know that the abundance of life comes from a far greater source.

**Action Step for Today:** Monitor your mental state of mind. Ask this critical thinking question every couple of hours: "Am I operating from a consciousness of ego, or a consciousness of spirit?" The answer is the blueprint of your behavior. Your approach to problems, people and life is greatly influenced by your operating state of mind. The world looks very different through the spirit than through the ego.

**World-Class Resource:** Read *The Science of Mind*, by Ernest Holmes.

# Am I operating from

# Spirit

# or

# Ego?

| The Spirit is . . . | The Ego is . . . |
|---|---|
| • Non-judgemental | • Judgemental |
| • Loving | • Fear driven |
| • Accepting | • Afraid of risk |
| • Tolerant | • Competitive |
| • Devoid of pretension | • Pretentious |
| • Calm | • Rushed |
| • Abundant | • Scarce |
| • Friendly | • Friend-less |
| • Win/Win | • Win/Lose |
| • Forgiving | • Unforgiving |
| • Self-less | • Selfish |
| • Creative | • Frustrated |

# World-Class Leaders Are Willing To Get Fired Everyday




Amateur thinkers make lousy leaders because they operate out of a fear-based consciousness. Fear-based leaders succumb to politics and pressure, which cripples their ability to lead. Professional thinkers operate out of love and abundance and fearlessly lead their people to become more than they ever believed possible. The most common commodity in corporate America is the sales manager who craves the approval and friendship of his sales team. This manager is more interested in making friends than developing champions. The second most common commodity is the sales manager who rules her team with an iron fist, refusing to consider feedback or input from the field. Both of these managers are performing out of fear, and are both a dime a dozen. The world-class leader is neither dictator nor baby sitter. Great sales leaders have only two objectives: drive sales and develop people. Sometimes that means being unpopular and pushing people beyond their comfort zones, and other times it means being there for a team member who has hit rock bottom. World-class leaders are chameleons who are able to change and adapt to any situation, always with the same goal in mind: bringing out the best in the people they lead. Sometimes that means being tough. Other times it means being tender. Championship leaders are always walking the razor's edge, and are willing to take any risk necessary to achieve their objectives, even to the point of being fired. The great ones never play it safe when it comes to leading their team through change, knowing their job is to serve as a guide and coach to their teams. World-class leaders follow their values and beliefs and lead boldly and fearlessly. If their leadership costs them their job, the pros know they can write their own ticket and work for any company they choose. The welcome mat is always out for the great ones.

**"Any great leader or coach has to be willing to put it all on the line. You have to be willing to be fired every day when it comes to standing up for what you believe in."**

**– Billie Jean King, tennis legend and coach**

**Action Step for Today:** If you're a leader, manager or coach, ask these critical thinking questions:

1) Am I leading, managing, or coaching out of love or fear?
2) Am I more concerned about being liked or leading people?
3) Do I have the courage to be a strong, progressive leader who brings out the best in people?

# Champions Don't Care Who Gets The Credit

74

**"Knowledge is power, which is why people who had it in the past often tried to make a secret of it. In post-capitalism, power comes from transmitting information to make it productive, not from having it."**

**– Peter Drucker, consultant**

Average performers believe information is the key to whatever success they've had, and they tend to hoard it for fear of losing their power. Champions are different. Champions know that information is everywhere. The secret is taking action on the information and developing competence. Middle-class performers are stuck in the mindset that knowledge is power, when the truth is that intelligent use of knowledge is and always has been the seat of true power. Pros are information-sharing conduits for their organizations. Because they are working from a spirit-driven, instead of ego-based mindset, who gets the credit makes no difference. Amateurs are afraid that, if they don't get the credit often enough, they will be forced out of their companies. Every decision to share information is carefully considered by amateurs. The pros operate from abundance; fear is the last thing on their minds. Creating dynamic, positive feedback loops is an ongoing mission for the champions. In their roles as leaders, they have driven fear out of their organizations. People are encouraged to challenge ideas and information for the good of the organization. The great ones know that if sharing too much information ever costs them their position, they are always in demand in the marketplace. The pros will always share information and credit, and will always be able to write their own ticket.

**Action Step for Today:** Rate your willingness to share information for the good of the organization on a scale of 1 to 7, 7 being most willing. If you score less than a 5, you may be operating primarily from an ego-based consciousness rooted in fear. Make a commitment to shift your thinking more toward your spirit self.

# 75 Champions Are Zealots For Change

Average performers hold on to skills, competencies, and mindsets that have gotten them to the position they hold today. Champions know business and technology are changing so rapidly that constant innovation is the only way to thrive and survive. While average performers are addicted to the methods and strategies of the past, pros know that, by the time most products hit the shelves, they are nearly obsolete. The world they were trained to succeed in during school no longer exists and the rules keep changing. Amateurs struggle to keep things the same, while pros embrace change at all levels and learn to thrive on it. Middle-class performers see change as a threat; world-class performers see it as the most exciting time in human history. The great ones know constant innovation is the order of the day. They always look for a better way. As a result, greater innovation collectively leads to more rapid change. Professional performers see all of this as a game in which the individual who can be the most open, flexible and innovative wins. Average people yearn for the good old days. The great ones know these are the good old days.

**"The people who get into trouble in our company are those who carry around the anchor of the past."**

**– Jack Welch, former chairman and CEO, General Electric**

**Action Step for Today:** Identify another old belief, strategy or idea from the past that is no longer working in the present, and make a commitment to update or dismiss it. In the age of the mind, knowing when to make room for new ways of getting results is critical to your success.

**World-Class Resource:** Read *Making Change Happen One Person at a Time*, by Charles H. Bishop Jr. This book is an excellent resource for accessing the change capacity of any organization. For seminars and consulting, check out Chicago Change Partners at www.chicagochange.com

# The Great Ones Operate With Integrity

76

**"In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. If they don't have the first, the other two will kill you."**

**– Warren Buffet, CEO, Berkshire Hathaway**

While operating from a mindset of fear and scarcity, average people tend to view integrity as a luxury they hope to be able to keep. In their effort to survive in a world they believe is out to get them, integrity often gets left behind. Pros have the advantage of operating from love and abundance, which dictates that integrity be the baseline of every action taken. Champions have a reputation for total integrity; it is the foundation of their entry into any playing field. The great ones are always welcomed. Their co-workers, colleagues and contacts know that when push comes to shove, champions will always do the right thing. Integrity is a habit of the pros, not because it succeeds, but because it's the right thing to do. When a champion tells you he will do something, you can take it to the bank. Their handshake is a binding contract. Contrary to what they teach in business school, handshake deals are still very common among the world class. The great ones play by different rules, and rule number one is total integrity.

**Action Step for Today:** Just for today, operate with complete integrity. Do every single thing you promise yourself and others. Experience what it's like to operate like one of the great ones. A word of caution: you may become addicted to the results you achieve through this experience!

# 77 The Great Ones Are Bold

Champions, in general, are a bold group of people. Their superior self-confidence allows them to constantly push the envelope. Where average people are afraid they will not be liked or respected by others, champions are only concerned with whether their efforts will impress their mentor teams and their networks of contacts. Average people appear lazy to champions, so their opinions and ridicule don't hold much weight. The downside of world-class boldness is brazenness – when boldness is simply taken too far. Champions are so laser-focused on their targets and objectives that they can push too hard at times. This is when their mentor teams become the eyes and ears of the performers and get them back on track. The great ones are always pushing. Boldness is so prevalent in champions because their belief system keeps telling them they're getting close to victory, and a little more effort will do the trick. What average people see as being pushy, champions see as part of the price for success. It's a small nuance in thinking that leads to very large results.

**"Only the bold get to the top."**

**– Publilius Syrus, 1st Century B.C., writer of Mimes**

**Action Step for Today:** Just for today, be bolder than you've ever been, and see how it feels. Give your fears a day off and pretend it's impossible to fail. At the end of the day, record your thoughts and feelings about this exercise for future reference.

**World-Class Resource:** Read *The Art of the Deal*, by Donald Trump. The billionaire real estate tycoon reveals his boldness throughout this fascinating book, and will give you ideas about how you might apply boldness to different aspects of your life.