

Association of Corporate Counsel, Ontario Chapter
and
ZSA Legal Recruitment



Who is Watching your Career? Professional Coaching and How Can it Help

January 9, 2008

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The Good News



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Let's define 'make it'...

- We need an operating definition of 'making it' - means different things to different people:
- For the purpose of my discussion
 1. Senior role that has impact on direction of company
 2. Reports high levels of satisfaction and challenge regarding their work
 3. Has accountability for others / leads a Division
 4. Feels fairly compensated and recognized
 5. Overall higher than average degree of motivation and internal locus of control - through good times and bad
 6. (Reasonably) satisfied with other life roles.

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Those who are 'making it' - masters of the 'both/and'...

1. Resilient
2. Hardworking
3. Sacrifice
4. Common touch
5. Comfortable in their own skin
6. Master at networking / stakeholder management
7. Go with the flow
8. Conceptually zoom in and out
9. Know their organizations
10. Ask great questions - 'wonder' out loud
11. Decisive
12. Perceptive
13. Optimistic
14. Find other ways...
15. Not rigid in their thinking

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Those who struggle are bound by 'either/or' thinking

1. Overly ambitious
2. Position themselves
3. Think in terms of what they deserve or what others tell them they should have...
4. Want it 'all' without a lot of personal sacrifice
5. Looking over their shoulder - lack of trust in process
6. Measure constantly
7. Spend too much time on personal strategy and less on the business
8. Rigid
9. Over reliance on their assumptions without testing the data - stereotypic thinking

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Generic Leadership Competencies

1. Business acumen
2. Comfort with top management
3. Command skills / taking charge
4. Conflict management
5. Dealing with ambiguity
6. Decision quality
7. Drive for results
8. Managing vision and purpose
9. Organizational agility
10. Perspective
11. Political savvy
12. Strategic agility
13. Negotiating
14. Sizing up people

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Career Stallers / Derailers

1. Unable to adapt to differences
2. Poor administrators
3. Overly ambitious
4. Arrogant
5. Betrayal of trust
6. Blocked personal learner
7. Lack of composure
8. Defensiveness
9. Lack of ethics & values
10. Failure to build a team
11. Failure to staff effectively
12. Insensitive to others
13. Key skill deficiencies
14. Non-strategic

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Imposter Syndrome

Imposter syndrome

- Feeling like a fake
- Attributing success to luck
- Discounting success
- Chronic self doubt
- Associated with highly achieving, highly successful people
- Family labels / family messages of superiority
- inability to internalize past and current success
- Fear of Success
- Pressure not to fail

Managing the Imposter Syndrome

- Identify those feelings:
- Manage automatic thoughts
- Do your own reality check
- Understanding the difference between feelings and reality

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10 top mistakes professionals make re: career planning

1. Assuming the organization has a path for you
2. Assuming that a certain person (other than you) will 'make it happen'
3. Not having thought about options / alternatives - cyclical planning
4. Not recognizing caring, but unhelpful advice (Bob and the snow tires)
5. Lack of patience
6. Expecting too much too soon
7. Not understanding your personal risk profile - understanding your limits on your career investments: re-locating, \$\$
8. Too much attention on the package and not enough on the experience
9. Not taking charge of change when you are not having fun.
10. Relying on head hunters

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Testing - what we can assess

1. Vocational interests (general pop)
2. Personality (general pop)
3. Critical thinking (all)
4. Leadership (business pop)
5. Style and preferences (general pop)
6. EQ (both)
7. Impressions - 360

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Career Planning

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Your toolkit

1. Up to date plan - (3 options if I got a pink slip tomorrow)
2. 6 months \$\$ in the bank
3. Excellent interviewing / data gathering skills: like a good consultant
4. Informal branding approach: elevator speech
5. Up to date CV / contribution summary - paper and talk
6. Up to date contact list
7. Positive attitude
8. Head space - personal and professional blended
9. Current feedback on your style and impact (how they feel)
10. Files on your interests, experience and business knowledge
11. Practice getting out of your comfort zone - e.g. introverts...

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CP Commitment checklist (in hours)

- Personal financial review (4 hr) annually (4)
- Record accomplishments (1 hr) monthly (12)
- Read one book (4 hr) quarterly (16)
- Two network contacts (2 hr) monthly (24)
- Re-do contribution summ. (4 hr) twice year (8)
- Arrange feedback sessions (2 hr) quarterly (8)
- Review career goals (2 hr) twice year (4)
- *Time per week* *1.5 hours*

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Coaching

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7-POINT COACHABILITY SCALE

C0	Not coachable at present	Identified psychological issues
C1	Extremely low coachability	Narcissistic personality
C2	Very low coachability	Resists or defies feedback
C3	Fair coachability	Is complacent/unmotivated to change
C4	Good coachability	Assessment comes as a wake-up call
C5	Very good coachability	Shows an earnest desire to improve
C6	Excellent coachability	Has an intrinsic need to grow

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TYPES OF COACHING

- 1. Competency Coaching**
- 2. Performance Coaching**
- 3. Team Coaching**
- 4. Career/Life Planning**

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CAYLEY - FREQUENCY GUIDELINES

Competency Coaching	<ul style="list-style-type: none">• Formally - twice year (@ 1 hour)• Informally - monthly (@ 15')
Performance Coaching	<ul style="list-style-type: none">• Quarterly (@ 1 hour)• One session year end (@ 1.5 hours)
Team Coaching	<ul style="list-style-type: none">• Formally - twice year review (@ 1 hour)• Informally - as needed (1 hour)
Career/Life Planning	<ul style="list-style-type: none">• Twice year - not with performance management (@ 1.5 hours)• Role of MOR (?)

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Your homework

1. **5-5-5:** Get feedback from 5 colleagues on 5 of the competencies of your choice within next 5 weeks.
2. **Identify a leader role model.** Choose 2 behaviors they model and you don't. Try the new behaviors for 3 months.

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Discussion over drinks...

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Helping each other...

1. What career planning style seems to work in:
 - Your Division
 - Your Company
 - Your Industry
 - The place in the world you want to be in the future?
2. What are the 2 or 3 behaviors you need to work on to better reach the current or future goal you have in mind?

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REVIEW QUESTIONS

1. What are your 3 most important accomplishments from the past year?
2. What are the 3 most important things you would do differently next year to improve results?
3. What are your most important qualifications and strengths? Where do you see these taking you in the future - i.e. your aspirations?
4. What are the industry or job related skills you want to improve?
5. What are your most important objectives related to improving interpersonal relationships for the next 12 months?
6. What can boss do to help you (directly or indirectly)?
7. What are you doing to improve teamwork and better use of the resources of the company?
8. How effective has this discussion been?

The Making of a Corporate Athlete

by Jim Loehr and Tony Schwartz



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The Making of a Corporate Athlete

Some executives thrive under pressure. Others wilt. Is the reason all in their heads? Hardly. Sustained high achievement demands physical and emotional strength as well as a sharp intellect. To bring mind, body, and spirit to peak condition, executives need to learn what world-class athletes already know: recovering energy is as important as expending it.

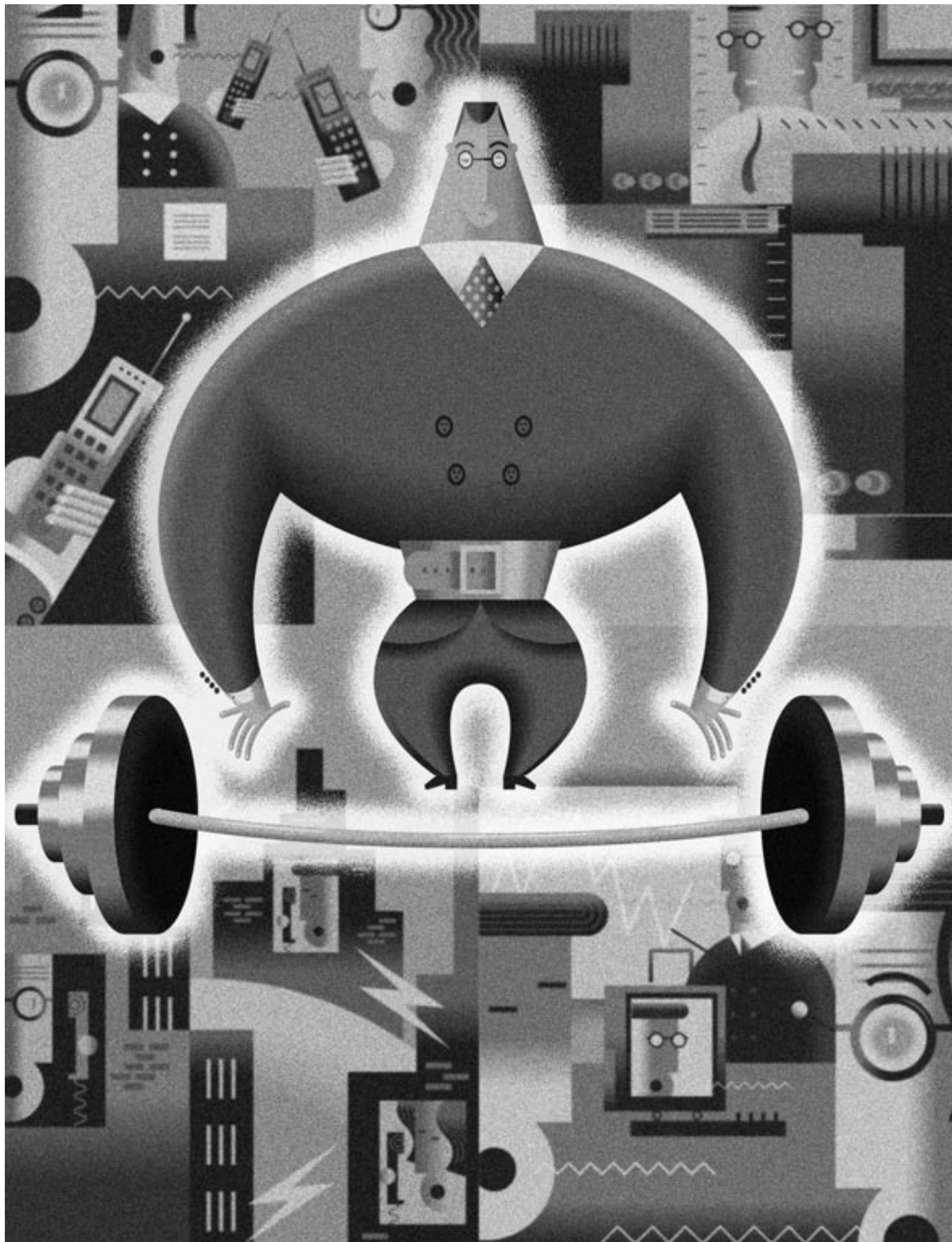
**by Jim Loehr and
Tony Schwartz**

IF THERE IS ONE QUALITY THAT EXECUTIVES SEEK for themselves and their employees, it is sustained high performance in the face of ever-increasing pressure and rapid change. But the source of such performance is as elusive as the fountain of youth. Management theorists have long sought to identify precisely what makes some people flourish under pressure and others fold. We maintain that they have come up with only partial answers: rich material rewards, the right culture, management by objectives.

The problem with most approaches, we believe, is that they deal with people only from the neck up, connecting high performance primarily with cognitive capacity. In recent years there has been a growing focus on the relationship between emotional intelligence and high performance. A few theorists have addressed the spiritual dimension – how deeper values and a sense of purpose influence performance. Almost no one has paid any attention to the role played by physical capacities. A successful approach to sustained high performance, we have found, must pull together all of these elements and consider the person as a whole. Thus, our integrated theory of performance management addresses the body, the emotions, the mind, and the spirit. We call this hierarchy the *performance pyramid*. Each of its levels profoundly influences the others, and failure to address any one of them compromises performance.

Our approach has its roots in the two decades that Jim Loehr and his colleagues at LGE spent working with

ILLUSTRATION BY DANIEL GUIDERA



world-class athletes. Several years ago, the two of us began to develop a more comprehensive version of these techniques for executives facing unprecedented demands in the workplace. In effect, we realized, these executives are “corporate athletes.” If they were to perform at high levels over the long haul, we posited, they would have to train in the same systematic, multilevel way that world-class athletes do. We have now tested our model on thousands of executives. Their dramatically improved work performance and their enhanced health and happiness confirm our initial hypothesis. In the pages that follow, we describe our approach in detail.

Ideal Performance State

In training athletes, we have never focused on their primary skills—how to hit a serve, swing a golf club, or shoot a basketball. Likewise, in business we don’t address primary competencies such as public speaking, negotiating, or analyzing a balance sheet. Our efforts aim instead to help executives build their capacity for what might be called supportive or secondary competencies, among them endurance, strength, flexibility, self-control, and focus. Increasing capacity at all levels allows athletes and executives alike to bring their talents and skills to full ignition and to sustain high performance over time—a condition we call the *Ideal Performance State* (IPS). Obviously, executives can perform successfully even if they smoke, drink and weigh too much, or lack emotional skills or a higher purpose for working. But they cannot perform to their full potential or without a cost over time—to themselves, to their families, and to the corporations for which they work. Put simply, the best long-term performers tap into positive energy at all levels of the performance pyramid.

Extensive research in sports science has confirmed that the capacity to mobilize energy on demand is the foundation of IPS. Our own work has demonstrated that effective energy management has two key components. The first is the rhythmic movement between energy expenditure (stress) and energy renewal (recovery), which we term “oscillation.” In the living laboratory of sports, we learned that the real enemy of high performance is not

Jim Loehr, a performance psychologist, has worked with hundreds of professional athletes, including Monica Seles, Dan Jansen, and Mark O’Meara. Loehr is also a cofounder and the CEO of LGE Performance Systems in Orlando, Florida, a consulting firm that applies training principals developed in sports to business executives. He can be reached at jloehr@lgeperformance.com. **Tony Schwartz** is executive vice president of LGE and the author of *What Really Matters: Searching for Wisdom in America* (Bantam, 1996), and *Work in Progress*, with Michael Eisner (Random House, 1998). He can be reached at tschwartz@lgeperformance.com.

stress, which, paradoxical as it may seem, is actually the stimulus for growth. Rather, the problem is the absence of disciplined, intermittent recovery. Chronic stress without recovery depletes energy reserves, leads to burnout and breakdown, and ultimately undermines performance. Rituals that promote oscillation—rhythmic stress and recovery—are the second component of high performance. Repeated regularly, these highly precise, consciously developed routines become automatic over time.

The same methods that enable world-class athletes to reach IPS under pressure, we theorized, would be at least equally effective for business leaders—and perhaps even more important in their lives. The demands on executives to sustain high performance day in and day out, year in and year out, dwarf the challenges faced by any athlete we have ever trained. The average professional athlete, for example, spends most of his time practicing and only a small percentage—several hours a day, at most—actually competing. The typical executive, by contrast, devotes almost no time to training and must perform on demand ten, 12, 14 hours a day or more. Athletes enjoy several months of off-season, while most executives are fortunate to get three or four weeks of vacation a year. The career of the average professional athlete spans seven years; the average executive can expect to work 40 to 50 years.

Of course, even corporate athletes who train at all levels will have bad days and run into challenges they can’t overcome. Life is tough, and for many time-starved executives, it is only getting tougher. But that is precisely our point. While it isn’t always in our power to change our external conditions, we can train to better manage our inner state. We aim to help corporate athletes use the full range of their capacities to thrive in the most difficult circumstances and to emerge from stressful periods stronger, healthier, and eager for the next challenge.

Physical Capacity

Energy can be defined most simply as the capacity to do work. Our training process begins at the physical level because the body is our fundamental source of energy—the foundation of the performance pyramid. Perhaps the best paradigm for building capacity is weight lifting. Several decades of sports science research have established that the key to increasing physical strength is a phenomenon known as supercompensation—essentially the creation of balanced work-rest ratios. In weight lifting, this involves stressing a muscle to the point where its fibers literally start to break down. Given an adequate period of recovery (typically at least 48 hours), the muscle will not only heal, it will grow stronger. But persist in stressing the muscle without rest and the result will be acute and chronic damage. Conversely, failure to stress the muscle results in weakness and atrophy. (Just think of an arm in a cast for several weeks.) In both cases, the enemy is not

stress, it's linearity—the failure to oscillate between energy expenditure and recovery.

We first understood the power of rituals to prompt recovery by observing world-class tennis players in the crucible of match play. The best competitors, we discovered, use precise recovery rituals in the 15 or 20 seconds *between* points—often without even being aware of it. Their between-point routines include concentrating on the strings of their rackets to avoid distraction, assuming a confident posture, and visualizing how they want the next point to play out. These routines have startling physiological effects. When we hooked players up to heart rate monitors during their matches, the competitors with the most consistent rituals showed dramatic oscillation, their heart rates rising rapidly during play and then dropping as much as 15% to 20% between points.

The mental and emotional effects of precise between-point routines are equally significant. They allow players to avoid negative feelings, focus their minds, and prepare for the next point. By contrast, players who lack between-point rituals, or who practice them inconsistently, become linear—they expend too much energy without recovery. Regardless of their talent or level of fitness, they become more vulnerable to frustration, anxiety, and loss of concentration and far more likely to choke under pressure.

The same lesson applies to the corporate athletes we train. The problem, we explain, is not so much that their lives are increasingly stressful as that they are so relentlessly linear. Typically, they push themselves too hard mentally and emotionally and too little physically. Both forms of linearity undermine performance.

When we began working with Marilyn Clark, a managing director of Salomon Smith Barney, she had almost no oscillation in her life. Clark, who is in her late 30s, runs the firm's Cleveland office. She is also the mother of three young children, and her husband is a high-powered executive in his own right. To all appearances, Clark lives an enviable life, and she was loath to complain about it. Yet her hectic lifestyle was exacting a cost, which became clear after some probing. In the mornings, temporarily fueled by coffee and a muffin, she was alert and energetic. By the afternoon, though, her energy sagged, and she got through the rest of the day on sheer willpower. At lunchtime, when she could have taken a few quiet moments to recover, she found that she couldn't say no to employees who lined up at her office seeking counsel and support. Between the demands of her job, her colleagues, and her family, she had almost no time for herself. Her frustration quietly grew.

We began our work with Clark by taking stock of her physical capacity. While she had been a passionate athlete as a teenager and an All-American lacrosse player in college, her fitness regimen for the past several years had been limited to occasional sit-ups before bedtime. As she learned more about the relationship between energy and high performance, Clark agreed that her first priority was to get back in shape. She wanted to feel better physically, and she knew from past experience that her mood would improve if she built regular workouts into her schedule.

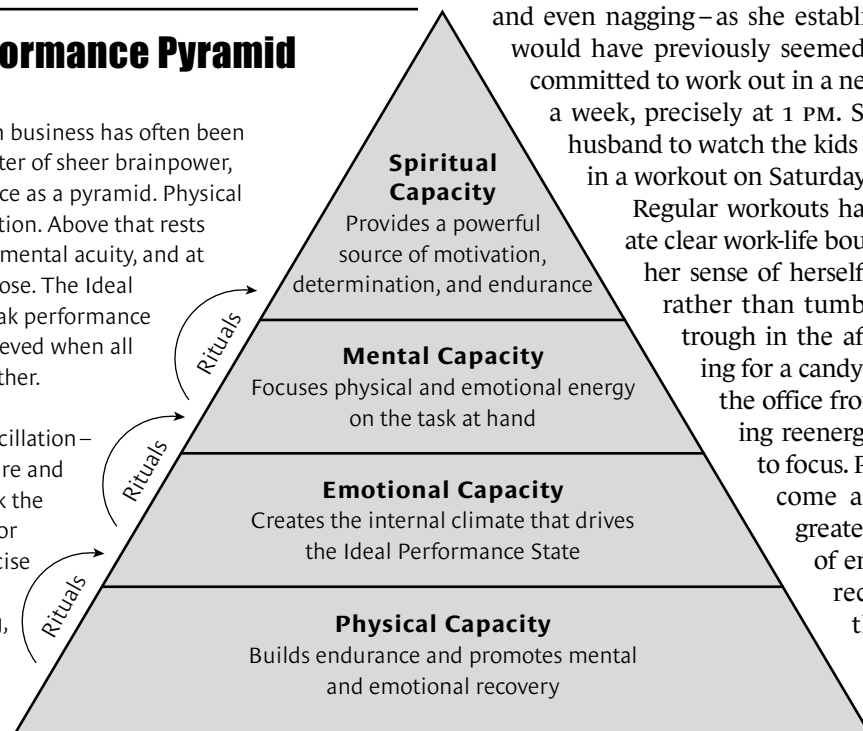
Because old habits die hard, we helped Clark establish positive rituals to replace them. Part of the work was creating a supportive environment. The colleagues with whom Clark trained became a source of cheerleading—and even nagging—as she established a routine that would have previously seemed unthinkable. Clark committed to work out in a nearby gym three days a week, precisely at 1 PM. She also enlisted her husband to watch the kids so that she could get in a workout on Saturdays and Sundays.

Regular workouts have helped Clark create clear work-life boundaries and restored her sense of herself as an athlete. Now, rather than tumbling into an energy trough in the afternoons and reaching for a candy bar, Clark returns to the office from her workouts feeling reenergized and better able to focus. Physical stress has become a source not just of greater endurance but also of emotional and mental recovery; Clark finds that she can work fewer hours and get more done. And finally, because

The High-Performance Pyramid

Peak performance in business has often been presented as a matter of sheer brainpower, but we view performance as a pyramid. Physical well-being is its foundation. Above that rests emotional health, then mental acuity, and at the top, a sense of purpose. The Ideal Performance State—peak performance under pressure—is achieved when all levels are working together.

Rituals that promote oscillation—the rhythmic expenditure and recovery of energy—link the levels of the pyramid. For instance, vigorous exercise can produce a sense of emotional well-being, clearing the way for peak mental performance.



she no longer feels chronically overburdened, she believes that she has become a better boss. “My body feels reawakened,” she says. “I’m much more relaxed, and the resentment I was feeling about all the demands on me is gone.”

Clark has inspired other members of her firm to take out health club memberships. She and several colleagues are subsidizing employees who can’t easily afford the cost. “We’re not just talking to each other about business accolades and who is covering which account,” she says. “Now it’s also about whether we got our workouts in and how well we’re recovering. We’re sharing something healthy, and that has brought people together.”

The corporate athlete doesn’t build a strong physical foundation by exercise alone, of course. Good sleeping and eating rituals are integral to effective energy management. When we first met Rudy Borneo, the vice chairman of Macy’s West, he complained of erratic energy levels, wide mood swings, and difficulty concentrating. He was also overweight. Like many executives—and most Americans—his eating habits were poor. He typically began his long, travel-crammed days by skipping breakfast—the equivalent of rolling to the start line of the Indianapolis 500 with a near-empty fuel tank. Lunch was catch-as-catch-can, and Borneo used sugary snacks to fight off his inevitable afternoon hunger pangs. These foods spiked his blood glucose levels, giving him a quick jolt of energy, but one that faded quickly. Dinner was often a rich, multicourse meal eaten late in the evening. Digesting that much food disturbed Borneo’s sleep and left him feeling sluggish and out of sorts in the mornings.

Sound familiar?

As we did with Clark, we helped Borneo replace his bad habits with positive rituals, beginning with the way he ate. We explained that by eating lightly but often, he could sustain a steady level of energy. (For a fuller account of the foundational exercise, eating, and sleep routines, see the sidebar “A Firm Foundation.”) Borneo now eats breakfast every day—typically a high-protein drink rather than coffee and a bagel. We also showed him research by chronobiologists suggesting that the body and mind need recovery every 90 to 120 minutes. Using that cycle as the basis for his eating schedule, he installed a refrigerator by his desk and began eating five or six small but nutritious meals a day and sipping water frequently. He also shifted the emphasis in his workouts to interval training, which increased his endurance and speed of recovery.

In addition to prompting weight loss and making him feel better, Borneo’s nutritional and fitness rituals have had a dramatic effect on other aspects of his life. “I now exercise for my mind as much as for my body,” he says. “At the age of 59, I have more energy than ever, and I can sustain it for a longer period of time. For me, the rituals are the holy grail. Using them to create balance has had an impact on every aspect of my life: staying more positive,

handling difficult human resource issues, dealing with change, treating people better. I really do believe that when you learn to take care of yourself, you free up energy and enthusiasm to care more for others.”

Emotional Capacity

The next building block of IPS is emotional capacity—the internal climate that supports peak performance. During our early research, we asked hundreds of athletes to describe how they felt when they were performing at their best. Invariably, they used words such as “calm,” “challenged,” “engaged,” “focused,” “optimistic,” and “confident.” As sprinter Marion Jones put it shortly after winning one of her gold medals at the Olympic Games in Sydney: “I’m out here having a ball. This is not a stressful time in my life. This is a very happy time.” When we later asked the same question of law enforcement officers, military personnel, surgeons, and corporate executives, they used remarkably similar language to describe their Ideal Performance State.

Just as positive emotions ignite the energy that drives high performance, negative emotions—frustration, impatience, anger, fear, resentment, and sadness—drain energy. Over time, these feelings can be literally toxic, elevating

A Firm Foundation

Here are our basic strategies for renewing energy at the physical level. Some of them are so familiar they’ve become background noise, easy to ignore. That’s why we’re repeating them. If any of these strategies aren’t part of your life now, their absence may help account for fatigue, irritability, lack of emotional resilience, difficulty concentrating, and even a flagging sense of purpose.

1. Actually do all those healthy things you know you ought to do. Eat five or six small meals a day; people who eat just one or two meals a day with long periods in between force their bodies into a conservation mode, which translates into slower metabolism. Always eat breakfast: eating first thing in the morning sends your body the signal that it need not slow metabolism to conserve energy. Eat a balanced diet. Despite all the conflicting nutritional research, overwhelming evidence suggests that a healthy dietary ratio is 50% to 60% complex carbohydrates, 25% to 35% protein, and 20% to 25% fat. Dramatically reduce simple sugars. In addition to representing empty calories, sugar causes energy-depleting spikes in blood glucose levels. Drink four to five 12-ounce glasses of water daily, even if you don’t feel thirsty. As much as half the population walks around with mild chronic dehydration. And finally, on the “you know you should” list: get physically active. We strongly recommend three to four 20- to 30-minute cardiovascular workouts a week, including at least two sessions of intervals—short bursts of intense exertion followed by brief recovery periods.

heart rate and blood pressure, increasing muscle tension, constricting vision, and ultimately crippling performance. Anxious, fear ridden athletes are far more likely to choke in competition, for example, while anger and frustration sabotage their capacity for calm focus.

The impact of negative emotions on business performance is subtler but no less devastating. Alan, an executive at an investment company, travels frequently, overseeing a half-dozen offices around the country. His colleagues and subordinates, we learned, considered him to be a perfectionist and an often critical boss whose frustration and impatience sometimes boiled over into angry tirades. Our work focused on helping Alan find ways to manage his emotions more effectively. His anger, we explained, was a reactive emotion, a fight-or-flight response to situations he perceived as threatening. To manage more effectively, he needed to transform his inner experience of threat under stress into one of challenge.

A regular workout regimen built Alan's endurance and gave him a way to burn off tension. But because his fierce travel schedule often got in the way of his workouts, we also helped him develop a precise five-step ritual to contain his negative emotions whenever they threatened to erupt. His initial challenge was to become more aware of signals from his body that he was on edge – physical ten-

sion, a racing heart, tightness in his chest. When he felt those sensations arise, his first step was to close his eyes and take several deep breaths. Next, he consciously relaxed the muscles in his face. Then, he made an effort to soften his voice and speak more slowly. After that, he tried to put himself in the shoes of the person who was the target of his anger – to imagine what he or she must be feeling. Finally, he focused on framing his response in positive language.

Instituting this ritual felt awkward to Alan at first, not unlike trying to learn a new golf swing. More than once he reverted to his old behavior. But within several weeks, the five-step drill had become automatic – a highly reliable way to short-circuit his reactivity. Numerous employees reported that he had become more reasonable, more approachable, and less scary. Alan himself says that he has become a far more effective manager.

Through our work with athletes, we have learned a number of other rituals that help to offset feelings of stress and restore positive energy. It's no coincidence, for example, that many athletes wear headphones as they prepare for competition. Music has powerful physiological and emotional effects. It can prompt a shift in mental activity from the rational left hemisphere of the brain to the more intuitive right hemisphere. It also provides a relief from obsessive thinking and worrying. Finally, music can be a means of directly regulating energy – raising it when the time comes to perform and lowering it when it is more appropriate to decompress.

Body language also influences emotions. In one well-known experiment, actors were asked to portray anger and then were subjected to numerous physiological tests, including heart rate, blood pressure, core temperature, galvanic skin response, and hormone levels. Next, the actors were exposed to a situation that made them genuinely angry, and the same measurements were taken. There were virtually no differences in the two profiles. Effective acting produces precisely the same physiology that real emotions do. All great athletes understand this instinctively. If they carry themselves confidently, they will eventually start to feel confident, even in highly stressful situations. That's why we train our corporate clients to "act as if" – consciously creating the look on the outside that they want to feel on the inside. "You are what you repeatedly do," said Aristotle. "Excellence is not a singular act but a habit."

Close relationships are perhaps the most powerful means for prompting positive emotions and effective recovery. Anyone who has enjoyed a happy family reunion or an evening with good friends knows the profound sense of safety and security that these relationships can induce. Such feelings are closely associated with the Ideal Performance State. Unfortunately, many of the corporate athletes we train believe that in order to perform up to expectations at work, they have no choice but to stint on

2. Go to bed early and wake up early. Night owls have a much more difficult time dealing with the demands of today's business world, because typically, they still have to get up with the early birds. They're often groggy and unfocused in the mornings, dependent on caffeine and sugary snacks to keep up their energy. You can establish new sleep rituals. Biological clocks are not fixed in our genes.

3. Maintain a consistent bedtime and wake-up time. As important of the number of hours you sleep (ideally seven to eight) is the consistency of the recovery wave you create. Regular sleep cycles help regulate your other biological clocks and increase the likelihood that the sleep you get will be deep and restful.

4. Seek recovery every 90 to 120 minutes. Chronobiologists have found that the body's hormone, glucose, and blood pressure levels drop every 90 minutes or so. By failing to seek recovery and overriding the body's natural stress-rest cycles, overall capacity is compromised. As we've learned from athletes, even short, focused breaks can promote significant recovery. We suggest five sources of restoration: eat something, hydrate, move physically, change channels mentally, and change channels emotionally.

5. Do at least two weight-training workouts a week. No form of exercise more powerfully turns back the markers of age than weight training. It increases strength, retards osteoporosis, speeds up metabolism, enhances mobility, improves posture, and dramatically increases energy.

their time with loved ones. We try to reframe the issue. By devoting more time to their most important relationships and setting clearer boundaries between work and home, we tell our clients, they will not only derive more satisfaction but will also get the recovery that they need to perform better at work.

Mental Capacity

The third level of the performance pyramid—the cognitive—is where most traditional performance-enhancement training is aimed. The usual approaches tend to focus on improving competencies by using techniques such as process reengineering and knowledge management or by learning to use more sophisticated technology. Our training aims to enhance our clients' cognitive capacities—most notably their focus, time management, and positive and critical-thinking skills.

Focus simply means energy concentrated in the service of a particular goal. Anything that interferes with focus dissipates energy. Meditation, typically viewed as a spiritual practice, can serve as a highly practical means of training attention and promoting recovery. At this level, no guidance from a guru is required. A perfectly adequate meditation technique involves sitting quietly and breathing deeply, counting each exhalation, and starting over when you reach ten. Alternatively, you can choose a word to repeat each time you take a breath.

Practiced regularly, meditation quiets the mind, the emotions, and the body, promoting energy recovery. Numerous studies have shown, for example, that experienced meditators need considerably fewer hours of sleep than nonmeditators. Meditation and other noncognitive disciplines can also slow brain wave activity and stimulate a shift in mental activity from the left hemisphere of the brain to the right. Have you ever suddenly found the solution to a vexing problem while doing something “mindless” such as jogging, working in the garden, or singing in the shower? That’s the left-brain, right-brain shift at work—the fruit of mental oscillation.

Much of our training at this level focuses on helping corporate athletes to consciously manage their time and energy. By alternating periods of stress with renewal, they learn to align their work with the body’s need for breaks every 90 to 120 minutes. This can be challenging for compulsive corporate achievers. Jeffrey Sklar, 39, managing director for institutional sales at the New York investment firm Gruntal & Company, had long been accustomed to topping his competitors by brute force—pushing harder and more relentlessly than anyone else. With our help, he built a set of rituals that ensured regular recovery and also enabled him to perform at a higher level while spending fewer hours at work.

Once in the morning and again in the afternoon, Sklar retreats from the frenetic trading floor to a quiet office, where he spends 15 minutes doing deep-breathing exercises. At lunch, he leaves the office—something he once would have found unthinkable—and walks outdoors for at least 15 minutes. He also works out five or six times a week after work. At home, he and his wife, Sherry, a busy executive herself, made a pact never to talk business after 8 P.M. They also swore off work on the weekends, and they have stuck to their vow for nearly two years. During each of those years, Sklar’s earnings have increased by more than 65%.

For Jim Connor, the president and CEO of FootJoy, reprioritizing his time became a way not just to manage his energy better but to create more balance in his life and to revive his sense of passion. Connor had come to us saying that he felt stuck in a deep rut. “My feelings were muted so I could deal with the emotional pain of life,” he explains. “I had smoothed out all the vicissitudes in my life to such an extent that oscillation was prohibited. I was not feeling life but repetitively performing it.”

Connor had imposed on himself the stricture that he be the first person to arrive at the office each day and the last to leave. In reality, he acknowledged, no one would object if he arrived a little later or left a little earlier a couple of days a week. He realized it also made sense for him to spend one or two days a week working at a satellite plant 45 minutes nearer to his home than his main office. Doing so could boost morale at the second plant while cutting 90 minutes from his commute.

Immediately after working with us, Connor arranged to have an office cleared out at the satellite factory. He now spends at least one full day a week there, prompting a number of people at that office to comment to him about his increased availability. He began taking a golf lesson one morning a week, which also allowed for a more relaxed drive to his main office, since he commutes there after rush hour on golf days. In addition, he instituted a monthly getaway routine with his wife. In the evenings, he often leaves his office earlier in order to spend more time with his family.

Connor has also meticulously built recovery into his workdays. “What a difference these fruit and water breaks make,” he says. “I set my alarm watch for 90 minutes to prevent relapses, but I’m instinctively incorporating this routine into my life and love it. I’m far more productive

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as a result, and the quality of my thought process is measurably improved. I'm also doing more on the big things at work and not getting bogged down in detail. I'm pausing more to think and to take time out."

Rituals that encourage positive thinking also increase the likelihood of accessing the Ideal Performance State. Once again, our work with top athletes has taught us the power of creating specific mental rituals to sustain positive energy. Jack Nicklaus, one of the greatest pressure performers in the history of golf, seems to have an intuitive understanding of the importance of both oscillation and rituals. "I've developed a regimen that allows me to move from peaks of concentration into valleys of relaxation and back again as necessary," he wrote in *Golf Digest*. "My focus begins to sharpen as I walk onto the tee and steadily intensifies...until I hit [my drive]....I descend into a valley as I leave the tee, either through casual conversation with a fellow competitor or by letting my mind dwell on whatever happens into it."

Visualization is another ritual that produces positive energy and has palpable performance results. For example, Earl Woods taught his son Tiger—Nicklaus's heir apparent—to form a mental image of the ball rolling into the hole before each shot. The exercise does more than produce a vague feeling of optimism and well-being. Neuroscientist Ian Robertson of Trinity College, Dublin,

If executives are to perform at high levels over the long haul, they have to train in the same systematic, multilevel way that world-class athletes do.

author of *Mind Sculpture*, has found that visualization can literally reprogram the neural circuitry of the brain, directly improving performance. It is hard to imagine a better illustration than diver Laura Wilkinson. Six months before the summer Olympics in Sydney, Wilkinson broke three toes on her right foot while training. Unable to go in the water because of her cast, she instead spent hours a day on the diving platform, visualizing each of her dives. With only a few weeks to actually practice before the Olympics, she pulled off a huge upset, winning the gold medal on the ten-meter platform.

Visualization works just as well in the office. Sherry Sklar has a ritual to prepare for any significant event in her work life. "I always take time to sit down in advance in a quiet place and think about what I really want from the meeting," she says. "Then I visualize myself achieving

the outcome I'm after." In effect, Sklar is building mental muscles—increasing her strength, endurance, and flexibility. By doing so, she decreases the likelihood that she will be distracted by negative thoughts under pressure. "It has made me much more relaxed and confident when I go into presentations," she says.

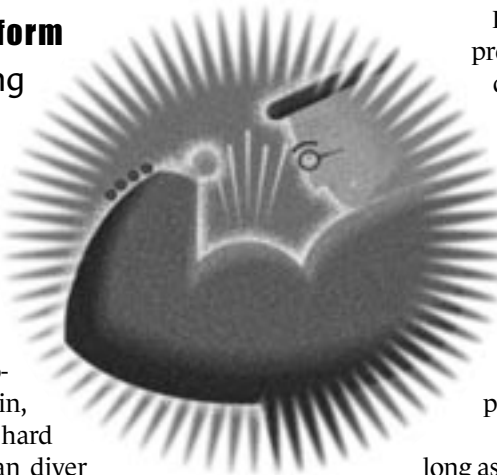
Spiritual Capacity

Most executives are wary of addressing the spiritual level of the performance pyramid in business settings, and understandably so. The word "spiritual" prompts conflicting emotions and doesn't seem immediately relevant to high performance. So let's be clear: by spiritual capacity, we simply mean the energy that is unleashed by tapping into one's deepest values and defining a strong sense of purpose. This capacity, we have found, serves as sustenance in the face of adversity and as a powerful source of motivation, focus, determination, and resilience.

Consider the case of Ann, a high-level executive at a large cosmetics company. For much of her adult life, she has tried unsuccessfully to quit smoking, blaming her failures on a lack of self-discipline. Smoking took a visible toll on her health and her productivity at work—decreased endurance from shortness of breath, more sick days than her colleagues, and nicotine cravings that distracted her during long meetings.

Four years ago, when Ann became pregnant, she was able to quit immediately and didn't touch a cigarette until the day her child was born, when she began smoking again. A year later, Ann became pregnant for a second time, and again she stopped smoking, with virtually no symptoms of withdrawal. True to her pattern, she resumed smoking when her child was born. "I don't understand it," she told us plaintively.

We offered a simple explanation. As long as Ann was able to connect the impact of smoking to a deeper purpose—the health of her unborn child—quitting was easy. She was able to make what we call a "values-based adaptation." But without a strong connection to a deeper sense of purpose, she went back to smoking—an expedient adaptation that served her short-term interests. Smoking was a sensory pleasure for Ann, as well as a way to allay her anxiety and manage social stress. Understanding cognitively that it was unhealthy, feeling guilty about it on an emotional level, and even experiencing its negative effects physically were all insufficient motivations to change her behavior. To succeed, Ann needed a more sustaining source of motivation.



Making such a connection, we have found, requires regularly stepping off the endless treadmill of deadlines and obligations to take time for reflection. The inclination for busy executives is to live in a perpetual state of triage, doing whatever seems most immediately pressing while losing sight of any bigger picture. Rituals that give people the opportunity to pause and look inside include meditation, journal writing, prayer, and service to others. Each of these activities can also serve as a source of recovery—a way to break the linearity of relentless goal-oriented activity.

Taking the time to connect to one's deepest values can be extremely rewarding. It can also be painful, as a client we'll call Richard discovered. Richard is a stockbroker who works in New York City and lives in a distant suburb, where his wife stays at home with their three young children. Between his long commute and his long hours, Richard spent little time with his family. Like so many of our clients, he typically left home before his children woke up and returned around 7:30 in the evening, feeling exhausted and in no mood to talk to anyone. He wasn't happy with his situation, but he saw no easy solution. In time, his unhappiness began to affect his work, which made him even more negative when he got home at night. It was a vicious cycle.

One evening while driving home from work, Richard found himself brooding about his life. Suddenly, he felt so overcome by emotion that he stopped his car at a park ten blocks from home to collect himself. To his astonishment, he began to weep. He felt consumed with grief about his life and filled with longing for his family. Af-


Companies can't afford to address their employees' cognitive capacities while ignoring their physical, emotional, and spiritual well-being.

ter ten minutes, all Richard wanted to do was get home and hug his wife and children. Accustomed to giving their dad a wide berth at the end of the day, his kids were understandably bewildered

when he walked in that evening with tears streaming down his face and wrapped them all in hugs. When his wife arrived on the scene, her first thought was that he'd been fired.

The next day, Richard again felt oddly compelled to stop at the park near his house. Sure enough, the tears returned and so did the longing. Once again, he rushed home to his family. During the subsequent two years, Richard was able to count on one hand the number of times that he failed to stop at the same location for at least ten minutes. The rush of emotion subsided over time, but his sense that he was affirming what mattered most in his life remained as strong as ever.

Richard had stumbled into a ritual that allowed him both to disengage from work and to tap into a profound source of purpose and meaning—his family. In that context, going home ceased to be a burden after a long day and became instead a source of recovery and renewal. In turn, Richard's distraction at work diminished, and he became more focused, positive, and productive—so much so that he was able to cut down on his hours. On a practical level, he created a better balance between stress and recovery. Finally, by tapping into a deeper sense of purpose, he found a powerful new source of energy for both his work and his family.

In a corporate environment that is changing at warp speed, performing consistently at high levels is more difficult and more necessary than ever. Narrow interventions simply aren't sufficient anymore. Companies can't afford to address their employees' cognitive capacities while ignoring their physical, emotional, and spiritual well-being. On the playing field or in the boardroom, high performance depends as much on how people renew and recover energy as on how they expend it, on how they manage their lives as much as on how they manage their work. When people feel strong and resilient—physically, mentally, emotionally, and spiritually—they perform better, with more passion, for longer. They win, their families win, and the corporations that employ them win. 



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