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The High-Performance Paradox

Why sub-optimal performances happen to great performers and how to stack the odds in your favor



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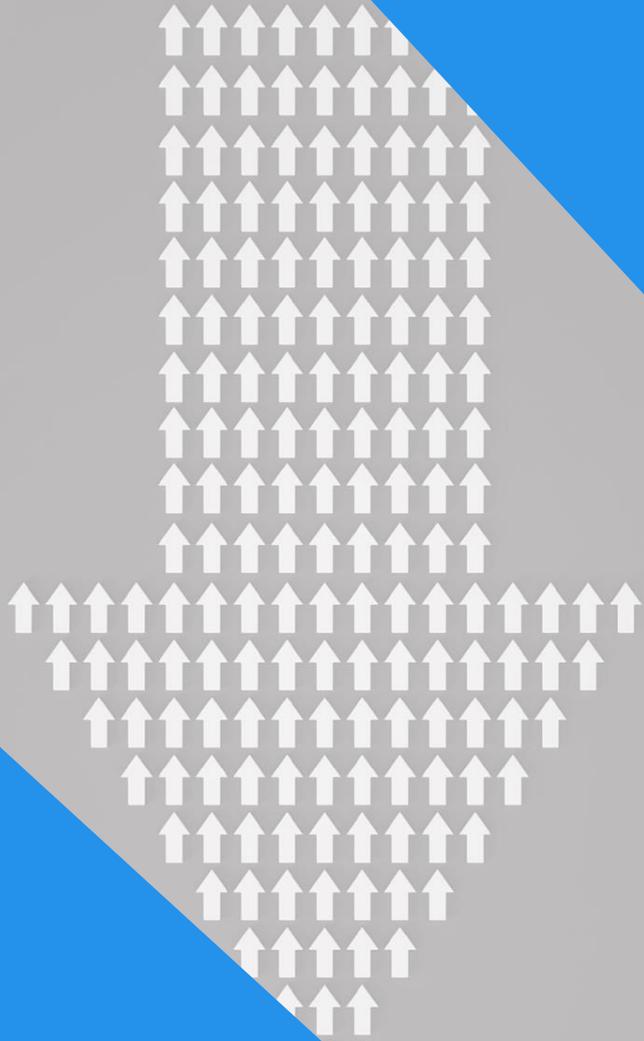
Metta Endurance
Mind. Body. Soul.





“Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives - choice, not chance, determines your destiny.”

Aristotle

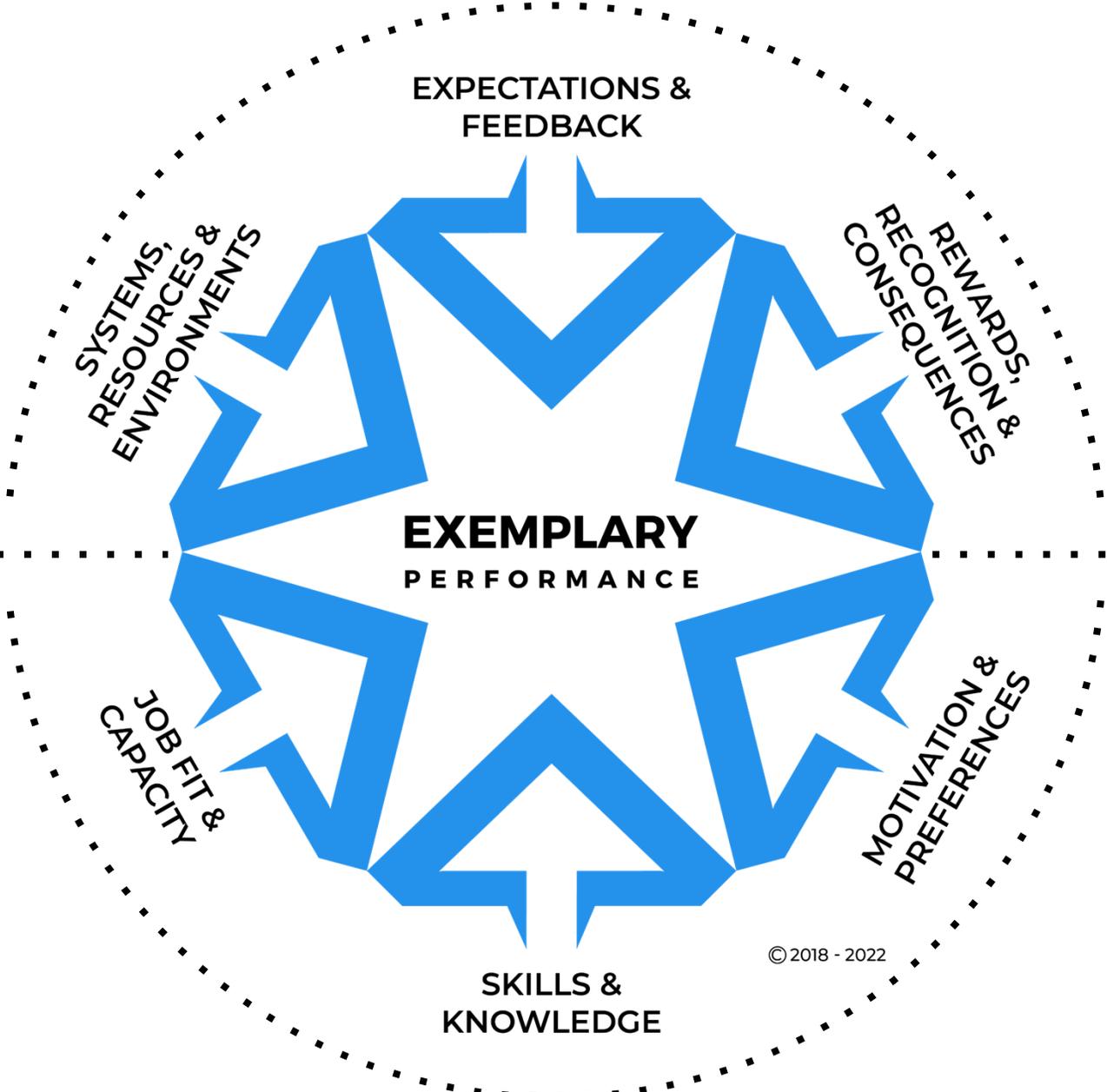


AGENDA

- Review the six arrows of the Exemplary Performance System
- Share how each arrow relates to the high-performance paradox in a:
 - Sports scenario
 - Work scenario
- Hear from you through poll questions
- Q&A
- Wrap up!

SUBSYSTEM CONTRIBUTION TO PERFORMANCE

75%



External
to the Individual

25%

Internal
to the Individual

**EXEMPLARY
PERFORMANCE**

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Systems, Resources, and Environments



Looks Like:

- Lack of resources needed to perform at any level
- Lack of time (task heavy > time starved)
- No way to collect data

Systems & Environment:

- Lack of a process or system to encourage or cultivate performance
- No prepared training strategy or plan
- Lack of a system/plan results in poor consistency



How to stack the odds in your favor:

- Be realistic about how much time you have to commit
- Create a structured plan - or get a coach to do it for you
- Create systems to encourage consistency
- Prioritize what you need to perform: Gear. Data. Fuel. Recovery.
- Find, or refine, your support system

Systems, Resources, and Environments



Looks like:

- Understaffed departments

Systems & Environment:

- Lack of processes, systems, and tools required for the job AND/OR
- Irrelevant legacy policies and procedures
- Undocumented policies, processes, and procedures
- Poorly functioning/outdated equipment/hardware/software
- Presence of workarounds
- Lack of alignment between departments regarding priorities and/or role clarity



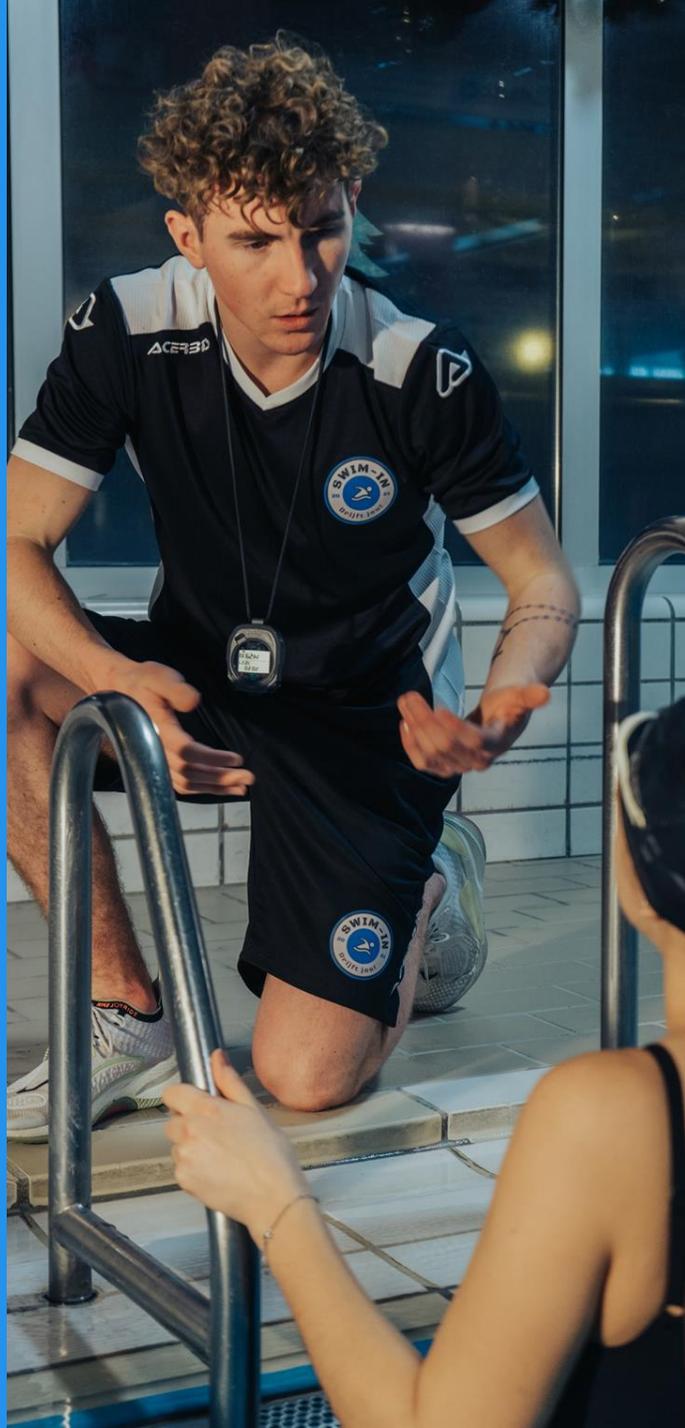
How to stack the odds in your favor:

- Transparent communication and feedback to your manager about what's working/not working (raising potential solutions with growth mindset)
- Creating time and space to systematically identify, analyze and remove barriers to performance

The background of the slide is a dark blue gradient with a pattern of 3D question marks. The question marks are rendered in a lighter blue color and are scattered across the surface, some appearing larger and more prominent than others. The lighting creates shadows and highlights on the 3D shapes, giving them a sense of depth and texture.

What's the biggest environmental hindrance to your performance?

- A. Poor environment.
- B. Lack of processes or a structured plan to achieve results.
- C. Lack of resources (time, money, headcount, gear).
- D. A combination of all three.



Expectations & Feedback



Sounds like:

- “I don’t know what I should be aiming for.”
- “Just go race.” or “Do better next time.”
- (((silence)))



Looks like:

- Basing your expectations off of others
- Creating expectations that feed the heart, not the head
- Failure to gather or assess feedback, such as:
 - sleep quality, mood, fatigue, HRV/HR, happy/healthy/hungry



How to stack the odds in your favor:

- Start by taking an honest assessment of your goals, your current fitness, your time, and what’s feasible (including a timeline)
- Establish a baseline
- Have clear criteria of performance milestones
- Measure and track quantitative and qualitative data

Expectations & Feedback



Sounds like:

- “I didn’t know you needed that from me.”
- “That’s not my job.”
- “I’m doing the best I can in my role but I’m unsure if there’s a standard way.”



Looks like:

- Abandonment or misalignment of strategic vision, outcomes, and tactical plan
- Lack of role clarity, unclear definition of success, no job description, or clear outcomes of accountability
- Feedback is infrequent, ambiguous, not timely, and/or not actionable
- Inconsistent 1:1s and performance management
- Coach is unskilled at providing feedback and/or confuses evaluation, feedback, and coaching



How to stack the odds in your favor:

- Become a feedback fiend
- Demonstrate coachability
- Own your development and action plan and be clear on the expectations for your role
- Set healthy boundaries





What do you think would benefit your performance the most?

- A. Clear expectations
- B. Specific and actionable feedback
- C. More frequent feedback
- D. Changing my attitude about feedback so I welcome it as a tool for growth

Rewards, Recognition, and Consequences



Looks like:

- Lack of attention on proper fueling and nutrition because “you earned it”
- Racing an event every weekend to gain the recognition from others, even though it compromises your training plan
- Racing events that don’t provide stretch opportunities
- Seeking recognition from the wrong behaviors “Unless I’m in pain, I’m not improving” / “No days off”



How to stack the odds in your favor:

- Find rewards that are meaningful AND support performance
- Cultivate a growth mindset and understand the “why” behind sessions, races, and how more is not always better . “Rest day brags”

Rewards, Recognition, and Consequences



Looks like:

- Wrong behaviors are rewarded/incented/promoted and the “win at all costs” way to achieve it is overlooked
- Not having a “pay for performance” culture extinguishes the fire of those who outperform
- Regular, exemplary performance is “rewarded” with more work
- Recognition/praise is not specific and/or doesn’t align with employee’s preferred method of being rewarded



How to stack the odds in your favor:

- Understand and communicate how you prefer to be recognized and rewarded as well as the organizational culture and what behaviors/contributions are valued
- Relinquish the need for external validation, focus on self-worth and self-esteem through achievement
- If you are a manager, make rewards and recognition, timely, personal, genuine, collaborative, and do it often
- Start team meetings with gratitude/appreciation



Which of the following matter most to you when being recognized or rewarded?

- A. Extrinsic - physical proof of my accomplishment (medals, awards, certificates, credentials, raise, race swag, bib framing, title, department, team, etc).
- B. Extrinsic - praise and recognition for achieving my goals is fuel and reinforcement to committing to a behavior
- C. Intrinsic - it's a boost to my self-esteem, confidence, and courage to attempt bigger goals
- D. Intrinsic - I don't really need or want recognition. I enjoy the effort itself/supporting the team win.

Motivation and Preferences



Looks like:

- Failure to find your “why”
- Failure to make your goal or habit attractive, relevant, meaningful, and satisfying to you
- You’ve ignored or unacknowledged your preferences



How to stack the odds in your favor:

- The Path is the Goal!
- How you answer 3 simple questions:
 - Are you happy?
 - Are you healthy?
 - Are you hungry?
- Recognize that motivation is often fleeting - this is why “knowing your why” is essential. For the days that motivation wanes, lean into discipline > motivation



“You often feel tired, not because you’ve done too much, but because you’ve done too little of what sparks a light in you.”

Motivation and Preferences



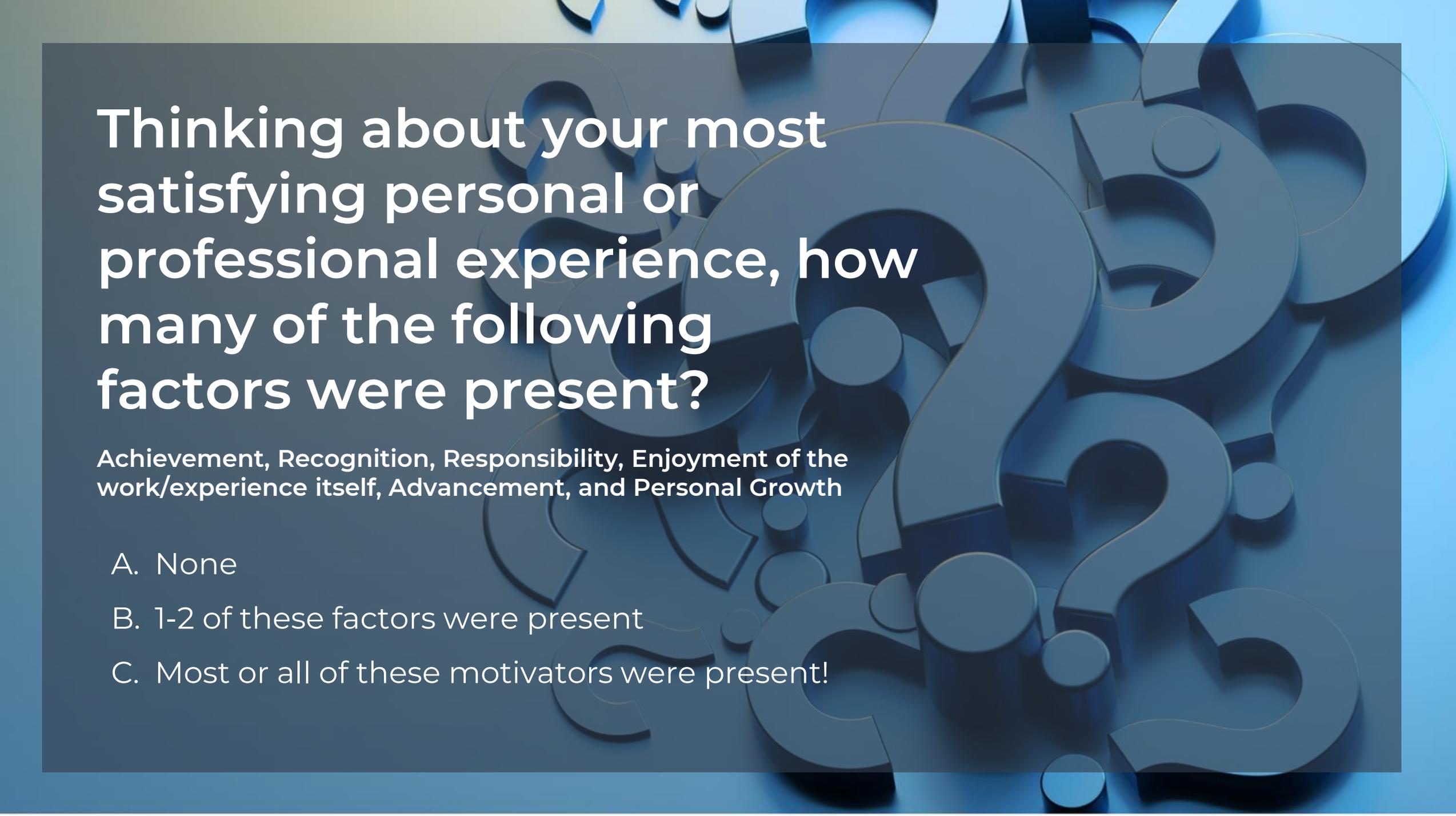
Looks like:

- Disengagement: The Great Resignation, the Great Regret, and Quiet Quitting – either as an independent contributor...or worse, a Manager!
- Goes beyond paycheck and standard benefits package, and manager connection. Recent Gallup poll cites for the first time ever, “Lack of professional growth and development opportunities” is driving resignation.
- Failing to find passion/purpose/meaning in contributions.



How to stack the odds in your favor:

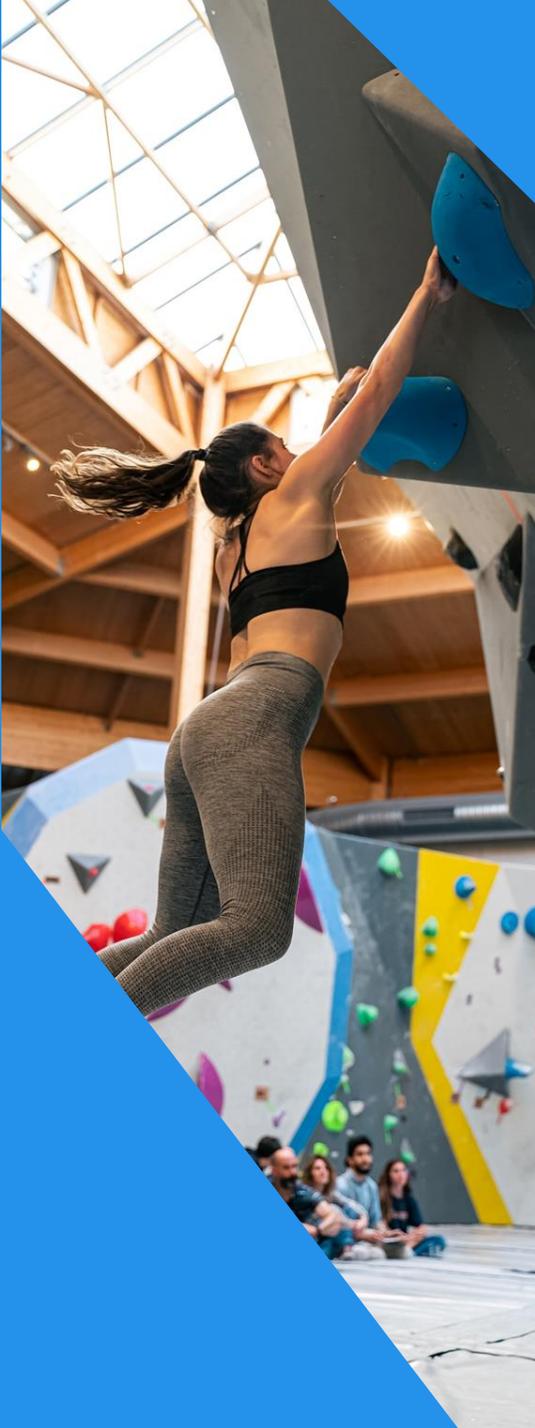
- Take action - if you wait for “motivation” to strike, you’ll keep waiting!
- Take inventory of your passion, curiosities, talents, and strengths and how you can best apply them - or intersect them with an organization’s greatest need
- Continue to set new goals and regularly review your progress
- Enroll a community of champions/supporters to help keep you accountable
- Celebrate your successes!
- Practice gratitude DAILY



Thinking about your most satisfying personal or professional experience, how many of the following factors were present?

Achievement, Recognition, Responsibility, Enjoyment of the work/experience itself, Advancement, and Personal Growth

- A. None
- B. 1-2 of these factors were present
- C. Most or all of these motivators were present!



Skills and Knowledge



Looks like:

- No plan for skill acquisition or practice
- The “Know it All” fallacy
- Failure to recognize the learning process for the mind AND the body (i.e., why resting is essential)
- Working with a coach that is unable to explain the process/phase/intention behind sessions



How to stack the odds in your favor:

- Leverage a coach or seek a professional or expert opinion
- Gain a fundamental knowledge of the skills related to your goal
- Be willing to embrace a growth mindset and acquire your own “Body Knowledge” (aka: athletic wisdom)
- Be in a community that supports the sharing of new and emerging skills, knowledge, and research

Skills and Knowledge



Looks like:

- Missing or insufficient job aids/training and resources
- Little investment in ourselves
- Poor onboarding, no role blueprint, no mentoring/cross-training opportunities, no skill development
- A culture that fails to encourage sharing knowledge
- Competing business priorities that leave little time for mastering functional or technical expertise
- Over-investment in professional conferences that do little to transfer to new skills/knowledge back on the job



How to stack the odds in your favor:

- Know thyself - your strengths, skills, and TTI DNA
- Own your technical and functional expertise
- Invest time in deliberate practice/richly simulated environment for skill development
- Study the best
- Join an employee network or similar groups to increase opportunities to learn from others



How do you prefer to acquire a new skill?

- A. Show me examples from the best. I'll model it!
- B. Mentor and coach me as I attempt to perform it in low-risk situations.
- C. Point me to resources - I'll research the heck out of it!
- D. With a group of folks who are also learning the same skill.
- E. I incorporate all of the above as I practice.

Capacity and Job Fit



Looks like:

- Failure to take an honest inventory with Mind. Body. Soul.
- Competing priorities (i.e., work, family, school, training)
- Lack of time to train adequately (volume), appropriately (specificity) AND rest
- Chronic stress
- Overreaching
- Neglecting self-care (or relationships)
- Race planning



How to stack the odds in your favor:

- Recognize that the “Ego is not my Amigo” - smart planning can help facilitate performance!
- Acknowledge the density of your tasks and your available time - be honest!
- Be willing to be flexible!
- Consider consulting a coach or a trusted peer/friend/family member



Capacity and Job Fit



Looks like:

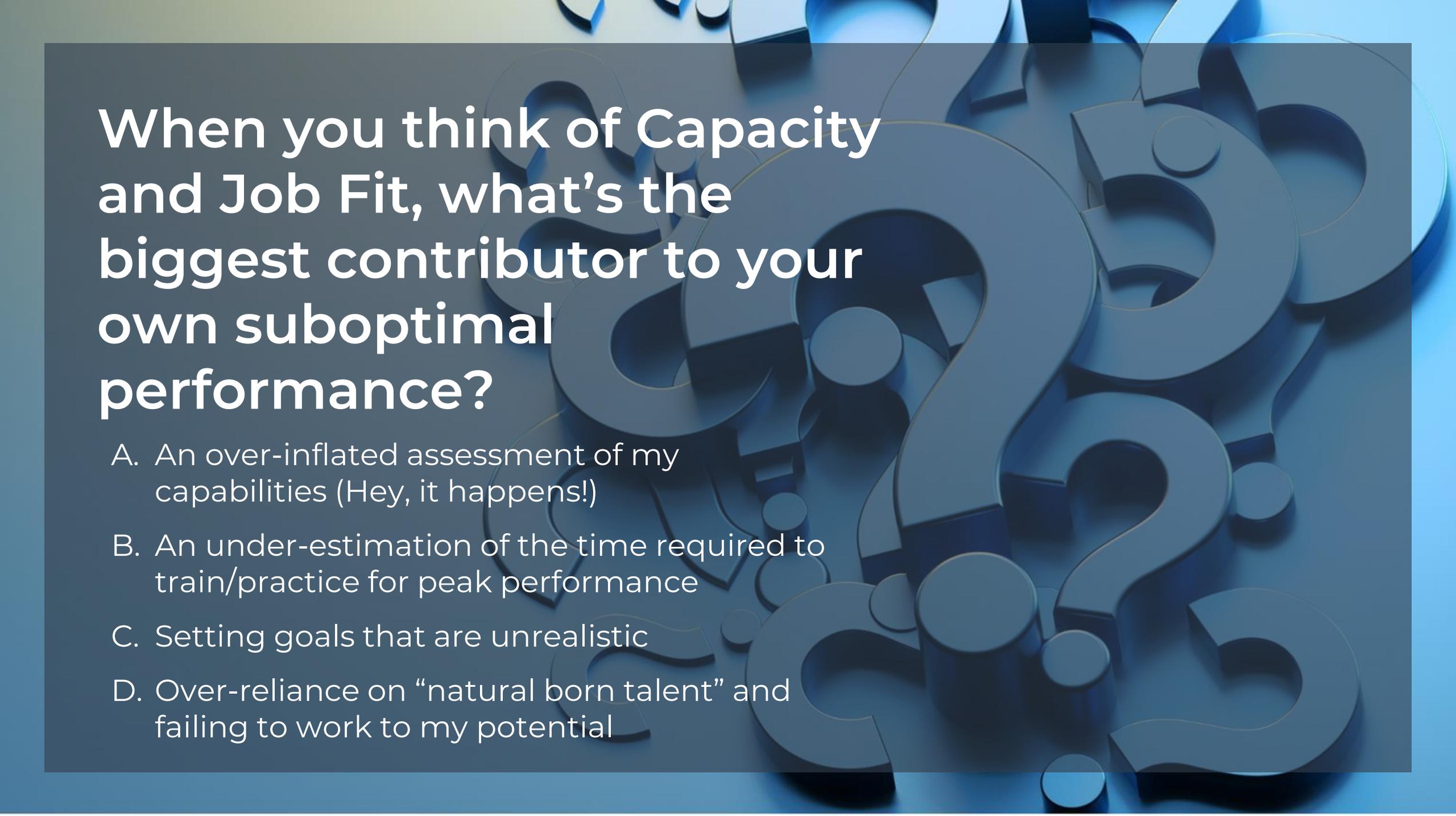
- Failing to see the “worth of their work”, lack of role clarity
- Interview process lacks accomplishment-based interview questions
- Failure to invest in benchmarking diagnostics
- Lacking in opportunities to ask questions about project work or expectations
- Failing to provide adequate time to deliver on expectations



How to stack the odds in your favor:

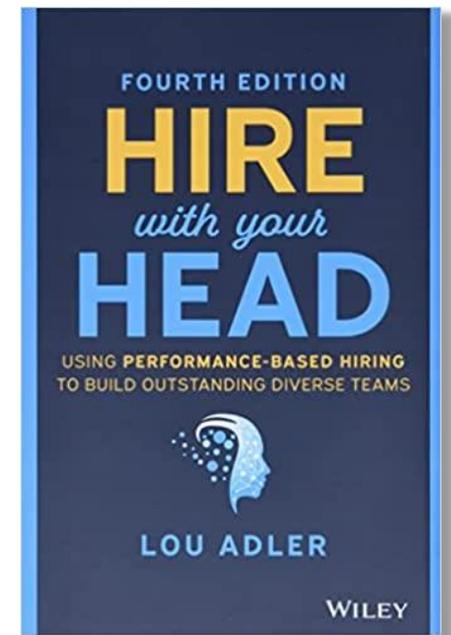
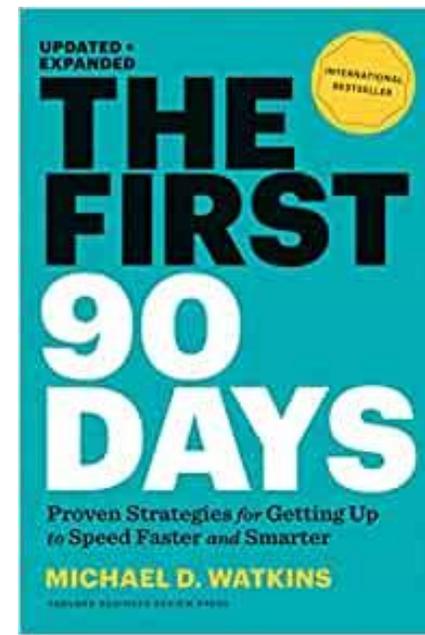
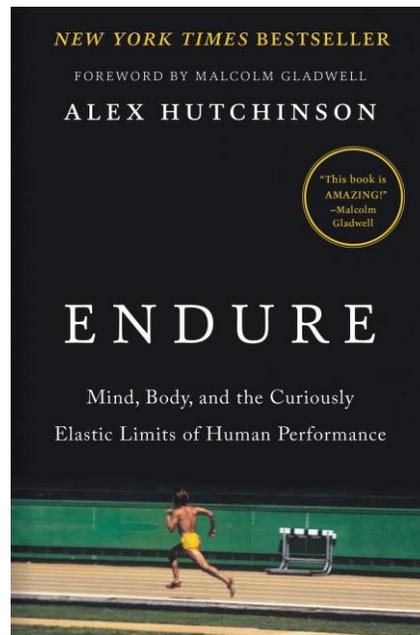
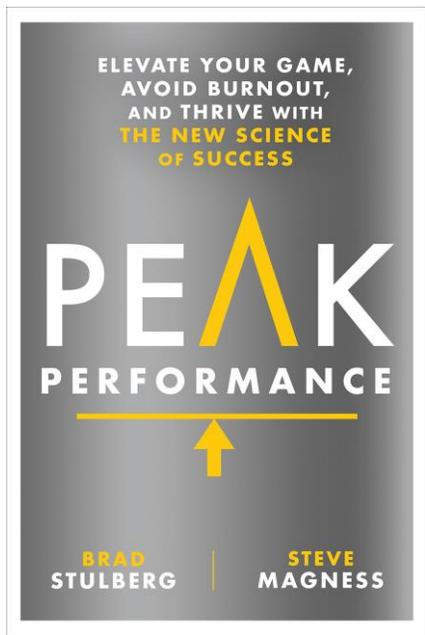
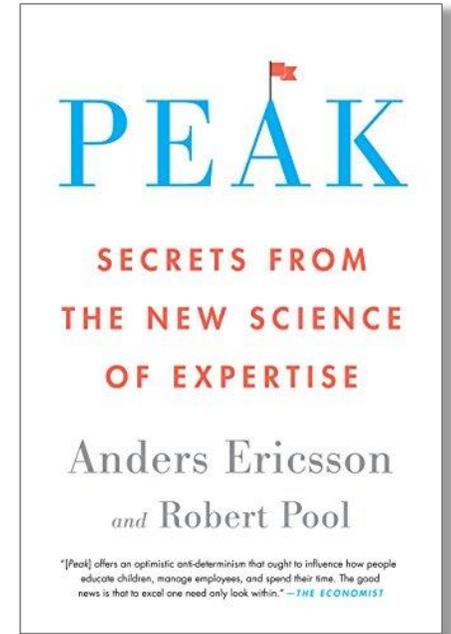
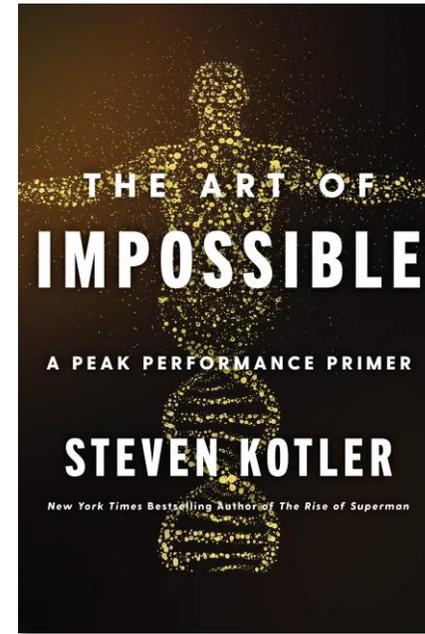
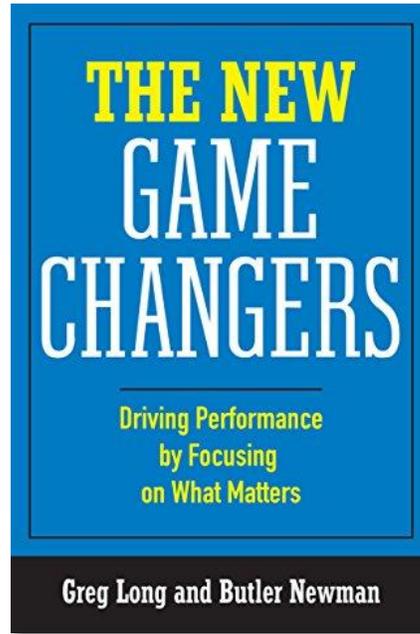
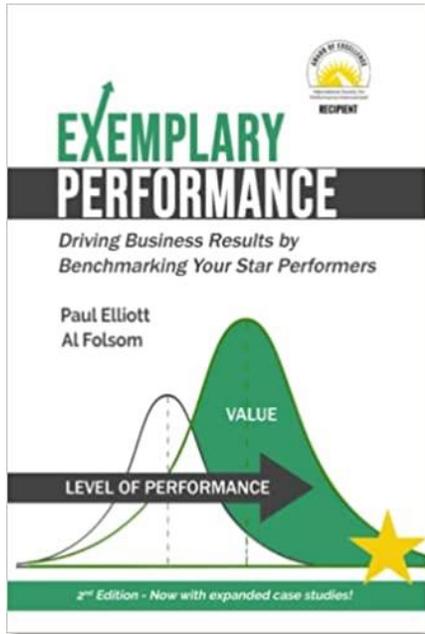
- When interviewing, prepare a list of questions
- Ask to interview current employees and clients
- Play the role of a customer
- Inventory your top 3 non-negotiables and don't negotiate!
- Create a 90-day plan
- Have an honest conversation about your workload; consistently align on priorities





When you think of Capacity and Job Fit, what's the biggest contributor to your own suboptimal performance?

- A. An over-inflated assessment of my capabilities (Hey, it happens!)
- B. An under-estimation of the time required to train/practice for peak performance
- C. Setting goals that are unrealistic
- D. Over-reliance on “natural born talent” and failing to work to my potential

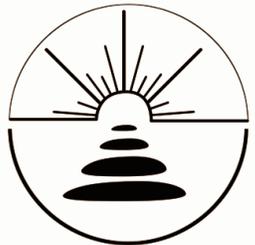


What will you do next to avoid the high-performance paradox?



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Mind. Body. Soul.



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EXEMPLARY
PERFORMANCE

STRONGER PERFORMANCE. SUPERIOR RESULTS.