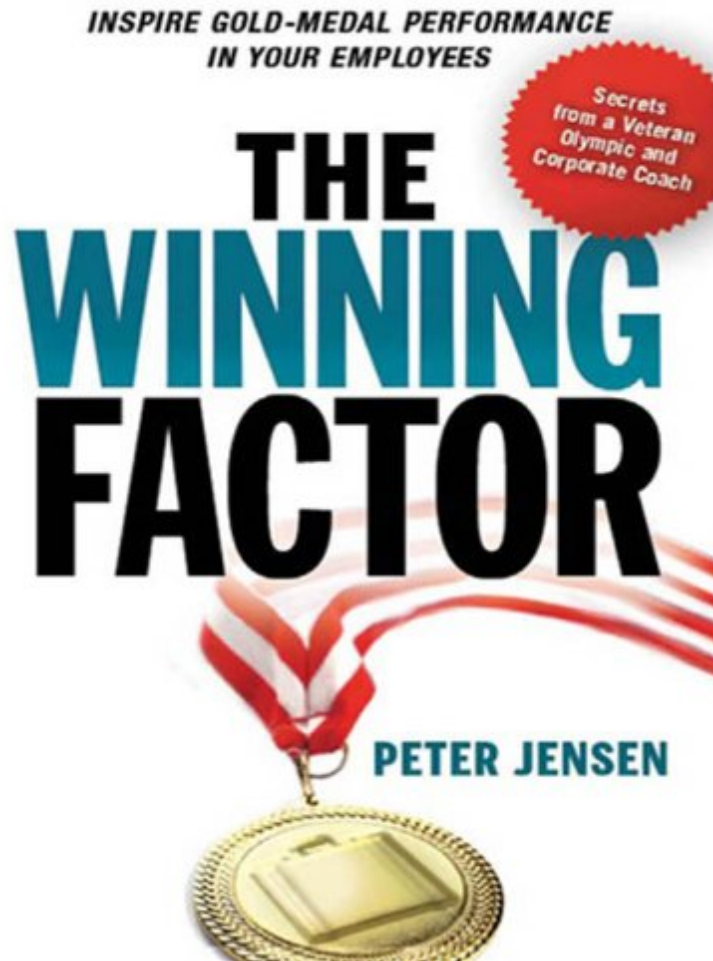


[FREE] The Winning Factor: Inspire Gold-Medal Performance in Your Employees

The Winning Factor: Inspire Gold-Medal Performance in Your Employees

Peter Jensen

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Peter Jensen : The Winning Factor: Inspire Gold-Medal Performance in Your Employees before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Winning Factor: Inspire Gold-Medal Performance in Your Employees:

0 of 0 people found the following review helpful. How to be an effective coachBy John GibbsThe developmental potential of individuals has three components: nature, nurture, and a "third factor" which is the individual's choice to pursue self-development, according to Peter Jensen in this book. While leaders, teachers and coaches cannot change a person's genetics or upbringing, they can take an active role in developing in the person the self-sufficiency necessary to perform.The author goes on to describe five characteristics of exceptional coaches:* Self-awareness, which equips them to assist, not inhibit, the desire to develop.* Ability to build trust, so that the first steps toward gradually attaining self-direction can be taken in a relatively safe and secure environment.* Ability to use imagery to help the person

"see" what is possible and thus to encourage the process of belief in the self.* Ability to identify blocks when they occur and to help the person take responsibility for dealing with these temporary barriers.* Recognizing the importance of adversity, which is critical at some point to determine the strength of the person's commitment to themselves and their performance. Before reading the book I was somewhat sceptical of the usefulness of athletic coaching techniques in a business environment. After reading the book I have become convinced that the author is on to something valuable. In the work environment, what passes as "coaching" is often no more than a supervisor measuring the productivity of an employee and exhorting him or her to try harder and do better. This book provides a whole range of sophisticated techniques for providing far more effective coaching. 1 of 2 people found the following review helpful. How and why a "development bias" can help you to become the very best you can be By Robert Morris Opinions vary as to what the decisive factor is for an individual to win or succeed but agreement is almost unanimous that efforts to win or succeed must be guided and informed, at times driven, by what Peter Jensen characterizes in this book as "the role individuals choose to play in their own development." According to decades of research conducted by K. Anders Ericsson and his colleagues at Florida State University, peak performance is the result (with rare exception) of 10,000 hours of deliberate, iterative practice under strict supervision by an authority in the given field (e.g. chess, athletics, creative and performing arts), whatever it may be. Natural talent and luck are also factors but of much less importance. Jensen notes, "Coaches with a strong developmental bias are always concerned with encouraging their performers to engage their Third Factor [in addition to genetics and environment], to get passionate about developing themselves." Jensen explains how executives who aspire to become effective leaders can develop a Third Factor, the key to their own performance. Those who are results-driven pursue peak performance with relentless self-improvement. The aforementioned 10,000 hours of deliberate, iterative practice under strict supervision by an authority in the given field is one part of the occasion. Serendipity (for lack of a better word) is another. Ultimately, however, success depends on a third factor - the winning factor - and that is, as indicated, the role an individual plays in his or her own development. In competitive athletics, for example, that would be NFL players such as Jerry Rice and Walter Payton who exhausted those who trained with them during the off-season As Jensen explains, supervisors (he uses several such terms interchangeably) must possess the scope and depth of experience, qualities of character, self-discipline, knowledge, and skills (especially communication and instructional skills) to provide the direction and support needed by those for whom they are directly responsible. Only when they trust and respect their coach can that person ignite self-motivation to take ownership of the process. According to Jensen, exceptional coaches all possess self-awareness, ability to build (and retain) trust, ability to use compelling imagery, ability to identify barriers that emerge, and finally, recognize the value of adversity as a necessary - and valuable - means by which to measure progress and reveal character. All of the information, insights, and counsel that Jensen shares in abundance can be of incalculable value in almost any domain of human activity. I see almost unlimited applications in the business world, for example, notably (invoking horticultural terms) developing "gardeners" with "green thumbs" who are expert at "growing" high-performance people, many who later also become "gardeners" with "green thumbs." All organizations (whatever their size and nature) need effective leadership at all levels and in all operations areas. In a single volume, Peter Jensen explains how to pursue that worthy goal. However, achieving it and then sustaining the consequent culture will ultimately depend on more than agreement to participate by those involved. They must also "buy in" and take full ownership, bringing a passion to their shared initiatives that simply cannot be denied. But only if it is their "garden" can they and it thrive.

Olympic athletes don't get to the top simply because of athletic genes (nature) or determined parents (nurture). Like all performers in pressure situations, their exceptional drive comes from a third factor: an inner desire to be the best they can be. The Winning Factor reveals how to ignite the passion and the resolve required to succeed. As someone who has trained both Olympic athletes and Fortune 500 executives, Peter Jensen knows how to translate the best practices of world-class coaches into the everyday business realm. Readers will discover: ograve; Five key practices of medal-winning coaches: managing themselves, building trust, using imagery, overcoming blocks, and embracing adversity ograve; The secrets behind great communication and truly effective feedback ograve; Insights on leadership from six Olympic coaches ograve; with guidelines for applying these lessons to the workplace Packed with engaging stories and enlightening examples, The Winning Factor teaches managers everywhere how to inspire standout performance from their employees.

Idquo;hellip;easy to read, delivers valuable information, and makes you think.rdquo; ndash; Inland Empire Business Journal From the Inside Flap The Winning Factor ndash; hardcover flap copy The best Olympic coaches inspire, focus, and drive their athletes past mental and physical discomfort, fierce and unwavering competition, and a constantly ticking clock, enabling them to reach heights they may never have thought themselves capable of. Similarly, great managers draw out exceptional performance from their people. In either arena, the key to success lies in igniting a personal desire to push past barriers, never give up, and continually soar above and beyond the expected. Throughout his twenty-five years of involvement within the Olympic movement and the corporate world, working

with top-tier athletes and Fortune 500 executives, Peter Jensen has seen firsthand the tremendous results that superior coaching can produce. And what he's found is that serious, sustained achievement is never merely the result of inborn talent or external, environmental factors. What ultimately makes the difference between an occasionally strong performer and a truly remarkable one is a third, winning factor . . . a personal desire to succeed— an inner fire that, as a manager, it's your job to ignite. In *The Winning Factor*, Jensen shows you how to translate the best practices of world-class Olympic coaches into the everyday business realm. The book reveals the five key behaviors of medal-winning coaches, including the ability to:

- Manage Yourself As a manager and a mentor, you're also human. This book gives you the tools you need to become attuned to your own beliefs and aware of your impact on others.
- Build Trust Establish a sense of trust, safety, and security in your performers to encourage the kind of full disclosure and engagement necessary for them to develop as high achievers.
- Encourage and Use Imagery People can't do things they can't imagine. This book shows you how to use the language of imagery to create vivid—and prophetic—pictures of achievement for your people.
- Uncover and Work Through Blocks Learn how to uncover the hidden obstacles your employees face, and encourage the commitment your people need to face them.
- Embrace Adversity Today's business climate is filled with fast-paced changes, including mergers, downsizings, and unexpected setbacks. Show your people how to turn adversity into an advantage.

Filled with engaging stories and enlightening examples, *The Winning Factor* does more than give you the Olympic-level strategies you need to develop your people. It provides you with the championship guidance you need to make them passionate about developing themselves. PETER JENSEN, Ph.D., is founder of Performance Coaching Inc., one of Canada's premiere management training companies. He has attended seven Olympic Games as a member of the Canadian team and worked with over 60 medal-winning athletes and their coaches as a sports psychology consultant. He is also a top-rated instructor at Queen's School of Business. He lives in Toronto, Ontario.

From the Back Cover
Passion. Fire. Dedication. Commitment. Imagine what your employees could accomplish if they exhibited the traits shared by world-class Olympic athletes. As their manager, it's your job to light the spark that rockets your people off to accomplish great things. Over decades spent as a high-performance psychology consultant in the corporate world and the arena of Olympic and international sports, Peter Jensen knows that great performance—whether it's on the track or in the office—depends not on great genes or even on external nurturing, but on a third, winning factor that ultimately comes from within. Filled with insights on leadership from Olympic coaches, along with guidelines for applying these lessons to the workplace, *The Winning Factor* shows you how to coach your people for Olympic-level success. When it comes to winning the gold or providing extraordinary benefit to one's organization, what is it that separates the "igniters" from the "extinguishers" those who inspire their employees to rise to tremendous accomplishment, and those whose employees seemingly just fizzle out? The difference lies in tapping into the Third Factor, a winning sense of self-direction, self-awareness, and self-responsibility shared by winners the world over. Your job isn't to push your performers to greatness . . . but to pull it from them, releasing the inner resources lying dormant within them. Based on five key practices of medal-winning coaches—managing yourself, building trust, using imagery, overcoming blocks, and embracing adversity—*The Winning Factor* reveals a wealth of strategies you can use to "plug in" the Third Factor in any employee and unlock incredible potential. The book reveals the secrets behind great communication and truly effective feedback. You'll learn how to build competence, commitment, capacity, and passion in your people, and take on a more profound role than simply supervising, directing, or managing. The book provides real-world, practical insight on how to develop others, even in the face of pressure, time constraints, internal blocks, and the most intimidating competition the corporate world can dish out. Your own performance is judged by the results you're able to consistently inspire from your people. Packed with engaging stories and eye-opening examples and based on the best practices of world-class Olympic coaches, *The Winning Factor* is a practical playbook you can use to untap your own potential for developing others.