



TOP PERFORMANCE

How To Develop Excellence In Yourself And Others

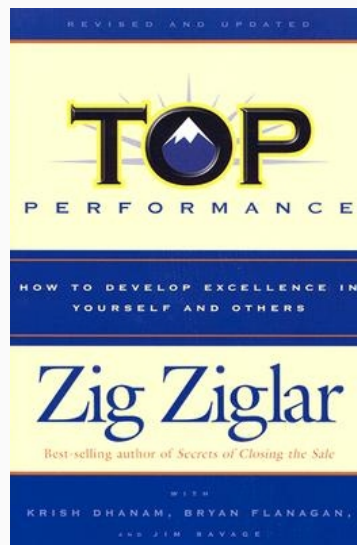
By Zig Ziglar; Revell; 2005

How do you become a Top Performer? If you are a manager or leader, and you want to become more effective, "Top Performance" by Zig Ziglar is for you. It shows how to maximize your leadership abilities and management skills.

It offers dynamic principles that are applicable for business as well as family life, on managing people effectively, overcoming and correcting poor management practices, developing a healthy self-image, and improving people's energies,

relationships and communication.

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About the Author/s:



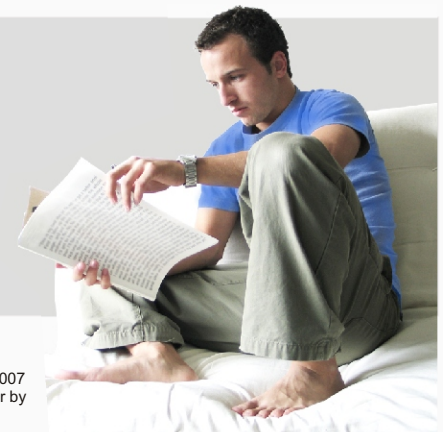
A talented author and speaker, **Zig Ziglar** has an appeal that transcends barriers of age, culture and

occupation. Since 1970, he has traveled over five million miles across the world delivering powerful life improvement messages, cultivating the energy of change. He has shared the platform with such distinguished Americans as Presidents Ford, Reagan and Bush, General Norman Schwarzkopf, Secretary of State Colin Powell...

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I. How To Be A Top Performer

The foundation for developing yourself and others is wrapped up in this principle: you can have everything in life you want if you will just help enough other people get what they want.

Management is getting things done through people. And great managers from all fields know that when they put people first, their effectiveness and efficiency improve.

The choices you make today will determine what you will be, do, and have tomorrow. To be a Top Performer, you must make the proper choices. To be effective in making proper choices, you must understand the difference between reacting and responding.

Responding is positive and reacting is negative. For example, if your doctor tells you that your body is reacting to a drug she has prescribed, that's bad news and means you'll need to change what you're taking. But if she says your body is responding to the medicine, then it's good for you.

II. Building A Foundation

Your foundation determines how successful you will be. Character, integrity, values, and trust are the four cornerstones of a good foundation for management style, leadership style, and lifestyle.

Values, motives, confidence, and philosophy of life have a direct bearing on your self-image, and self-image is associated with life happiness and satisfaction, personal well-being, and marital satisfaction.

As individuals, managers, and leaders, we can choose to react or respond to negative events or situations. Your response, or reaction, to the negative reveals what's inside you.

This is important to remember when dealing with conflicts or people who are rude, obnoxious, vicious or simply wrong. Most often, people deal with you in a mean or hostile way not because they want to hurt you, but because they are hurting. Every obnoxious act is a cry for help.

III. Choosing To Be A Top Performer

Our success in life is determined by the choices we make. You can't change your past, but your future is a clean slate and can be shaped by your choices.

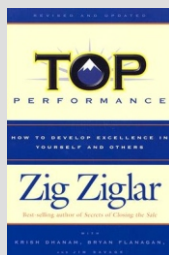
IV. Causing Others To Want Your Leadership

Management goes beyond leadership. Management is that special kind of leadership in which the goals of the organization must be combined with the goals of the individual for the good of both. Excellent managers of people cause others to want them to channel energies for the maximum benefit of both.

You won't be an effective leader or manager unless you gain the willing cooperation of others. Cooperation is not getting others to do what you want, but getting others to want to do what you want.

You get true cooperation by being a dynamic, organized, sensitive, effective, and strong-willed leader.

About the Book:



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- Dynamic flexibility in your style of leadership to steer your team through good and bad times
- Organized careful planning and presentation of projects and ideas
- Sensitive consideration for other people's feelings and ideas
- Effective capacity to learn and grow, and look at things from others' perspectives
- Strong-willed Being fair but firm, and true to the vision and mission of the organization

To cause others to want your leadership, you must be an expert in people skills. This includes being someone people can look up to, but at the same time, not look down on others. Second, you need to bring the team together and work for a common goal or cause.

Third, face up to your strengths and weaknesses. Fourth, find and develop the talented individuals in your team. And finally, always have a sense of humor; a positive attitude cheers others and can make them work better.

V. Look For The Good

Experts in Top Performance learn to look for the good in each person they manage. One wise man said that the greatest good we can do for others is not to share our riches with them but to reveal theirs to them.

The best managers make finding the good in others a priority. For good performers, your praise and positive reinforcement should be immediate, even made publicly so that others know it. If you find it hard or awkward at giving verbal feedback, try using the formula, "I like... because..," and practice structuring your compliments this way. Team members are more willing to work with a boss who is generous and fair with compliments.

This also means that in giving criticism, you must always criticize the performance, not the

individual. This means not accepting mediocre performance, and telling people so. Encourage the person but make it clear that you demand and expect better.

Criticism or negative feedback should be:

- Given in private
- Be about specific, observable behavior
- Immediate
- Forward-looking or problem-solving in nature, meaning given with a view to doing better
- Be two-way, meaning you should be ready to listen to the other person
- Include a schedule for a follow-up session
- Include praise for the person's abilities

VI. Expect The Best

To be an effective individual, leader and manager, you need to send the message that you expect the best from the people you work with. This means doing the following:

- Give positive feedback
- Create regular learning and growth opportunities
- Provide activities and information that prove people's efforts are meaningful, productive and appreciated
- Generate desirable and rewarding consequences for others. Identify measurable targets for performance and corresponding rewards or incentives.

VII. Develop A healthy Self-Image

You also need to develop a healthy self-image as well as loyalty to yourself. Your self-image will play a major role in how high you go in your company, because it plays a major role in your ability to develop leaders who will follow you on the ladder of success.

Loyalty to yourself means looking for the evidence



that supports why you should believe in you. Dr. Laura Schlessinger says the best way to feel good about yourself is to do things you are proud of.

Feeling good about yourself not arrogant but good means you will be able to develop people who will have the same feelings about themselves. You can also feel good about yourself if you are taking care of yourself physically, mentally, and spiritually.

Teach yourself how to be more enthusiastic about life, how to graciously deal with other people, and how to encourage others. When you develop a pleasing personality by being a little friendlier and outgoing, it can be enormously helpful to your socially, professionally, and for that matter, spiritually.

You can improve your own self-image and that of your group by encouraging everybody to become a student in Automobile University.

Guard against time thieves. Make a plan and do what you must to follow through. Avoid idle chatter, because idle chatter means two people are stealing company time. This improvement and increase in productivity saves money.

Finally, get involved in continuing education, seminars, books and tapes. Your thirst for knowledge and understanding must never cease. You don't need to know everything, or memorize everything. Just determine that you will continue to grow and learn as a manager and leader, and you will greatly improve your self-image.

VIII. Build Trust And Honesty

In managing people, trust and honesty are commodities you can take to the marketplace and cash in at any time. Top Performers in management learn to create trust in others by complete honesty in all dealings. Top

Performers also possess a lot of this another good quality: courtesy. These people are as pleasant to the office clerk and switchboard operator as they are with the president of the company.

There will always be a certain amount of discussion and conflict about who does what. One of the best opportunities for teaching trust

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He has shared the platform with such distinguished Americans as Presidents Ford, Reagan and Bush, General Norman Schwarzkopf, Secretary of State Colin Powell, Dr. Norman Vincent Peale, Paul Harvey, Dr. Robert Schuller, plus numerous U.S. congressmen and governors. A well-known authority on complete and balanced success, Zig Ziglar has been recognized three times in the Congressional Record of the United States - for his work with youth in the drug war, and for his dedication to America and the free enterprise system.

Zig Ziglar's corporation is built upon the same philosophy he expounds to his audiences - hard work, common sense, fairness, commitment and integrity. Headquartered in Dallas, Texas, Ziglar offers public seminars, customized educational programs, workshops and keynote speakers - all focused on personal and professional development. Profoundly affecting the lives of people, Zig Ziglar has a client list that includes thousands of small and mid-sized businesses, Fortune 500 Companies, U.S. Government agencies, churches, schools and non-profit associations.

For more information, visit: <http://www.ziglar.com>



and honesty is in the area of responsibility, or doing what needs to be done. Top performers do what they are supposed to do, and are also more willing to do the extras.

Build loyalty to the company. Support your organization or go to work for an organization you can support. This also means not talking about internal problems or negative issues in your company with someone outside the organization. The best way is to bring the problem to a person who has the authority to handle the situation.

IX. The Importance of Communication

Communication is important, and miscommunication, poor communication, or no communication can create incredible problems.

To be effective communicators, you should always be clear, crisp and to the point. You can become a more effective communicator by becoming aware of what is called the twelve vital skill areas of communication. These areas are

- appearance
- posture
- gestures
- eye contact
- facial expressions
- voice
- padding
- involvement
- handling of questions
- humor
- introducing others
- visual aids

To become more effective in these areas, get involved in communication training that teaches both sides of the communication process speaking and listening.

People don't care how much you know until they know how much you care...about them.

X. Three A's For Excellence

There is a common thread of excellence among Top Performers. And it can be summed up in three As: attitude, aggressiveness, and appearance.

Attitude means you should see excellence as mindset. You must believe. Aggressiveness means that the search for excellence is a top-to-bottom aggressive process. And finally, whether you like it or not, the business world responds to appearance, the way you look, dress and carry yourself.

XI. Formula for Top Performance Management

To have a top performance management, keep in mind the following:

1. Show honest and sincere appreciation at every opportunity make the other person feel important.
2. Don't criticize, condemn, or complain.
3. Make your cause bigger than your ego.
4. Work for progress, not perfection.
5. Be solution-conscious, not problem-oriented.
6. Invest time in the activity that brings the highest return on investment according to the priority list of responsibilities effort alone doesn't count; results are the reasons for activity.
7. Fulfilling responsibility is a good reason for work; discipline is the method.
8. Recognize and accept your own weaknesses.
9. Make checklists and constantly refer to them.
10. Always show the people in your life the humility of gratitude.



XII. Six Action Steps for Performance-Oriented Managers

Here are some action steps for managers:

1. Give regular, specific, and observable behavior feedback on performance
2. Respect the lines of communication and authority.
3. Make timely decisions
4. Be accessible.
5. Encourage creative ideas.
6. Provide personal support.

XIII. The Ten Double-Win Rules That Lead To Top Team Performance

When dealing with others keep in mind the following:

1. Remember that a smile is the most powerful social tool we have at our disposal.
2. Listening is the most neglected skill in business (or home) today. The person who listens controls the final outcome of the discussion. Encourage others to talk, and then consciously remove any barriers to your good listening skills.
3. Talk in terms of the other person's interests. You will find "uniqueness" in every individual you meet. Others are interesting when discovered; check out the other person's point of view.
4. Ask questions you already know the answer to and you will get to see the other person's perspective. Most ideas are more

palatable if you "discover" them ourselves. People who truly care about others lead them down the "discovery path."

5. "What you are speaks so loudly I can't hear what you say". Remember to model the behavior and attitude you want the other person to have.
6. Give assignments that allow you to express faith and confidence that the other person can successfully perform in the task assigned.
7. Always make requests; never give orders.
8. Develop your ability to use the narrative story and the meaningful analogy these are powerful teaching tools.
9. Always be respectful of others. Show your respect by being on time for meetings or letting others know why you must be late.
10. Return phone calls, emails, and letters immediately there is no excuse for not doing so.

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