

THE WINNER WITHIN

A Life Plan For Team Players

PAT RILEY

MAIN IDEA

The key ingredient of success in any person's life or business career is teamwork.

The building and nurturing of a successful team has the power to magnify the accomplishments of any one person working alone. The team setting creates an opportunity for accomplishment well beyond the ability of just one person.

The dynamics of building a successful team are based around:

1. Starting from the foundation of an innocent climb.
2. Overcoming the power of selfishness for the good of the team.
3. Developing a strong core covenant of trust and commitment between the team members.
4. Rising above the unexpected catastrophies that will come along or a failure to deliver at critical moments.
6. Realising that ultimately, performance limits are self imposed and can be broken through by total mastery.
7. Ultimately rising to the challenge to create a dynasty that will be remembered for a long time.

THE INNOCENT CLIMB

A team of unselfish members, without any impressive success, begins an innocent climb to greatness when the team starts achieving something dramatic. When a team dedicates itself to acting unselfishly, trusting each other and combining instinct with boldness, it is ready to achieve something spectacular.

THE DISEASE OF ME

Unless you learn early on how to handle success, the same forces which can propel your team to the top of the field can also turn around and break the same team apart. That's the awe inspiring power of selfishness.

THE CORE COVENANT

A team starts to move ahead when there is sufficient motivation for each team member to commit to a common core covenant - a set of principles and values which are unchangeable and which define the way team members view the world.

THUNDERBOLTS

Thunderbolts are unexpected catastrophies beyond anyone's control. Successful teams accept that not everything will always go as planned, and that even adversity brings some lessons well worth knowing.

THE CHOKE

A choke is a failure to perform up to expectations right at the most critical moment imaginable. A team chokes when they fail to understand or accept the reality of their position by comparison to their opponent.

THE BREAKTHROUGH

At a pivotal moment, a developing team will suddenly come to the realisation that most barriers strangling performance are self imposed, and equally self dismissed. At that moment, a positive thunderbolt will enable the team to move forward further and faster than ever before.

COMPLACENCY

A team with impressive breakthrough performances runs the risk of slipping into complacency. Overcoming complacency is the last hurdle a truly great team looking to establish a dynasty must overcome. Successful teams keep reminding themselves that somewhere out there lurks a rival who is working harder and planning smarter to take their place.

MASTERY

Replace complacency with a commitment to mastery of ever improving standards of performance. Mastery is built on a foundation of excellence - a continuing desire to raise the level of performance. The pursuit of mastery - a consistent performance at best-ever standards - requires morale and team spirit.

UPPING THE ANTE

Every team aspires to accomplishing something so significant that it becomes a legend within your own field of business. Upping the ante means going beyond excellence into the rare atmosphere of achievement that is historically significant to establish a dynasty.

CORE CRACKING

Even outstanding teams and dynasties break up eventually. Veterans of these teams should remain true to the legacy outstanding teams have created. When the core cracks and members of the team go on to other challenges, a realist will not try to stop the team breaking up but will instead take the lessons learnt in the past as the basis for the future.

MOVING ON

Moving on means to search out new teams, new goals and new challenges to achieve. It is an exhilarating opportunity to move on to a new adventure, and to again start building a team from the ground up.

1. INTRODUCTION

Main Idea

The key ingredient of success in any person's life or business career is teamwork.

Supporting Ideas

Everyone harbours a deep desire to make their lives significant and noteworthy, and to blaze a path to personal fame, riches and success. When it comes right down to bedrock though, everyone is a team player, whether they realize it or not.

Opportunities for team interactions are found in family life, in a neighbourhood, in a business career, in a company and elsewhere. Every team has the potential to take the input of each member and add synergy to create something even better than any individual could ever accomplish working by themselves.

However, successful teams don't happen by accident. In fact, there are more bad or neutral teams in existence than good teams, which illustrates how tricky team building can be.

The same principles of team building which can be learnt in the sports arena apply equally powerfully in a business context. There are common challenges that both sports and business people face in their quest for excellence.

The complex inner rhythms of teams are a key to creating reality out of dreams. Powerful emotions are unleashed in the context of successful teamwork - emotions such as ambition, power, effectiveness, cooperation and selflessness.

The team setting has a way of making individuals succeed in their critical moments of challenge. Successful teams help individuals maximize every opportunity that comes along. They are the breeding ground of leadership talent and expertise.

Key Thoughts

"My entire life's education is the principles of what it takes to be a winner."

— Pat Riley

"There is only one formula for success in the 90's - teamwork."

— Anthony Robbins

"Teamwork is the essence of life."

— Pat Riley

2. THE INNOCENT CLIMB

Main Idea

A team of unselfish members, without any impressive history of past successes, will begin an innocent climb to greatness when the team starts achieving something dramatic.

When a talented team dedicates itself to acting unselfishly, trusting each other and combining instinct with boldness, it is ready to achieve something spectacular.

Supporting Ideas

Most people have strong territorial instincts. We all like to stake out our own space, whether in a family or business context. Therefore, when building a strong team, a good technique is to harness those territorial instincts for the good of the team.

Innocence - the ability to trust teammates and the fact they will perform given the chance - is an important step in suppressing territorialism. Innocence is a state of mind that if you give of your best to the team effort, you'll get your fair share of good fortune over the long haul.

Even more powerful is innocence with experience. This occurs when a group of individuals become totally and unequivocally committed to the success of the team, and voluntarily agree to combine efforts and go as far as possible.

There is a world of difference between innocence and being naive. Being naive means failing to understand what is required to succeed. Being innocent, by contrast, means understanding that everybody needs their own space, but being personally willing to put those personal feelings aside for the good of the team as a whole.

Innocence is a positive choice made in the belief that the team can achieve something great.

Key Thoughts

"The best way to cheer yourself up is to cheer everybody else up."

— Mark Twain

"Great men are meteors designed to burn so that earth may be lighted."

— Napoleon

"Man's mind stretched to a new idea, never goes back to its original dimensions."

— Oliver Wendell Holmes

"When elephants fight, it is the grass that suffers."

— Kikuyu proverb

"Believe that life is worth living and your belief will help create the fact."

— William James

"We must either find a way or make one."

— Hannibal

3. THE DISEASE OF ME

Main Idea

Unless you learn early on how to handle success, the same forces which can propel your team to the top of the field can also turn around and break the same team apart. That's the awe inspiring power of selfishness.

Supporting Ideas

Selfishness is typified by an overwhelming belief that any one team member is indispensable. It occurs whenever somebody starts believing their own press releases.

Most companies operate in an 80/20 situation - 80-percent of the sales come from either 20-percent of the products or 20-percent of the sales force. When selfishness runs rampant, the people who create 20-percent of the results start believing they deserve 80-percent of the rewards. That causes resentment and other problems further down the road.

Selfishness is simply an inflated view of a person's self worth.

The danger signals of selfishness are:

1. There is an overall lack of experience in dealing with the fruits of success.
2. Strong and intense feelings of under-appreciation surface throughout the team. Many people feel like they are doing all the work but getting no recognition.
3. A general feeling of paranoia exists - team members feel cheated out of a rightful share of the glory, even if these feelings have no rational basis.
4. Resentment - some team members begrudgingly acknowledge the expertise of others on the same team.
5. Team members are motivated not by the success of the team but by a goal of trying to outshine their own team mates.
6. Cliques form and rivalries take root where none existed before. This creates a leadership vacuum and definite lack of synergy.
7. Even when the team is successful, individuals still feel frustrated and tied up.

Key Thoughts

"Self interest is the enemy of all true affection."
 — Tacitus

"Success has ruined many a man."
 — Benjamin Franklin

"Anybody who gets away with something will come back to get away with a little bit more."
 — Harold Schoenberg

"The force of selfishness is as inevitable and as calculable as the force of gravitation."
 — Hailliard

4. THE CORE COVENANT

Main Idea

A team starts to move ahead when there is sufficient motivation for each team member to commit to a common core covenant - a set of principles and values which are unchangeable and which define the way team members view the world.

Supporting Ideas

Every team develops written and unwritten covenants over time. However, a successful team does not leave anything to chance and goes out of its way to create a bedrock core covenant which specifies the truths and values on which the team's success will be built.

A crisis situation generally results in the formation of extremely strong covenants reflecting the fighting spirit of each member of the team. A core covenant transcends hidden agendas and marks the point at which team members start acting positively for the sake of the team, regardless of whoever is in the spotlight at any particular moment.

Strong covenants allow no middle ground. The team members are either 100% committed or totally against the core covenant. If they are totally against the core covenant, they don't belong on the team and won't stay around for long.

A core covenant generates positive peer pressure within the team. Each person is motivated to monitor and encourage the other members of the team to be true to the core covenant principles and values. When you achieve that kind of environment, there is nothing a motivated team cannot achieve.

It takes time and maturity to lay the foundation for the establishment of an effective and meaningful core covenant for any team. The core covenant must also be periodically updated and refreshed. However, the results can be exceptional, long lasting and truly significant.

The most successful core covenant in history is the Declaration of Independence of the United States of America, which begins with:

"We hold these truths to be self evident: That all men are created equal; that they are endowed by their creator with certain inalienable rights."

An effective and meaningful core covenant is at the heart of every great team success.

Key Thoughts

"We must all hang together, else we shall all hang separately."
 — Benjamin Franklin on signing
 The Declaration of Independence

"A house divided against itself cannot stand."
 — Abraham Lincoln

"I hold it that a little rebellion, now and then, is a good thing."
 — Thomas Jefferson

"I have always thought the actions of men the best interpreters of their thoughts."
 — John Locke

"All men can see these tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved."
 — Sun Tzu

"You only live once, but if you work it right, once is enough."
 — Joe E. Lewis

5. THUNDERBOLTS

Main Idea

Thunderbolts are unexpected catastrophies beyond anyone's control. Successful teams accept that not everything will always go as planned, and that even adversity brings some lessons well worth knowing.

Supporting Ideas

A winning team prepares itself for the adversity it is certain to encounter along the way to ultimate success. In fact, adversity should be welcomed simply because it forces the team to concentrate on the things that matter the most and ultimately strengthens the fabric of the entire team.

Sympathy is the junk food of the soul - it contains nothing uplifting and ultimately is a negative emotion. A far more worthwhile response to adversity comes when a team decides to do something about the bad break they've been given. Out of that kind of attitude, teams can perform miracles.

A team that refuses to blithely accept setbacks but instead determines to come back stronger and harder than ever before is well on the way to success. The most profound core value is solid hard work.

It's surprising how determination can turn a thunderbolt into an advantage. All it takes, sometimes, is the mental ability to look for an unexpected way to exploit that difficulty for the good of the team.

Whenever a team has the mental expectation of exploiting thunderbolts, they have, in effect, immunized themselves against disaster. When the unexpected problems arrive, the team is well prepared to both repulse them and turn them to the team's advantage.

More than anything else, handling thunderbolts takes an accurate perception of reality. The team should keep everything in perspective, neither overhyping or underestimating the power of the thunderbolt.

Thunderbolts are universal - every team gets its fair share at one time or another. In fact, teams need adversity or else they won't be proud of their achievements. Once a team accepts that problems will crop up but they will be handled and learned from, the team becomes ever more powerful and unstoppable.

Key Thoughts

"Success in life comes not from holding a good hand, but in playing a poor hand well."

— Denis Waitley and Rem Witt

"The crisis of yesterday is the joke of tomorrow."

— H.G. Wells

"The future belongs to those who believe in the beauty of their dreams."

— Eleanor Roosevelt

"The things which hurt, instruct."

— Benjamin Franklin

"The heart's memory eliminates the bad and magnifies the good; and thanks to this artifice we manage to endure the burden of the past."

— Gabriel Garcia Marques

"The softest things in the world overcome the hardest things in the world."

— Lao-Tzu

6. THE CHOKE

Main Idea

A choke is a failure to perform up to expectations right at the most critical moment imaginable. A team chokes when they fail to understand or accept the reality of their position by comparison to their opponent. That is, the team ultimately fails to achieve because they have either vastly overrated their opposition or because they have significantly underestimated the skill of their enemy.

Supporting Ideas

Winning teams over a long period of time establish a dynasty within that field. Dynasties have an ability to avoid choking. By comparison, freezing at a critical moment is exactly what pretenders to the throne will do.

Choking occurs when a team is moving forward tentatively, and has not yet developed a bulletproof self image of achievement. It commonly occurs when a team is gathering strength to break through and establish a long running tradition of success.

The best ways to overcome a tendency to choke are:

1. Develop self-confidence by genuine hard training and paying the price. Hone and refine the skills of each team member to perfection. Prepare thoroughly and build self-confidence.
2. Avoid any under- or over-estimating tendencies by getting to know your enemy as well as you understand your own team. Be fully prepared to meet the challenge head on.
3. Have a mental attitude running throughout your team that you play to win, not simply to avoid losing. Use positive mental imagery to overwhelm any thoughts of failing at the critical moment.
4. Approach every potential great achievement in a state of total confidence, based on the team's sound preparation.
5. The role of the team leader in any competitive situation is to minimize unexpected conditions by accurately scouting out the opposition.

Key Thoughts

"There is the greatest practical benefit in making a few failures early in life."

— T.H. Huxley

"Success generally depends on knowing how long it takes to succeed."

— Montesquieu

"If at first you don't succeed, you are running about average."

— M.H. Alderson

"In war, there is no substitute for victory."

— Douglas MacArthur

"To appreciate heaven well, 'tis good for a man to have some fifteen minutes of hell."

— Will Carleton

"Know your enemy and know yourself and you can fight a hundred battles without disaster."

— Sun Wu Tzu

7. THE BREAKTHROUGH

Main Idea

At a pivotal moment, a developing team will suddenly come to the realisation that most barriers strangling performance are self imposed, and equally self dismissed. At that moment, a positive thunderbolt will enable the team to move forward further and faster than ever before.

Supporting Ideas

Competition brings out the very best and the very worst in any team's emotional makeup. Every now and then, there comes a defining moment where the team has to plant its feet, stand firm and make a strong point about what the team is and what it believes in. When that kind of moment arrives, the team is ready to make a breakthrough up to the next level of performance.

People are the product of the environment in which they are bought up. People on the team need to have positive role models who can act to block out the fear of failure and instead provide the inspiration necessary for long-term success.

Business breakthroughs are more likely to come from the head than the heart. Despite that, most breakthroughs occur when the team members are reminded of earlier personal experiences. They can then draw on those feelings to be successful at a pivotal moment in their business career.

The best breakthrough messages overwhelm the disabling power of fear. In fact, fear of failure often leads to indecision, depression and performing at a standard beneath optimum levels. Fear marks the boundary between any team and the achievement of long-term greatness.

To achieve a breakthrough, the team must be in a back against the wall situation. The team leader then needs to draw from each team member an inner voice that reminds each person they've faced fear down before, and they can do it again.

Key Thoughts

"Men die of fright and live of confidence."
 — Thoreau

"Great works are performed not by strength but by perseverance."
 — Samuel Johnson

"It's a little like wrestling a gorilla. You don't quit when you're tired - you quit when the gorilla is tired."
 — Robert Strauss

"The only place where success comes before work is in the dictionary."
 — Vidal Sassoon

"A strong and well constituted man digests his experiences (deeds and misdeeds all included) just as he digests his meats, even when he has some tough morsels to swallow."
 — Friedrich Nietzsche

"There is an old saying that to a man with a hammer, all problems look like nails."
 — Kenichi Ohmae

8. COMPLACENCY

Main Idea

A team which has chalked up some impressive breakthrough performances runs the risk of slipping into complacency. In effect, overcoming complacency is the last hurdle a truly great team looking to establish a dynasty must overcome. Successful teams keep reminding themselves that somewhere out there lurks a rival who is working harder and planning smarter to take their place.

Supporting Ideas

Complacency is a success disease - that is, it only comes when something significant has already been accomplished. It is the direct result of the team feeling that they have arrived, and they can now kick back and enjoy the fruits of victory.

Whenever a team starts feeling that way, they are sowing the seeds of their own ultimate demise. The amazing thing is that complacency comes almost imperceptibly, and usually so discretely that many teams don't even become aware of complacency's presence until it has affected performance levels for the worse.

A truly great team, looking to establish a long-term dynasty, acknowledges complacency as a high hurdle to overcome.

Complacency is overcome by acknowledging that excellence is a process, not a destination. It means continuing to put in the same dedicated effort in practice and training that was commonplace in the early days. It also requires maintaining an exceptionally high standard of performance, even in the face of success.

Overcoming complacency also requires the team to consistently look for better and improved ways to continue winning as opposed to dreaming up more elaborate and estoteric reasons for failing to achieve.

Whenever a milestone is achieved, successful teams start focusing on the next milestone and the one after that. They don't allow a feeling of entitlement - that winning is somehow guaranteed - to take root. In fact, any team member who feels they are entitled to success without the effort required is in real trouble.

Key Thoughts

"Each success only buys an admission ticket to a more difficult problem."
 — Henry Kissinger

"Facts do not cease to be because they are ignored."
 — Aldous Huxley

"If you don't do it excellently, don't do it at all. Because if it's not excellent, it won't be profitable or fun, and if you're not in business for fun or profit, what the hell are you doing there?"
 — Robert Townsend

"The world is full of willing people, some willing to work, the others willing to let them."
 — Robert Frost

"There is an enormous number of managers who have retired on the job."
 — Peter Drucker

9. MASTERY

Main Idea

Replace complacency with a commitment to mastery of ever improving standards of performance. Mastery is built on a foundation of excellence - a continuing desire to raise the level of performance. The pursuit of mastery - a consistent performance at best-ever standards - requires morale and team spirit.

Supporting Ideas

Excellence is measured by a team's ability to deliver consistently high levels of performance. Teams that stay on top realize that excellence is the gradual result of an intense desire to keep moving forward.

A team leader must set the stage for excellence by creating an energized environment for the team to consistently outperform itself. That means allowing for excellence in body, mind and spirit.

One way to create this atmosphere is to adopt a Career Best Effort Program. This may track the vital statistics and the goals on which each team member is focused. Each team member can then know exactly what is required to maintain a moderate, sustainable effort to lift performance. This makes stretching beyond present performance a habit and a system.

While statistics are an important aspect of the Career Best Effort style motivational program, so too are mental images of success. An effective program will generate vivid and inspiring mental images of success for each team member to dwell on.

An effective Career Best Effort Program will be geared to each individual team member, and will not compare one member of the team with another because this is irrelevant and unnecessary. Rather, each member of the team will more realistically be compared with equivalent team members of the opposition, or industry wide averages. This allows the team member to gain an accurate mental picture of where they stand by comparison with the bigger picture.

And, a key to implementing this program is leadership. An effective leader always knows when to berate, when to motivate and when to say nothing.

Key Thoughts

"I'm a great believer in luck, and I find the harder I work, the more of it I have."

— Thomas Jefferson

"The will to win is important, but the will to prepare is vital."

— Joe Paterno

"Lord, deliver me from the man who never makes a mistake, and also from the man who makes the same mistake twice."

— Dr. William Mayo

"If you can dream it, you can do it. Always remember that this whole thing was started by a mouse."

— Walt Disney

"Don't brood on what's past, but don't forget it either."

— Thomas Raddal

"Those who cannot remember the past are condemned to repeat it."

— George Santayana

10. UPPING THE ANTE

Main Idea

Every team aspires to accomplishing something so significant that it becomes a legend within your own field of business. Upping the ante means going beyond excellence into the rare atmosphere of achievement that is historically significant to establish a dynasty.

Supporting Ideas

Companies and teams occasionally have an opportunity to embark on a mission that is extraordinary. It may mean maintaining an incredibly high level of performance over an unprecedented period. Or perhaps a new business opportunity can be exploited.

A smart team will work to create a cushion against times when performance levels are lower through team rebuilding or for other reasons. An average team will dip into these cushions. Outstanding teams, by contrast, will convert those cushions into springboards for further levels of achievement. That's what it means to up the ante for a team.

The creation of a dynasty demands high levels of focus and determination. It means that maximum effort is bought to bear in every situation, even after major successes have already been achieved.

The dynasty creators require a business mission for motivation. Key characteristics of an effective mission in this situation are:

1. The team has a clear goal to do something spectacular, not simply make more money.
2. The team must entirely agree with the mission, and be committed.
3. The mission must be flexible and adjustable as conditions change in the marketplace.
4. The mission must be constantly moved upwards as performance levels rise.
5. The mission must be specific in defining exactly whatever will be required to create a dynasty.

Key Thoughts

"To be what we are, and to become what we are capable of becoming, is the only end of life."

— Robert Louis Stevenson

"The object of war is not to die for your country, but to make the other bastard die for his."

— General George Patton

"Impossible is a word to be found only in the dictionary of fools."

— Napoleon Bonaparte

"The privilege of a lifetime is being who you are."

— Joseph Campbell

"I may not be the lion, but it was left to me to give the lion's roar."

— Winston Churchill

"The uncommitted life isn't worth living."

— Marshall Fishwick

"Courage is resistance to fear, mastery of fear - not absence of fear."

— Mark Twain

11. CORE CRACKING

Main Idea

Even outstanding teams and dynasties break up eventually. Veterans of these teams should remain true to the legacy outstanding teams have created. When the core cracks and members of the team go on to other challenges, a realist will not try to stop the team breaking up but will instead take the lessons learnt in the past as the basis for the future.

Supporting Ideas

Keeping up with change is just as hard for a team as it is for individuals. But, due to a variety of circumstances, teams change as people come and go. That has the effect of cracking the core of the team.

A disintegrating team is characterised by how much fear drives the team rather than pride of achievement. The very vitality of the team is drained as members go their own separate ways.

The smart strategy is to embrace the change and use it to your advantage in the formation of a new and improved team. Smart and successful teams realize that security is always imaginary, and that faith in yourself coupled with physical and mental stamina will see you through any transitions that will be required in the future.

There are always painful moments when a team goes from greatness to mediocrity to rebuilding. The character of the team either pulls it through or the whole thing falls apart. The form of the team may change, but the spirit of the team will last, and will be recaptured by the new team.

The achievements of the old team should be treated as inspirational and a springboard to the the future.

Key Thoughts

"A man is not old until regrets take the place of dreams."
 — John Barrymore

"Success is never final."
 — Winston Churchill

"Even if you're on the right track, you'll get run over if you just sit there."
 — Will Rogers

"Everybody wants to go to heaven, but nobody wants to die."
 — Joe Louis

"Instead of loving your enemies, treat your friends a little better."
 — Ed Howe

"Fate leads him who follows it, and drags him who resists."
 — Putarch

"When you cannot make up your mind which of two evenly balanced courses of action you should take - chose the bolder."
 — General W.J. Slim

"You do not merely want to be considered just the best of the best. You want to be considered the only ones who do what you do."
 — Jerry Garcia of The Grateful Dead

"The most probable assumption is that no currently working business theory will be valid 10 years hence - at least not without major modifications."
 — Peter Drucker

12. MOVING ON

Main Idea

Moving on means to search out new teams, new goals and new challenges to achieve. It is an exhilarating opportunity to move on to a new adventure, and to again start building a team from the ground up.

Supporting Ideas

When the core of a team cracks, you either create a new team and a new core covenant or you move on to a new challenge. The important thing is not which option you choose, but to make sure you use this as an opportunity to step on the accelerator and move forward rather than settle back into lethargy and anonymity.

The ladder of team evolution looks something like:

- From nobody to UPSTART
- From upstart to CONTENDER
- From contender to WINNER
- From winner to CHAMPION
- From champion to DYNASTY

If you're casting around for a new situation in which to build a team, try to look for a situation in which your team will be upstarts. The upstart always has to struggle with more challenges to overcome the established order. This is the most stimulating possible situation you can be in to apply the lessons learnt from your last successful team.

Upstarts don't win championships unless they deliver a knockout performance, but they do win the right to come back next time to again compete for the championship. That right to compete is the key to growth.

Key Thoughts

"The graveyards are full of indispensable men."
 — Charles de Gaulle

"If one advances confidently in the direction of his dreams, and endeavours to live the life which he has imagined, he will meet with success unexpected in common hours."
 — Henry David Thoreau

"Between two evils, I always pick the one I never tried before."
 — Mae West

"Sometimes you have to respect your competition so much that you treat them with no respect at all. You have to defeat a great player's aura more than his game."
 — Pat Riley

"It is only in our decisions that we are important."
 — Jean-Paul Sartre

"If you go to a baseball game, sitting in the stands, hoping a ball is going to get hit to you, you're going to wait a very long time. You've got to get out into the field."
 — Dr. Lew Richfield

"When you're playing against a stacked deck, compete even harder. Show the world how much you'll fight for the winner's circle. If you do, someday the cellophane will crack off a fresh pack, one that belongs to you, and the cards will be stacked in your favour."
 — Pat Riley

13. ONE FROM THE HEART

Main Idea

In every contest in life and business, there exists one strategic moment which will decide the ultimate result. A winner will seize on that moment for which he has prepared and give such an intense effort that it is one straight from the heart.

Supporting Ideas

You can't win a major victory all at once. Within every war, there are battles. There are skirmishes within a battle, battles within a campaign and campaigns within a war. Each small victory along the way simply improves the odds of ultimate triumph.

A winner is someone who knows how to get the job done at the moment of truth. All winners aspire to be the warrior - the one person who will be the key to significant achievement by a team which has achieved dynasty status.

Motivation to rise to warrior stature comes directly from the emotions of the heart. Warriors aspire to leave their signature in some way on everything important that they do.

The key to success in becoming a showtime warrior is to draw on the powers within, and to inject part of your personality into your project. Don't be afraid to live a little dangerously by letting people see more of your psyche than you might like. It allows you to leave an indelible mark on whatever you accomplish - and other people will relate to it instantly.

Key Thoughts

"Death is afraid of him because he has the heart of a lion."
— Arab proverb

"Give what you have. To someone, it may be better than you dare to think."
— Longfellow

"Being on the tightrope is living; everything else is waiting."
— Karl Wallenda

"You can become a winner only if you are willing to walk over the edge."
— Damon Runyon

"To be prepared is half the victory."
— Miguel Cervantes

"One man with courage makes a majority."
— Andrew Jackson

"Morale is the state of mind. It is steadfastness and courage and hope."
— General George Marshall

"Every now and then, somewhere, some place, sometime, you are going to have to plant your feet, stand firm, and make a point about who you are and what you believe in. When that time comes, you simply have to do it."
— Lee Riley

"The privilege of a lifetime is being who you are."
— Joseph Campbell

"The INNOCENT CLIMB is the first rustling of our proper selves. The DISEASE OF ME stages the most primitive assault on our own goodness. The CORE COVENANT is a conscious fresh start through commitment to others. THUNDERBOLTS test our conviction and our determination to stay the course. THE CHOKE reveals our deepest-seated anxieties about being a winner. BREAKTHROUGHS enable us to conquer our own self-devised handicaps. COMPLACENCY deludes us to believe that we can ever do enough. MASTERY teaches us that we must always do more. ANTEING UP turns Mastery into unbeatable excellence. Until the Covenant's exhausted CORE CRACKS. And, one must MOVE ON mentally - and perhaps physically, too - to a new rebirth."

— Pat Riley



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