

A 1-day Management Seminar by  
*Corporate Mastery*  
A Division of Integral Mastery Center

# YOUR PERFORMANCE ZONE

**Managing for High Performance**

*A Leadership Seminar for Managers*

*INSTINCT  
MOTIVATION  
KNOWLEDGE*

**These three Internal Factors of High Performance  
must work together within people if they want to  
get into their performance zone consistently:  
knowhow, passion, & the right instincts**

# Core Premises of Your Performance Zone Seminar

## **PERFORMANCE AND THE PURPOSE OF LEADERSHIP**

The purpose of leadership is to draw out the best in people. One way to do that is to promote high performance. If we, as leaders, do not contribute to high performance, then we are not fulfilling our reason for being. Productive action not only brings profitability, but also a great sense of satisfaction, which, in turn, means great loyalty in the workforce.

## **THE THREE MAJOR ASPECTS OF INDIVIDUAL PERFORMANCE**

There are three primary influences of individual performance: knowledge, motivation, and instinct. Assuming there are no huge barriers in the outside world, these are the big three when it comes to understanding what goes into getting into your performance zone:

- **KNOWLEDGE:** Education, training, expertise, skills, and habits. These are all generally connected to the thinking or *cognitive* part of the mind.
- **MOTIVATION:** Passion, emotion, interest, and intensity. These are mostly connected to the feeling or *affective* part of the mind.
- **INSTINCT:** Talent, knack, natural inclination, and innate propensity or bent. These are our natural abilities to perform. These striving instincts are triggered by an act of will. The term *conative* is used to describe this part of the mind, which can also be described as will-in-action. And therein lies the power of instinct.

Most approaches to leadership, organizational development, and high performance focus only on the cognitive and affective parts of the mind. In this seminar, you will see that thoughts and feelings do not lead to action. Only an act of will—our commitment to use our talents—leads into action. Thoughts and feelings inform us, but they do not lead us.

## **What You Will Learn from the Seminar**

### **Upon completion of this seminar:**

- You will be able to distinguish between habit (learned behavior) and instinct (innate tendency). You will also be able to tell the difference between desire and instinct.
- You will be able to interpret the instinctive profile of those who take the Kolbe A Index and communicate with them accordingly.
- You will be able to manage people according to their instinctive way of doing things.
- You will be able to coach people to get into their performance zone by teaching them the cognitive, affective, and instinctive requirements of high performance.
- You will learn to manage a team by instinct, not just by objective.

# Current Models of High Performance

## *The Nature of Irrelevant and Incomplete Advice*

### **TECHNIQUE-ORIENTED ADVICE**

We get all kinds of advice about getting in the zone from sports psychologists, leadership experts, and behavioral theorists. Our experience and research in leadership and talent development has convinced us that most of the advice given is simplistic or misleading because it is often irrelevant and almost always incomplete. Look at the following:

- Back to basics: learning the fundamentals.
- Practice, practice, practice: those who work the hardest will succeed the most.
- Positive mental attitude: believe in yourself and believe you will win. “Never give up; never, ever give up:” immortalized by the late Coach Jim Valvano.
- Have an attitude: be aggressive and work yourself into a fiery frenzy. This is quite popular in the sports arena. Emotional intensity is all you need to succeed.
- Get into a routine and stick to it even if it doesn’t work right away.
- Focus, focus, focus: keep your eye “on the ball” and push away all distractions.
- Visualize what you want to see happen, not what you don’t want to happen.
- Visualize your performance: look at someone performing well, actual or on video, and sear the pattern in your mind; then watch yourself perform in that manner, as if in a movie; and finally imagine going through your high performance routine as if it is happening right now. Repeat this often before you actually practice.
- Psych yourself with affirmations: repeat positive sayings until you reprogram your subconscious mind to believe in yourself and in the outcomes you desire.

### **THE PZ MODEL IS A PERSON-CENTERED APPROACH**

Most experts combine learning models with motivational intensity. In other words, performance models focus either on the cognitive or the emotional parts of the self or on both. We will show you that this state of affairs is woefully inadequate.

Each prescription above has something positive to contribute to someone. When we say the state of the art is inadequate, we are pointing out that none of these approaches is sufficient to guide people consistently into their performance zone. For an approach to be person-centered, knowledge and motivation must be tailored to fit the instincts of people so they can do it their way.

**Knowledge and motivation must be tailored to people’s instincts so they can perform in their own unique way. You will learn to develop a culture where everyone lives by the motto:**  
*Do it your way but communicate it in their way.*

# Learn from the Wisdom of Our Staff

**Ramon G. Corrales, Ph.D.** has been an organizational consultant, author, executive and high-performance coach, and seminar leader in organizational teambuilding and personal development for over 25 years. He developed *The Corporate Mastery Approach™*, an integral framework for organizational and leadership development. He received his doctoral degree from the University of Minnesota in Sociology, along with a clinical specialization in Family dynamics. He is a Certified Kolbe Consultant™ and a trained practitioner in Neuro-Linguistic Programming (NLP) for both business and personal applications. Ramon's books include *THE CONGRUENT LEADER: An Integral Model for the Evolution of Effective Leadership* and *THE LEADERSHIP RELATIONSHIP: The RISC Model of Relationship Building*. He is the founder and CEO of Integral Mastery Center, a management development firm that assists leadership teams in generating the highest return on effort in quality and in productivity.

**Charles D. Rhodes, Psy.D.** is an experienced organizational consultant and an executive coach with a great deal of expertise in individual and group development. He is also a family educational expert who brings his ideas of self and relational transformation into the workplace. Dr. Rhodes has specialized in the meaning and purpose dimensions of work and leadership. He and Dr. Corrales have been pioneers in building *The Corporate Mastery Approach*, an integral model that addresses the individual, cultural, and structural components of leadership. The book, *THE CONGRUENT LEADER* is a product of their synergistic collaboration, capturing their unique point of view.

**Travis Tasset, M.A.** is an organizational and human development professional with a Masters degree in Organizational Development and Management with a concentration in Integral Studies from the Fielding Graduate University. He has the distinction of being the first graduate from this program, which was designed under the guidance of Ken Wilber. His undergraduate degree was in Communication Studies with an emphasis in business from the University of Kansas. Travis is a Certified Kolbe Consultant. He is one of IMC's experienced coaches and trainers.

## Some of the companies that have worked with us:

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**CB Richard Ellis**

**Neighborhood Reinvestment Corporation**

**Mead Johnson, Philippines**

**ERCOT**

**The Love Box**

**The Hartford Bank of Prairie Village**

**Email or call us if you are interested in this seminar:**

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