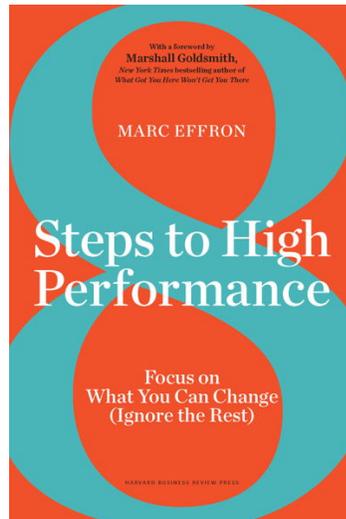


## 8 Steps to High Performance: Focus on What You Can Change (and Ignore the Rest)

By Marc Efron; Foreword by Marshall Goldsmith

Harvard Business Review Press, August 2018



"Do not try to change yourself," argues Peter Drucker in *Managing Oneself*. "You are unlikely to succeed. But work hard to improve the way you perform." This book takes that advice to heart and uses evidence-based methods to show how to act on it.

*8 Steps to High Performance* helps people focus their efforts where they can have the most impact on their own performance by separating the factors they can control (their behaviors, goals, networks, and more) from those that they can't (their personality, intelligence, socio-economic background, and more). Revealing the eight levers that matter most—and that people can actually change—this book describes the science behind each one, separates fact from

fiction, and provides the practical steps to improve on each dimension.

Science-based and practical, with self-assessments and tools to support your performance at work, this short, powerful book reveals what really works to improve performance and shows how to apply these insights to deliver outstanding results.

Following a foreword by world-famous executive coach Marshall Goldsmith, a *New York Times* and *Wall Street Journal* best-selling author, the chapters include:

**Introduction: How to Be a High Performer:** – Some people come to their careers with a natural performance advantage. They may be smarter than you, raised in a wealthier household, better looking and have just the right personality to shine at work. That's not fair ...and that doesn't matter. You control your "Flexible 50" – how you deliver, behave, grow, network and avoid mistakes at work. When you master these, you can reach your level of "theoretical maximum performance."

- **Step 1: Set Big Goals** – Bigger goals create bigger results and a few, focused big goals will drive your performance to new heights. Learn how to focus on the goals that matter most and get simple, powerful coaching to deliver great results.
- **Step 2: Behave to Perform** – There's powerful science that tells us which behaviors drive high performance and which will undercut our success. Learn how your personality wants you to behave and the most important behaviors to show instead.
- **Step 3: Grow Yourself Faster** – The faster you grow, the more opportunities, learning and income you'll get. The secret to growing fast starts with knowing which

experiences build capabilities fast and then getting as many of those experiences as quickly as possible.

- **Step 4: Connect** – It’s not just who you know, it’s how well you manage those relationships. You’ll learn how to develop a connection strategy to transform your boss, your peers (the best ones, at least) and the top talent in your field into your strongest advocates.
- **Step 5: Maximize Your Fit** – Companies change faster than people change and your ability to recognize and adapt to your company’s changes will ensure you continue to perform at an exceptional level.
- **Step 6: Fake It** – A high performer cares about showing the right behaviors, not being their “genuine” self. You’ll learn that faking behaviors works, why it’s sometimes better than being the genuine you, and the situations where faking a new behavior matters most.
- **Step 7: Commit Your Body** – Your body can’t make you successful but it can undercut your success when your sleep and exercise routine don’t match what the conclusive science says matters most. *8 Steps* shares how to use sleep and exercise to keep your daily performance at the highest possible level.
- **Step 8: Avoid Distractions** – Don’t let your path to high performance get derailed by the latest popular but unproven management fad. You’ll find out which popular fads, including strengths, grit and power posing contain more snake oil than substance.

# # #