

# **The Five principles of Performance Thinking**

**Dr Mark Powell and Jonathan Grifford**

In our last book we argued that organizations were trapped in a mindset created 200 years ago with the industrial mindset.

Efficiency still matters, being efficient doesn't give a cutting edge anymore. Cutting edge comes from brilliant new ideas, radical innovation and more disruption.

In the face of increasing change, we need to be increasingly agile.

The road to great performance never lies in a straight line.

Don't confuse activity with forward motion

Practice until you no longer have to consciously think about what you are doing. Only then can you deliver great performances. This is what great artistes do in arts, music etc.

Most of us tend to 'fluff' the hard parts and decide things are 'good enough' for a top performance, 'good enough doesn't work. Every aspect has to be perfect



Just because you know how to paint doesn't mean you will create a masterpiece.

Never mind the metrics, feel the pulse.

Helping each person to be brilliant is the  
secret to a great ensemble

If we want to work well together, we need to suspend hierarchies.

In business, we tend to focus on teams. These are a collection of individuals, in reality there is little scope of them to interact.

Another thing that gets in the way of forgoing connections is a lack of trust.

Ensembles don't have leaders. Directive leaders make decisions on form and structure before the ensemble starts working within those constraints.

Directive leadership can be described as being 'in charge' but not in control.



Great leaders create the environment within which brilliant performances are able to evolve.

Teams of individuals who are trying to score points of each other cannot work as a team.

In business our individualistic, competitive tendencies inhibit the formation of genuine ensembles.

We struggle to recall facts from yesterday but recount stories we heard when we were five years old.

Our brains are hardwired to respond emotionally to stories.

We prefer to practice the same things over and over again because its easier. We don't like things that are difficult or make us uncomfotable.

To succeed , you must learn to embrace failure as a positive force.

To innovate, you must collaborate, to explore,  
you must play, to succeed you must fail.



We are forced to be competitive, which drives a natural instinct to dislike the ideas of others and try to block them.

Mistakes are not costly, its lack of mistakes that are the true cost.

A great performance of today will be a mediocre performance tomorrow. We have to continually evolve