

Application Guide

BEYOND HIGH PERFORMANCE WITH JASON JAGGARD



BOTTOM LINE:

To move beyond high performance, leaders must embrace the athlete's mindset—staying coachable and asking the question, “What are we capable of?” to create margin for what matters most.

KEY TAKEAWAYS

- I. Everybody has a mindset when it comes to work. You can shift that mindset multiple times throughout a single day because mindsets are fluid.
 - A. Four Archetypes in the Workplace
 1. **Prisoner Mindset:** Works because they *have* to.
 2. **Mercenary Mindset:** Works because they *want* to.
 3. **Missionary Mindset:** Works because they're *called* to. The downside here is, work is life and there are no boundaries. These people often burn out.
 4. **Athlete's Mindset:** Works because it's the way they're going to *grow*. An athlete understands the job is mostly practice; they show up, train, and improve even when unseen.
 - B. Great leaders should aim to have an athlete's mindset.
 - C. Presenting this framework allows individuals to self-assess and grow into their full potential.
- II. One question that shifts leadership mindset: **“What are we capable of?”**
 - A. This is beyond a goal, and in some ways it's even beyond vision, because a vision can get tamped down over time.
 - B. In organizational life, when we get too busy, we step back into management instead of leadership.
 1. Management = Maintenance; “What's the next problem to solve?”
 2. Leadership = Multiplication; “What are we capable of?”
 - C. This question reveals that there is more inside of you, and you need to learn how to get it out.
 - D. Let your potential be your boss.
- III. High-performing individuals can sometimes mishandle this question and turn it into another form of high performance.
 - A. High performers often think that to get more done, they have to work more. But actually to get more done, you just need to work in a different way.
 1. Next-level impact won't come from grinding the old way.
 2. “Always rest, never coast.”
 - B. There's always another gear, but it's very difficult for human beings to hold two different mindsets at the same time. Leaders need people to walk alongside them to remind them it's time for something new.
- IV. **The High-Performer Problem:** Many leaders settle and are tempted to coast once they believe they are high performers.
 - A. **Five signs of leadership stagnation and plateauing:**
 1. Resistance to feedback
 2. Resent being asked to do more
 3. Both overwhelmed and bored at the same time
 4. Jealous of those who surpass them
 5. No longer teachable

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B. The antidotes to this plateau:

1. Create a margin for learning.
2. Reconnect to the mission.
3. Publicly celebrate others to break jealousy.
4. Stay curious.

V. One thing leaders need to rethink if they want to go beyond high performance is **courage**. The thing that stops leaders from going beyond high performance is their level of courage.

A. “Life is either a daring adventure or nothing at all.” –Hellen Keller

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION

1. What mindset do you find yourself operating from lately: prisoner, mercenary, missionary, or athlete? If you’re not already there, how can you shift back to the athlete mindset?
2. When was the last time you invited hard feedback? From whom and what about?
3. Where are you coasting? What does “always rest, never coast” look like for you practically?
4. What do you love about your organization, role, or mission?
5. What is your organization capable of in the next 12 months that would require courage, focus, and fresh models—not just more effort?

RESOURCE MENTIONED

[Beyond High Performance: What Great Coaches Know About How the Best Get Better](#) by Jason Jaggard (For a limited time Andy Stanley Podcast listeners can download a free copy of the Beyond High Performance workbook and receive 40% off the hardcover version of the book itself.)

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