



Five important beliefs to embrace: I have succeeded, I can succeed, I will succeed, I choose to succeed.

People will do something-including changing their behavior-only if it can be demonstrated that doing so is in their own best interests as defined by their own values. Most people's resistance to change can be overcome by invoking natural law. Everyone, even the biggest ego in the room, has a hot button that can be pushed-and that button is self-interest.

Twenty-one habits that hold you back from the top: winning too much, adding too much value, passing judgment, making destructive comments, starting with "no," "but," or "however," telling the world how smart we are, speaking when angry, negativity, withholding information, failing to give proper recognition, claiming credit that we don't deserve, clinging to the past, playing favorites, refusing to express regret, not listening, failing to express gratitude, punishing the messenger, passing the buck, an excessive need to be "me," goal obsession.

Successful people are incredibly delusional about their achievements. We accept feedback that is consistent with our self-image and reject feedback that is inconsistent.

Feedback tells us where we are and what to change...not how to do it.

One reason so many people deny the validity of feedback is that they believe that the feedback was delivered by the "wrong people."

Feedback comes to us in three forms: solicited, unsolicited, and observation.

We need to take the initiative to apologize more by saying, "I am sorry."

Once that is said don't explain it, complicate it, or qualify it because you run the risk of diluting it.

Once you apologize, advertise how you will get better and then follow-up with those people to gauge progress.

Become a good listener by thinking before you speak, listen with respect, and ask "Is it worth it?" before responding.

The ability to make a person feel that, when you're with that person, he or she is the most important (and the only) person in the room is the skill that separates the great from the near-great.

The more you subsume your desire to shine, the more you will shine in the other person's eyes.

Learn to receive feedforward: ideas that you can put into practice in the future.

Eight rules that can help you get a better handle on the process of change: you might not have a disease that behavioral change can cure, pick the right thing to change, don't delude yourself about what you really must change, don't hide from the truth you need to hear, there is no ideal behavior, if you can measure it you can achieve it, monetize the result and create a solution, the best time to change is now.

Stop trying to coach people who shouldn't be coached.