

# ZIG ZIGLAR

FOREWORD BY TOM ZIGLAR

# TOP *Performance*

HOW TO DEVELOP EXCELLENCE  
IN YOURSELF AND OTHERS

WITH CONTRIBUTIONS FROM  
HOWARD PARTRIDGE • DAVID MATTSON • KRISH DHANAM  
BRYAN FLANAGAN • JIM SAVAGE

REVISED AND UPDATED EDITION

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WITH TOM ZIGLAR, HOWARD PARTRIDGE,  
DAVID MATTSON, KRISH DHANAM, BRYAN FLANAGAN,  
AND JIM SAVAGE



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Dedicated to P. C. Merrell,  
*a Top Performer whose inspiration and leadership by example  
had a lifetime impact on my performance.*

*You can have everything in life you want  
if you will just help enough  
other people get what they want!*

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# FOREWORD

*Top Performance* is an incredible book, and it is more relevant today than when it was first published in 1986 and revised in 2003. I regularly use the concepts and teachings from the book in my keynote speeches and leadership training. Krish Dhanam and Bryan Flanagan, significant contributors to the 2003 revision, are still traveling the world sharing the wisdom of this book with corporate clients, academic institutions, and business leaders around the globe.

A lot has changed in the last sixteen years! Though these principles never change, the stage on which business is done is always changing. Because of this, I am very excited about the updates to this book and the way Ziglar Inc. has advanced to meet the needs of the business owners, leaders, and managers of today.

Ziglar has massive influence on social media with over 4.5 million fans on Facebook, [www.facebook.com/ZigZiglar](http://www.facebook.com/ZigZiglar), and in the podcast world the *Ziglar Show* (found at [www.ZiglarShow.com](http://www.ZiglarShow.com)) has over 40 million downloads. Experts from every area of business and life regularly contribute because they know that successful innovation and change must be built on the foundation stones that never change.

I am very pleased to introduce two new partners of Ziglar and contributors to this revised edition, Howard Partridge and David Mattson.

Howard is the exclusive small business owner coach for Ziglar. We have been working with Howard since 2012, and together we have helped

thousands of small business owners make more money and, most importantly, get their life back. If you are a small business owner, you will love Howard's chapter, "The Five P's of a Top Performing Business."

David Mattson is the owner and CEO of Sandler Training, the world's largest sales training company with over 250 locations in more than 30 countries. I am so pleased that Sandler is the exclusive corporate training arm of Ziglar and is taking our corporate training offerings across the globe. David has worked directly with hundreds of CEOs to put together sales and leadership programs designed to help those companies grow and develop their key people. His chapter, "On Great Leadership," is packed full of insights you can use immediately.

Also included in this book is a chapter I wrote: "The Ziglar Performance Formula." I have personally presented and trained this concept for thousands of business owners and leaders with incredible results. What I love about it most is how simple and easy it is to understand and implement. When you share this with your team, they will "get it," and increased performance is sure to follow.

Developing excellence in yourself and others really is possible. In fact, when you choose Top Performance, you Choose to Win!

Tom Ziglar  
CEO of Ziglar Inc.

# PREFACE

Fifteen percent of the reason you get a job, keep that job, and move ahead in that job is determined by your technical skills and knowledge—regardless of your profession! That’s what my late friend, human engineer Cavett Robert, said. What about the other 85 percent? Cavett quoted Stanford Research Institute, Harvard University, and the Carnegie Foundation (which, in the 1970s, spent one million dollars and five years on the research) as having proved that 85 percent of the reason you get a job, keep that job, and move ahead in that job has to do with your *people skills and people knowledge!*

I’m completely convinced he was right. As I travel around the country sharing ideas on personal growth, sales training, and the corporate concepts we teach at Ziglar Inc., I become more and more aware of the critical need for specialized instruction on how we can *manage* ourselves and lead others for maximum effectiveness. As I visit with professionals from all walks of life, I see common problems in many—if not all—of the different situations individuals are facing, and the common denominator in these problems is always the same: people.

So obviously, “managing people” (starting with yourself) becomes a high priority if we are to be successful. In this book, we have several primary goals relating to understanding people management skills:

1. We will identify the key factors in people management, including helping managers identify potential sources of conflict.

2. We will offer solutions to help overcome these potential sources of conflict.
3. We will share how you can apply the principles and ideas other managers have used successfully, thereby taking this book out of the realm of theory and making it applicable in the real world.
4. We will showcase practical Top Performance through real-life illustrations gathered from successful executives.
5. We will bridge the gap between training and development so as to create Top Performers who are truly performance champions.

John Naisbitt, author of *Megatrends*, says that retraining *managers*, not retraining workers, is the biggest challenge for the information-age corporation. With this in mind, the ultimate goal of *Top Performance* is to develop excellence in managers and to provide management with teaching procedures and inspiration to effectively develop and utilize team members.

The foundation for developing yourself and others is wrapped up in this principle:

*You can have everything in life you  
want if you will just help enough  
other people get what they want!*

I have used this statement for nearly fifty years as a foundational truth, and never is the concept more accurate than when managing yourself and others. Important! I'm talking about a *principle* and not a *tactic*. As a tactic the words would be crass and ineffective. As a principle the concept works because it makes others *want* your leadership.

I read an interesting article in *Fortune* magazine about multibillionaire Li Ka-Shing from Hong Kong. He raised his two sons, Victor and Richard, in his business, requiring them to attend board meetings and conferences where they learned his philosophy.

Richard observed that his entrepreneurial genius father was involved in many joint ventures, most of which had great ideas and products but little

capital. Richard's father taught him that if 10 percent is a fair percentage of the business you receive as a result of your investment but you know you can get 11 percent, it is wise to take only 9 percent. Li Ka-Shing taught his boys that if they took less than they could get, many undercapitalized people would bring their good ideas and products to them first. That's exactly what happened, because when individuals in the business world saw that these people were genuinely interested in them, they brought good deals to them, proving the philosophy completely. It's true! The great managers from all fields know that when they put people first, their effectiveness and efficiency improve.

One basic definition of *management* is getting things done through people. Successful managers recognize, develop, and use *all* their strengths by recognizing, developing, and utilizing the talents of their subordinates. They learn what makes people tick and transfer their own feelings of excitement and enthusiasm to those who follow their leadership.

Chances are good that if you are not already doing well in your chosen career, you are on the verge of a breakthrough to becoming more successful. Regardless of your chosen profession in life, *Top Performance* is written specifically for you!

# INTRODUCTION

*From the 2013 Edition*

If you carefully read the title of this book, you will notice the subtitle is *How to Develop Excellence in Yourself and Others*. Obviously, it starts with you. If you expect to move up in the business world, you must start with personal efficiency and recognize that you will become a role model for others.

If you participated in organized team sports at some time in your life, you can probably recall the night before the “big game” and how the coach laid out the game plan. You went home with considerable excitement, exclaiming to your parents that the coach had really come up with something good and that your team was going to “kill them tomorrow!” Your faith in the plan enabled you to play the game with a great deal of excitement, enthusiasm, and confidence that you would win.

The game of life is considerably longer and a great deal more important; therefore, a plan is necessary for your expectations to be met. Your first concept or objective in the business world should be to attract favorable attention. Efficiency will accomplish that objective. However, the day will come when you need to realize that if you are going to be effective at management, there are certain things you should not be doing at all, much less doing well. Your objective is to replace yourself with somebody who may not have the experience and ability you have but who, with training

and inspiration, you can bring into productivity at a more than acceptable rate. Your objective should be to produce other managers and leaders who can be more productive than you are. Some managers and leaders produce followers; you want to produce other managers and leaders.

Unfortunately, for too long there have been too many people who have believed that if they bring someone up to their level, all they do is lose a very valuable coworker who was making their department more effective. One classic example of the fallacy of this policy is that of Lou Holtz, the remarkable and outstanding football coach who built winners at North Carolina State, Arkansas, Minnesota, Notre Dame, and South Carolina. During his eleven years at Notre Dame, Lou produced ten head coaches. Obviously, his assistant coaches who became head coaches were his best coaches. So the question is, Where did that leave Lou?

The answer is quite simple. When word got out that he was developing leaders—that is, head coaches—assistant coaches around the country started applying to Notre Dame for a job as an assistant coach because they knew Lou would teach them how to be a head coach. Consequently, he replaced his good coaches with equally good coaches. He got a bonus when he acquired the new assistant coaches' high school contacts, but he also was able to maintain the high school contacts his former assistants had developed while they were with him. In short, not only did he replace his assistant coaches with equally effective coaches but he got a bonus in recruits as well.

You will quickly discover there is no sense of satisfaction or joy that equals that of bringing others along and developing them to the degree that they are as capable as you, so that they, too, can move into management. You can only be one you, but when you reproduce your abilities in others, your effectiveness multiplies and corporate America looks at you as someone to watch and promote to higher levels.

Bryan Flanagan and Krish Dhanam are men I'm proud to have coming alongside me, and their part in the revision of this book is proof of the joy I get from being associated with them. Let me share with you why I'm so excited to have their fresh and dynamic insights included in this revision.

Bryan and Krish come from different backgrounds, but their qualities and skills carry many similarities. Both have huge senses of humor, are

strong in their faith, and are committed to their families and to being the best they can be in their chosen professions. Each is the personification of loyalty and gratitude for the privilege of teaching and inspiring others. Their messages of hope and direction are distinctly different, powerfully effective, and skillfully delivered.

Bryan Flanagan is a native of Baton Rouge, Louisiana, and a 1971 graduate of Louisiana State University with a bachelor of science degree. He began his fourteen-year career with IBM as a delivery boy while he was in college. While there, he served as a salesman, a “people manager,” and a sales instructor at IBM’s national training center.

Bryan worked with me for almost three decades and served as director of corporate training, where he designed and delivered customized training programs to increase individual and team productivity for companies such as UBS PaineWebber, Snap-on Tools, US Army Recruiting, American Heart Association, Salomon Smith Barney, Sterling Commerce, and many others.

Bryan and his wife, Cyndi, have two children and reside in Plano, Texas.

Krish Dhanam was born in the small coastal town of Vizag in southeastern India. At the age of eight he set his sights on America.

His educational background includes a master’s in business administration and a diploma in international relations. He finished his postgraduate work at the Institute of Management Technology in Ghaziabad, India, and worked for a year in “outside sales” in India before migrating to the US.

After marrying his college sweetheart, he came to America with nine dollars in his pocket. He first worked in the United States as a commodities broker and then as a sales rep for two long-distance resellers in Dallas. He received a ticket to a Zig Ziglar seminar as the award for winning a sales contest. This initial exposure to the Ziglar philosophy led him to join the Ziglar organization in October of 1991, less than a month after he was sworn in as a United States citizen.

As the director of international operations for Ziglar Inc., Krish has conducted training in over thirty-five international venues and throughout the continental United States. His specialties are goal setting, change readiness, and service, but he also delivers programs on sales and communication.

An active participant in the Indian community of Dallas, Krish sits on the board of directors for the Greater Dallas Indo-American Chamber

## INTRODUCTION

of Commerce and is also an advisory director to Ipelion, an e-business consulting and IT services firm.

Krish, his wife, Anila, and their son, Nicolas, make their home in Flower Mound, Texas.

I'm excited to share the pages of this book with Bryan and Krish because for many years they have applied the practical tools and motivational principles I have written about in this book. They truly exemplify the principles *Top Performance* teaches.

Now let's get into the body of this book and see what's important in building and developing a permanent career.

## PART 1

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# THE ART OF TOP *Performance*

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The object of art is to crystallize emotion  
into thoughts and then fix it in form.

*Delsarte*

# 1

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## Building a Foundation

No legitimate business man ever got started on the road to permanent success by any other means than that of hard, intelligent work, coupled with an earned credit, plus character.

Timothy Dwight

A good architect/engineer, knowing the purpose for a specific building, can tell you how high it will be based on the depth of the hole in the ground. In short, the foundation is what he or she will build on. In life, our foundation stones are the things that will determine to a very large degree how high we will climb and, more importantly, how long we will maintain those lofty positions. Integrity, which means “basic wholeness,” is essential to that foundation.

It’s true that a pleasing personality helps win friends and influence people. However, when we add character and integrity to that formula, we are able to keep those friends and maintain the influence.

In a 2002 study in *Psychological Reports* entitled “Goal-Directedness and Personal Identity as Correlates of Life Outcomes,” Dr. Barry M. Goldman, Dr. Edwin A. Locke, and David G. Jensen found that your values, motives, confidence, and philosophy of life have a direct bearing on your self-image, and in 1985 Dr. S. Kahn and colleagues found that self-image

is associated with life happiness and satisfaction, personal well-being, and marital satisfaction. It's true. Our values impact every aspect of our lives. It would be difficult to imagine that a person who was a liar and a thief could have a healthy self-image. Needless to say, he or she would not expect to have a long-term, happy business or personal life.

Laurel Cutler, past vice chairman of FCB Leber Katz Partners, said, "Values determine behavior, behavior determines reputation, reputation determines advantages." From a personal perspective, a number of years ago I was in the market for a new Cadillac. I shopped at two dealerships, decided exactly which color and model I wanted, and was talking about it with a friend. He suggested I not do anything until I talked to Chuck Bellows at Rodger Meier Cadillac. He assured me that what Chuck told me I could absolutely depend on—his integrity was complete.

I went to see Chuck Bellows, and twenty minutes later we had made a deal for the automobile. The reason I decided so quickly was that Chuck had been working on me for twenty-three years. I realize that sounds like a contradiction, but twenty-three years earlier he had made the decision that he would spend his career selling Cadillacs at Rodger Meier Cadillac. To do that he knew he had to build a reputation on integrity. He had done that. When I went to see Chuck Bellows, I did not go to look at a Cadillac; I'd already done that. I went to *buy* a Cadillac. Yes, reputation—if it's a good one—has serious advantages.

It's a matter of fact that *The New England Primer*, based on Puritan values and readings from the Bible, was taught for nearly two hundred years in our public educational system and that of the first 108 schools and universities founded in America, 106 were founded to teach Christian values. The biblical principles that were taught then are actually ridiculed today, along with the people who claim Christian values and profess Christianity. I challenge you to explore character very deeply as you build your career. There is a reason the leaders of yesterday had more integrity than the leaders of today.

We will also deal with trust in our relationships as we go along, but for now I will simply state that all long-term, happy, successful relationships are built on trust, and trust definitely affects national performance. Francis Fukuyama wrote the book *Trust: The Social Virtues and the Creation*

*of Prosperity*. He studied several cultures over several generations and concluded that the progress of a nation could be measured by the level of trust in that nation.

There is a huge lack of trust in our society today, and that lack of trust has impacted our economy. Corporate scandals have resulted in the loss of untold billions of dollars. Tens of thousands of retirement funds have been depleted, thousands of jobs have been eliminated, and confidence in life itself has been damaged for millions of people. As a nation, we have come to realize that we must look toward reinstating our character qualities in every phase of our lives. As you move up in the corporate world, your success will be largely measured by the amount of trust others have in you combined with your effectiveness in what you do.

Just how important is trust? One study reported by Walker Information and Hudson Institute revealed that if the associates and employees did not think management was ethical, only 9 percent of them were committed to staying where they were. On the other hand, if trust in management was evident, 55 percent of them had every intention of staying where they were. Since the cost of replacing valued employees is enormous, creating a foundation of trust is essential to having a successful business.

In the world of sales, we have long known that of the five major reasons people do not buy—no need, no money, no hurry, no desire, no trust—the last one is the biggie. Most prospects will not arbitrarily say, “You know you’re stretching the truth,” or “You’re lying about this,” but there is something they just *feel*. Because they *feel* that something is amiss, they simply do not buy.

While the main thrust of *Top Performance* will be in the management and personal responsibility area, we will also recognize the fact that in small companies the leader and the manager are often the same person. The example I use of my mother with her family (which you’ll read about in chapter 4) clearly shows how managers are often leaders as well.

Creativity has a critical role in the leadership/management world—not only creativity on your part, but your ability to teach your people by example how to be creative. It’s important that you understand that the more you know about any one subject, the more creative you will become as you expand your knowledge in any area.

A classic example is my book *Secrets of Closing the Sale*. I wrote the book after I had been in the selling profession for thirty-six years. As a result, I was knowledgeable about the profession. Several years before I wrote the book, I had read an article that included three short paragraphs entitled “The Heart of the Sale.” I took those three short paragraphs, which included several gems that triggered new approaches to the information I had already acquired through experience, and expanded them into seventy pages of my book. New information triggers the imagination, and creative ideas result.

One of the classic examples of creativity under even the most unusual circumstances is this simple little example: Matt Boswell is in the dog-waste removal business, and his promotion is truly unique. On his business card it states, “Too Pooped to Scoop? Reclaim your yard. The Pet Butler. Picking up where your dog left off since 1998.” Then, “Our business stinks but it’s picking up.” His name, “Matt Boswell, Entre-manure.” He’s actually a “Fecal Matter Removal Technician” and claims to be “Number One in the Number Two Business.” He closes out his card, “For Dogs on the Go” and “Not Too Cool to Get the Stool. Your Pet’s Business Is Our Business.”

Chances are good you won’t go into competition with Matt Boswell, but it is safe to say that he used his creativity effectively to build a business—and you can use yours to improve your business. Integrity, character/values, trust, and creativity make up the cornerstones of your foundation for management style, leadership style, and lifestyle.

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## PERFORMANCE PRINCIPLES

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1. Your foundation determines how successful you will be.
2. Integrity, character/values, trust, and creativity are the four cornerstones of a good foundation.
3. Creativity pulls everything together.