

The work CM does with our Quantum Leap Program refers to the book, *The Last Word on Power*, by Tracy Goss. Here is an excerpt:

Excerpt from *The Last Word on Power*

Chapter 2: Uncovering your Winning Strategy

Tracy Goss

Your Winning Strategy is the source of your success, but it is also the source of your limitation.

A Winning Strategy is a lifelong, unconscious formula for achieving success.

- You did not design this Winning Strategy; it designed you.
- It defines your reality, your way of being, and your way of thinking.
- It focuses your attention and shapes your actions, thereby determining what's possible and not possible for you as a leader.

This strategy works until you are forced to produce a result that is outside of your reality. If you don't explicitly recognize your personal "Winning Strategy" you have no way to adapt to the new situation.

Winning Strategies are unique to each person. They might center around:

- Challenging and provoking others,
- Relating and communicating well,
- Avoiding being ordinary,
- Preventing problems.
- Facilitating and empowering, or any other avenue for producing results.

Each person's Winning Strategy represents the way he or she, as an individual, has learned to "win" in life and get what he or she wants.

Your Winning Strategy is not what you do. It is the *source* of what you do:

- When you chose to speak or listen.
- What you chose to pay attention to.
- What conclusions you draw.
- The deals you engage in and the actions you take.

As long as your Winning Strategy is working you will never need to move beyond it. When confronted with the "impossible" you need to understand your personal strategy and see how it is limiting your choices.

- For example, the Winning Strategy of "taking charge in order to prevent problems from emerging" can backfire when the organization's goal is to encourage team leaders to practice independent creative problem solving.

Your Winning Strategy determines what, from your point of view, is wrong with other people.

- If your Winning Strategy is "creating relationships with other people" you will be sure that those who don't create relationships will never be successful.
- Winning Strategies are the reason why many meetings go on endlessly. Everyone has to satisfy the imperative of his or her Winning Strategy.

The *Compensating Power Principle* is always at work on your own Winning Strategy. The *Compensating Power Principle* is built on the foundation that all human beings inherently believe that some things are not possible.

- Within each individual's Winning Strategy are preconceptions about how things should be done-if we can't accomplish something through our Winning Strategy, we label it "impossible."
- Every time you succeed you reinforce your way of looking at the world and crowd out alternative approaches-Your Winning Strategy yields successful results that "compensate" you for the increasingly strong limitations on your actions.
- Once you identify your Winning Strategy you can see its limitations. Re-inventing yourself means releasing yourself from the grip of all Winning Strategies.