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“A truly landmark book on helping yourself and others journey to greatness.”

– From the foreword by Stephen R. Covey

YOU ALREADY KNOW HOW TO BE GREAT:

A Simple Way to Remove Interference and Unlock Your Greatest Potential

by Alan Fine
with Rebecca R. Merrill

Better performance is an ongoing pursuit – whether you’d like to perfect your golf swing, take your career to the next level, or increase your team’s productivity, we’re constantly striving to improve ourselves and our organizations. And in today’s fluid business environment, where market conditions and customer preferences change at the speed of Twitter, it’s essential to address performance gaps and realign strategy quickly and with precision. In **YOU ALREADY KNOW HOW TO BE GREAT: A Simple Way to Remove Interference and Unlock Your Greatest Potential** (Portfolio/Penguin; October 14, 2010; hardcover), performance expert Alan Fine offers individuals and organizations a powerful tool for achieving rapid performance improvement in any area.

When faced with a challenge, we typically seek new information – in books, classes, and experts for hire. But according to Fine, the biggest obstacle to performance isn't *not knowing* what to do; it's thinking too hard about what you *already know*. The key to getting better isn't in gathering new knowledge from the outside – it's in removing the obstacles within. Fine calls this the Inside-Out approach, and it's based on the principle that human performance is a product of Knowledge combined with three key factors: Faith (belief in our ability), Fire (passion, energy, commitment), and Focus (attention, concentration). Breakthrough performance occurs when all three are present. But often, the 3Fs are blocked by interference, either external (physical environment, difficult coworkers, etc.) or internal (self-doubt, fear, anxiety). The Inside-Out approach is simple: to achieve any goal, you must focus on your existing knowledge, find the interference that's blocking your Faith, Fire and Focus (and thus preventing you from acting on your knowledge), and then systematically remove it. Through his experience as a tennis, golf, and executive coach, Fine has used the Inside-Out approach with everyone from 10-year-old tennis players to CEOs – and always with dramatic results.

In **YOU ALREADY KNOW HOW TO BE GREAT**, Fine lays out his process for achieving Inside-Out performance: GROW. A renowned model that he co-developed with two others 25 years ago, GROW is considered by many to

be the foundation for the modern coaching movement and is used by executive coaches and organizational-design experts worldwide. GROW helps performers – individuals, teams and entire organizations – improve by creating focus in four key areas: setting a Goal, acknowledging the Reality, identifying Options, and choosing the Way Forward (see attached). We all move through these phases when making decisions, but in a haphazard way. GROW takes the questions we instinctively ask ourselves and fashions them into a disciplined, logical process that help us make decisions that we can act on immediately.

Whether he's coaching top athletes like pro golfer Stephen Ames or corporate executives from companies like IBM and Gap, Fine has made GROW the cornerstone of his technique. Over the years, dozens have been stunned by the results and have asked Alan for other ways to use GROW in various areas of life. In response, Fine wrote **YOU ALREADY KNOW HOW TO BE GREAT**, combining real-life success stories with the tools and information readers need to implement the process. Along with sample GROW questionnaires, reflective questions, and troubleshooting tips, Fine introduces readers to the executives, athletes, parents, and professionals who have used his approach and seen dramatic improvements. From convincing a child to clean her room to pulling a sales team from the bottom to the #2 position in the company, **YOU ALREADY KNOW HOW TO BE GREAT** shows readers how achieve breakthrough performance in business and in life.

In **YOU ALREADY KNOW HOW TO BE GREAT**, Fine challenges leaders to put his Inside-Out approach at the nexus of their organizational growth strategy, by using GROW at three levels:

- **Organization** – CEOs and senior managers can use GROW to: assess the environment and identify their top organizational goals; to look at the financial, technological, and market realities, explore the options generated by those realities, and then choose the way forward. It's also a useful assessment tool, prompting questions such as "Do our structures focus on critical variables, or do they cause distracting interference?" "Where are we now?" "What do we know, and what don't we know?" This process is simple, repeatable, and particularly important in an environment where the target is always moving.
- **Team** – Managers in the marketing, customer service, and IT teams can use GROW: *with* their teams to address performance issues; *on* their teams to improve the way people work together (tip: it's particularly effective in leading meetings); *to coach* individual contributors on specific challenges (it's a great tool for increasing employee empowerment and engagement).
- **Individual** – With or without a coach, individuals can use GROW to align their efforts with the goals of the organization and improve performance in their specific role.

In reflecting on the use of GROW in organizations, Fine says "many managers have told me that simply seeing how the things they're already doing fit in this framework gives them a whole new perspective. They consider GROW an orienteering tool that enables them to use these various approaches more effectively."

In **YOU ALREADY KNOW HOW TO BE GREAT**, Fine compiles his best stories and strategies to offer readers a counterintuitive message: you don't need my advice, or anyone else's, because you already have what it takes to achieve your goals. He offers something more valuable than any single piece of advice: a universal tool for taking yourself and others to greatness, in any area of life.

**YOU ALREADY KNOW HOW TO BE GREAT:
A Simple Way to Remove Interference and Unlock Your Greatest Potential**

Author: Alan Fine, with Rebecca Merrill

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<http://www.alan-fine.com/thebook/>

ABOUT THE AUTHOR

ALAN FINE is founder and president of Inside-Out Development, an innovative and fast-growing professional services firm specializing in corporate training, executive coaching, and organizational consulting services. In addition to being a popular trainer and speaker, Alan has spent the last 25 years as a mental performance/focus coach to top professional tennis players and golfers, musicians, and corporate executives.

Twenty-five years ago, Alan helped develop the GROW model, a basic performance model considered by many to be the gold-standard approach among executive coaches and corporate leaders worldwide including IBM, Procter & Gamble, Sprint, 3M, GAP, and many others. The GROW model asserts that breakthrough performance comes not from acquiring additional knowledge but from removing internal interference that allows people to act on what they already know. Good decisions lead to effective actions leading to productive results. Fine calls this phenomenon “Decision Velocity” – the speed and accuracy of decisions that drive individual and organizational performance.

Considered to be one of the pioneers of the modern coaching movement, Fine first became interested in the science of coaching in the field of sport, where he has worked with David Feherty, Colin Montgomerie, Philip Price, Stephen Ames and many other Ryder Cup and PGA champions. In this capacity, he has been a contributing columnist for Golf International Magazine and has published two books, *Inside Out Golf* and *Play to Win Golf* (with David Feherty). In addition to his work consulting with Fortune 500 leaders, Fine is a highly sought after speaker and thought leader, where he incorporates an engaging mix of humor and commentary drawn from the performance- driven world of the professional athlete.

What Others are Saying about

YOU ALREADY KNOW HOW TO BE GREAT

“This book is like a lightning bolt to the brain! Alan Fine’s method will help you slash through the obstacles that keep coming between you and the performance you know you have in you.”

—**Jeffrey Hayzlett, Turnaround chief marketing officer, Eastman Kodak**

“Finally a book that gets to the core of what keeps us from achieving our best at work, at play, and at home. Alan Fine slices through the clutter and delivers an insightful approach to delivering your best performance.”

—**Marshall Goldsmith, world-renowned executive coach and author of the *New York Times* bestsellers *MOJO* and *What Got You Here Won’t Get You There***

“Whether you’re trying to move yourself forward or coaching others to achieve greatness, this book shows you how to tap into hidden potential and unleash the passion and skills you need to succeed. *You Already Know How to Be Great* is a counterintuitive, practical, and inspiring book that will change the way you think about performance.”

—**Rob DeMartini, president and CEO, New Balance**

“The ‘self help’ and ‘motivational’ sections of every bookstore are crammed with tomes that profess to make your performance better and your wobbly bits larger and less wobbly. Alan cuts through the typical feel-good approach. He shows how to reach top performance by spending each moment in the present and paying attention to that which is happening right here, right now, because right here, right now is all you will ever have.

—**David Feherty, CBS golf analyst, author, former Ryder Cup golfer and PGA Tour professional**

“For decades Alan has helped clients understand that control of attention is control over life. This compelling, cogent, and eminently practical book will enable readers to dissolve the crippling effects of fear, doubt, and criticism and focus attention on breakthrough results. A guaranteed investment in personal and organizational growth.”

—**Joseph Grenny, *New York Times* bestselling coauthor of *Crucial Conversations* and *Change Anything***

Key Concept from **YOU ALREADY KNOW HOW TO BE GREAT**

The GROW Model

Alan Fine co-developed the GROW model to help performers remove interference and achieve their goals.

The following is a list of fundamental questions that will help individuals move through the process alone. The questions are modified slightly when coaching individuals, teams, and entire organizations.

GOAL

What issue do I want to work through?
What do I want from this GROW “session” (meaning time devoted to resolving the issue)?
What are the consequences if I do not take action?

REALITY

Briefly, what’s been happening?
What have I tried so far?
What were the results?
What’s my sense of the obstacles for me? For others (if others are involved)?
What different way might others describe this situation?
Is my goal still realistic?

OPTIONS

If I could do anything to make progress on this issue, what might I do?
If others are involved, what would they need to see or hear to get their attention?
If I were watching myself work through this issue, what would I recommend?
Do any of these options interest me enough to explore further?
If I were to act on this/these chosen option(s), how might I go about it?

WAY FORWARD

Do any of these option(s) interest me enough to take action?
How will I go about it?
What might get in my way?
How might I overcome that?
What and when is the next step?

Adapted from **YOU ALREADY KNOW HOW TO BE GREAT** by Alan Fine
(Portfolio; October 2010; Hardcover)

An Interview with Alan Fine,
author of YOU ALREADY KNOW HOW TO BE GREAT

Q: The Inside-Out paradigm is a simple, but quite counterintuitive concept. What was the “a-ha” moment that led you to develop this approach?

A: After working with athletes for a few years, I noticed that although improvement was noticeable, the athletes would often choke during competition. There was something holding them back that wasn't skill-related. The big “a-ha” moment came when I was working with a 9-year-old tennis player. She was shy and uncoordinated, and I gave her basic instructions about how to hold the racket properly and to hit the back side of the ball. But the best she could do was hit the ball five times consecutively over the net. Deciding to try something different, I told her to forget all the instructions I'd given her and to just focus on the ball, when it touched the ground, and when it hit her racket. She hit 53 shots in a row. That was the moment I realized that the specific technical instructions I'd been giving her were not only *not* helping, but actually getting in the way. This girl already knew what to do, but the interference (me!) was preventing her from doing it. That day on the tennis court, I discovered the impact of interference and began developing the Inside-Out approach.

Q: You began your “coaching” career in sports, working with professional golfers and tennis players. How did your experience on the field transfer to the business world, when you began working with executives?

A: As I began to use the Inside-Out approach with my tennis clients, many of them achieved enormous breakthroughs, and our successes led me to start working with professional tennis players. When one of the Davis Cup players I coached moved from 90th to 19th in the world in six months, I began to receive inquiries from up-and-coming professional golfers. At the time, I wasn't sure I could help – I'd never even played golf before. I found myself working in a field I knew absolutely nothing about; still, my golf students kept achieving breakthroughs with the Inside-Out approach. At that point, I realized that I didn't have to be an expert in the field I was coaching, but rather an expert in drawing out the best of what's inside of people. Making this process scalable and repeatable for everyone was the next step in that journey.

Q: Toward the end of the book, you offer readers techniques for troubleshooting specific challenges that arise when they use the GROW model. Is there one issue that people seem to run into most frequently? What's your advice for overcoming it?

A: It's often hard for us to suspend judgment and believe just how much potential people have. As a result, we tend to treat them as if they are less than capable, which leads to overinstruction – and interference. I advise coaches to rewrite the stories they tell themselves about their “students,” to look for the learner inside, and resist the urge to hand out advice. If you use the GROW questions and give people the opportunity to discover for themselves, it will be a much more rewarding and empowering experience for the people we're coaching.

Q: One of the most exciting implications of GROW is its potential to bring about change in companies. Can you talk about some of the ways you've seen people employ it at the team or organizational level?

A: I've seen business leaders put GROW to work in countless situations, but there are two specific applications that have been powerful to witness. The first is the use of the GROW model at the executive level. In my work with Fortune 500 companies, I've been surprised by how often the executives do not share a common understanding of the organization's top priorities or long-term goals. And you can imagine how difficult things

become on the ground when front line workers try to execute an undefined strategy. Using the GROW process to bring the executive team together and define their goals, reality, options, and way forward has been invaluable for these organizations.

Secondly, using GROW at the team level has brought about remarkable changes. Once the executives have clarity about their goals and long-term vision, it's critical to bring employees into the fold. They're where the rubber meets the road, and they can provide an on-the-ground perspective that's invaluable. But many workers are accustomed to waiting for direction rather than solving problems independently. Managers can use GROW to facilitate team meetings on issues ranging from fixing team performance issues to realigning corporate strategy. Seeing GROW in action at this level has been powerful both for the organization and for empowering employees.

Q: Employee engagement is a major concern for organizations right now. It affects productivity, talent retention, and innovation – and according to recent studies, it's lower than ever. How can managers use the GROW method to build and sustain employee engagement? Have you ever worked with anyone who's tried this with success?

A: The answer is YES, time and time again. It's difficult to engage someone if the manager is determining the employee's goal and supervising their methods – but this is often what happens. The GROW model allows the manager to establish the goal with their team, but requires the team, both individually and collectively, to determine the methods that will help them accomplish the goal.

A manager at a major U.S. call center recently told me that out of eight teams, his was the lowest performing. Not only were they understaffed, but the call specialists were frustrated with supervisors who constantly gave direction without explaining *why*. This manager used the GROW method with the supervisors, who in turn decided to use it with the specialists. In just two weeks, they saw a dramatic change in morale. One specialist told him she felt like she had a new supervisor – that instead of being told what to do, she was being asked questions that allowed her to think things through and come up with solutions on her own. Others who felt like they were just working a job now felt they were on a career path. Some who had been applying for other jobs now said they were excited about their work and wanted to stay. And most exciting of all, when they looked at the numbers, they discovered their team had moved from the bottom-performing group to second place – in just two weeks.

The bottom line is that employees know best what will be effective, and they'll be significantly more engaged if they are acting on their own ideas. The manager's job is to coach them through the process. It's amazing to see what happens when results come from the inside-out, rather than from the outside-in.

Q: One of the most encouraging components of your Inside-Out paradigm is the idea that everyone has the potential for greatness, and that anyone can use this method to coach themselves or someone else toward unlocking it. How does this belief drive you in your own work?

A: It doesn't drive my work – it *is* my work. Once I started seeing people achieve breakthrough performance based on the knowledge they already had, I couldn't help but want to experience it again and again. Additionally, when I see managers shift from leading their teams from the outside-in to having them engaged and contributing from the inside-out, it drives me to help others do the same. My work is about more than just improving human performance. Deep inside, people have nurtured dreams about what's possible in life, but various "stuff" always gets in the way. My hope is that people can use this method to get rid of all the distractions and free themselves to make their dreams come true.