



Does your work environment speed you towards business success?

You wouldn't really ever expect fully motivated people to need help finding the discipline and structure to get things done.

But they do.

The world's best sports coaches **create an environment** that supports world class results. It's why Dave Brailsford insists on carrying mattresses perfectly suited to his cyclists to all hotels during the Tour De France.

Managing the cyclists' environment works for Brailsford – Team Ineos (aka Team Sky) have won 7 of the 8 'Tours' up to 2019.

Brailsford acknowledges that the environment they create for their team helps determine the world-beating results they achieve.

In a similar way, you intuitively know that, should you walk into a casino, the environment is designed to influence your betting behaviour. They want you to place your bets and keep placing your bets.

It's why, when you're winning, the casino will offer you an alcoholic drink (not out of kindness but to impair your judgement and keep you playing so they win some back?!). Even the casino restaurant is designed to



entice you to go and bet.

It follows then that your working environment also has a big impact on your work behaviour and your results.

In a nutshell

A 'good enough' working environment does not deliver 'world-beating' or even 'great' results.

Improve your working environment and you'll improve the results of your work.

Your environment is 'jam-packed' with triggers...

Think about driving your car. What environmental triggers are there?

- A road sign triggers you to slow down for

a school

- Another car's brake lights trigger you to press on your brake pedal
- A red oil light triggers a stop at the next petrol station

At work we are also surrounded by a glut of visual, language and other behavioural triggers (and we're mostly unaware of them).

A proven solution for you...

Rather than leave your work triggers to chance, decide on the work-environment triggers that support and encourage greater success for you and your team.



Triggers and the power of habit are unavoidable...

A **behavioural trigger** is any stimulus that prompts your thoughts and actions.

What's important is triggers repeat regularly and mostly go unrecognised! We respond to behavioural triggers without even thinking.

"Repetition of the same thought or physical action develops into a habit which, repeated frequently enough, becomes an automatic reflex."

– Norman Vincent Peale

A repeating trigger results in a repeating behaviour. A repeating behaviour results in a reinforcing reward (physical or psychological). As a result, you hard-wire the behaviour into a lifetime habit (mostly without realising).

Who's pulling your trigger?!

Only if you choose the triggers in your work-place can you truly choose your behaviours and results.

Unless you actively choose your work triggers, you're 'dancing to someone else's tune', just like you are in a casino.

What's really in control?

Marshall Goldsmith, in his book 'Triggers', astutely points out the power **triggers** have over us:

"Their impact is profound. In every waking hour we are being triggered by people, events, and circumstances that have the potential to change us."

"We think we control our environment but in fact it controls us."

Stack the odds in your favour...

Consciously choose your work environment triggers and you set yourself up for greater success.

Manage your triggers with structure...

When shopping, using a shopping list means you're using **structure** to limit

spending, reduce effort and save time. You're managing (limiting) your shopping environment triggers.

When cooking, using a recipe means you're using structure to simplify the complexity of cooking and increase the odds of a fine meal. You're managing your cooking environment triggers.

Structure works for the best of leaders...

Marshall Goldsmith shares this landmark tale about structure.

Alan Mulally was president of Boeing Commercial Aircraft. In 2006 he became the CEO of Ford Motor Company. When Alan retired from Ford in 2014, Fortune magazine ranked him as the third-greatest leader in the world, behind Pope Francis and Angela Merkel!

"No idea looms bigger in Alan's mind than the importance of structure in turning around an organization and its people."

Goldsmith worked with Mulally and when faced with a \$12.7billion loss the year he took over at Ford, structure featured large:

"When Alan arrived at Ford he instituted weekly Thursday morning meetings, known as the Business Plan Review, or BPR, with his sixteen top executives."

"Attendance was mandatory; no exceptions (traveling executives participated by videoconference)."

"No side discussions, no joking at the expense of others, no interruptions, no cell phones, no handing off parts of the presentation to a subordinate."

"Each leader was expected to articulate his group's plan, status, forecast, and areas that needed special attention. Each leader had a mission to help – not judge – the other people in the room."

As with a shopping list or recipe, Mulally managed the work triggers by structuring the meetings tightly therefore limiting the options the senior team at Ford could use.

Twitter structure limits...

In a similar way, you could easily argue that Twitter's success is partly (mostly) down to the structure of 140 characters Twitter used when it began.

Working structure triggers habits focused on safety...

The pre-flight checklist airline pilots use limits their options too. It has resulted in the safest form of transport known to the human race.

Goldsmith's book shows the way:

"Imposing structure on parts of our day is how we seize control of our otherwise unruly environment."

Environment builds both motivation and discipline...

We all know what highly motivated looks like – Adam Peaty training at Loughborough, every day except Sundays, swimming 7 miles every day plus gym and land training sessions, and psychology sessions too. All in a well-planned and structured schedule.

How else do you become a multiple gold-medal winner? Environment and structure helped Adam become the world's first man to break 57 seconds for the 100m breaststroke (56.88 at the 2019 world championships in South Korea).

Peaty's coach, Mel Marshall, knows the importance of environment and structure – it's why she moved training from Derby to Loughborough where the environment includes a world-class sports-science facility.

Never under-estimate the resistance to change...

The well-known phrase 'Old Habits Die Hard' is proven to be mostly wrong with a basic understanding of neuroscience. A more accurate phrase would be 'Old Habits Never Die' (more on the way the brain gets hard-wired in the downloadable tools).

This is why change is tough – new behaviours are struggling against old well-entrenched habits.

"Achieving meaningful and lasting change may be simple – simpler than we imagine. But simple is far from easy."

Why not make fledgling triggers visual and noisy!

Tracking the weekly performance of a production team or a sales team can act as an environment trigger for your people.

If you create a quiet trigger like an excel report that people can access on their PC when they want to, what sort of impact will that make? Instead make performance loud and obvious on a displayed scoreboard located where the team works. This will trigger more powerful high-performance behaviours.

Your working environment triggers behaviours – so consciously make the work environment trigger the behaviours you want to support your success.

TIME TO DISAGREE:

“How could something so simple as an agenda or other checklist structure trigger better results in a complex business like ours?”

The life of an airline pilot has many structures, none more important and valuable than their pre-flight checklist. This checklist is arguably responsible for the safest form of transport known.

Arranging the structure of your diary is simple but can profoundly increase your productivity. Nothing is as simple as ‘do important tasks and projects first’. Leaving them ‘til the end of a busy day sets you up for low quality, slow work – this isn’t good for business!

“My team have a special way of working and nothing will ever change that!”

Yes, “*Old habits never die*” makes change tough. But customer expectations are changing – they demand more for less. And so, change is necessary to survive and thrive in business.

Why not show your team how the brain works (see downloadable tools) and discuss how being resistant to change can hold business back and threaten job security?

NB Two of Alan Mulally’s executive team at Ford felt this way too. They considered repetitious activity as mundane, uncreative, somehow beneath them. It wasn’t long before they were no longer part of Ford’s leadership team.

Use the Business Bitesize Support Tools And Resources

to help you make the most of this edition of **Business Bitesize** – go here: www.businessbitesize.com/landmark to download these

“Everyone’s exhausted from doing their day-job, when do I get time to remove the wrong triggers and install the right triggers?”

Repetition is the key to installing habits and so small steps, well timed, can help – Rome wasn’t built in a day!

Also, it so often goes undetected how being depleted because of a busy day impacts our mental, physical and decision-making ability.

Turn timing (structure) to your advantage to prevent exhaustion or depletion holding you back – discuss change, triggers, structure and environment when you and your team are fresh (in the morning, on a Monday)

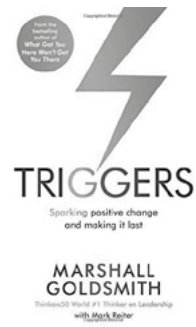
NB On a side note, find out how depletion results in longer sentences for prisoners – without anyone realising! See the downloadable tools.

“Please tell me more”

Jim Yong Kim, 12th President, The World Bank has this to say about Marshall Goldsmith’s book ‘Triggers’

“Marshall’s focussed, practical and insightful approach will help you in leadership, but even more important, it can help you in life!”

Goldsmith shares illuminating stories from his work with great global leaders and how they focus on work-environment triggers to grow their businesses. His stories and insights can help you and your business.



Get Your Bitesize Support Tools Now

Your feedback is important to us.

We’d love to know what you think of this edition of **Business Bitesize** and how you use it or plan to use it. Also we’d welcome your suggestions for future editions of **Business Bitesize**. To give us your thoughts please use the simple feedback form here: www.businessbitesize.com/landmark



4 helping hands for you...

We are mostly unconscious of the triggers in our working environment, destructive or constructive triggers that prompt behaviours that can undermine or support our business and personal success.

If a casino can invest in creating an environment that triggers maximum betting by their ‘punters’, you can set up your work environment to support your business success:

- 1. See your work environment as a source of behavioural triggers – take responsibility for your work environment, don’t leave it to chance**
- 2. Remove triggers that encourage destructive working habits**
- 3. Install triggers that encourage constructive working habits**
- 4. Use work structures to drive the triggers, behaviours and results you want for your business**

ULTIMATE ARGUMENT:

“How do I know that a more supportive work environment will deliver better behaviours and results?”

Alan Mulally from Boeing and Ford was entirely convinced that a weekly executive meeting structure helped turn Ford round from losses of \$12.7billion.

The structure he imposed triggered both reporting and behaviour changes that helped Ford succeed.

Knowing that habits or behaviours are a response to triggers means you must identify these triggers. You know that ‘wrong’ behaviours undermine success, ‘right’ behaviours build success. Set up the triggers for the ‘right’ behaviours you want (and remove the triggers that prompt ‘wrong’ behaviours).

STOP: taking your work environment triggers for granted

START: choosing your work triggers to improve your working behaviours (habits) and results



Your next steps:

We mostly ignore the behaviour triggers in our work environment – we are unconscious of them and their effects on the work we do and how well we do it.

However, Alan Mulally, when turning Ford around from a \$12.7billion loss, put structure (work triggers) front and central every week. And the executives who didn't play ball with Mulally's structures were soon working elsewhere.

Isn't it time you worked out how to structure your work environment to create the behaviours that will support your success?

Only if you change your work environment...

...will you change the working habits of your people.

And in a world of increasing customer expectations change is vital.

More tools and information for you:

Download the supporting tools and resources for more help on changing your work environment to improve your performance and results – use the URL link in the box below.

Improve your work environment and you improve the results of your business...

Your working environment is jam-packed with behavioural triggers that result in habitual behaviours, behaviours that deliver the results you achieve. The thing is, the behavioural triggers in your work setting mostly go unrecognised, we are unaware of them.

So why not take charge of the triggers in your work environment to deliberately limit options and decision-making and prompt the best working behaviours and results?

1. See your work environment as a source of behavioural triggers
take responsibility for your work environment, don't leave it to chance.

2. Remove triggers that encourage destructive working habits

Some of your work habits are preventing you from achieving your best results. Knowing that habits are a response to triggers means you must identify these triggers and remove them from your working environment. See the downloadable tools for a process to help.

3. Install triggers that encourage constructive working habits

Having removed the unhelpful triggers, choose triggers that will sponsor, support and encourage the behaviours that will support your success.

4. Use work structures to help drive the triggers, behaviours and results in your business

Structures like agendas, checklists, diary priorities, meetings, visibly displayed scoreboards where people work.

Check out the downloadable tools for more on these insights and skills – use the URL link in the box below.

Use the insights in this Business Breakthrough report (and the supporting tools) to help you put work environment as one of your leadership priorities – to create an environment that fully supports and encourages high performance – just as Dave Brailsford and Mel Marshall have done for their world class athletes.

YOUR SUPPORT TOOLS ARE HERE: Go to the link below and you'll find a selection of practical support tools to help you better apply the power of triggers and habits created by your work environment.

Find the support tools to help you here - www.businessbitesize.com/landmark



business breakthroughs
in minutes

LANDMARK
CHARTERED ACCOUNTANTS

Does your work environment speed you towards your business success?

Research suggests that anywhere between 50% and 90% of our behaviours (during waking hours) are habitual behaviours. Suggesting we're on autopilot most of the day, not realising we're doing what we do in the way we do it.

The science of habit shows that habits are mostly triggered, prompted or cued-up by something in our environment (see later for the 5 habitual triggers).

Knowing this 'triggers' a question that you should take seriously if you're committed to improving the results of your business every day:

What is it about your work environment that prompts and triggers behaviours every day in your business?

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STOP taking your work environment triggers for granted

START choosing your work triggers to improve your working behaviours (habits) and results

1. The one 'BREAKTHROUGH QUESTION' you must ask to help you take charge of the triggers and behaviours (habits) in your work place...

When did you last change the environment structure that triggers your behaviour in your work setting?

A 'good enough' working environment will not deliver 'world-beating' or even 'great' results.

And if you improve your working environment, you'll improve the results of your work.

So, it pays to ask yourself:

What is it about your work environment that prompts and triggers behaviours every day in your business?

Where is the value in this question?

The value in this question lies in **identifying** the things at work that deliberately trigger the decisions and the behaviours you want from your people. Stepping back and working out them out rather than leaving them as they have always been or leaving them as they are now, even though you didn't choose them to be that way!

- If Alan Mulally, who turned around Ford Motor Company from a multi-billion-dollar loss, can insist and encourage his leadership team to use the structure (triggers) of a weekly well-run business review meeting, what can you do to trigger improved decisions, improved behaviours, habits and results?
- If a small manufacturing business can put up a white board on the wall and create a simple weekly production 'scoreboard' that triggers and supports a daily check-in about the day's priorities, what can you do to change something in your work-setting that stimulates the right behaviours and actions to support your business success every day?
- If an events business can install a large white-board with a game of 'battleships' that results in increased event bookings thanks to the 'game' dominating the work-setting triggers, what can you do to use a 'game' trigger to drive the action that will drive your business success throughout the working day?
- If a training company can change who sits beside whom 3 times in 3 months just so they get the right blend of people sitting with each other to support the behaviours they need to improve results, what can you do to reorganize your people to improve your behaviours, habits and results?
- If the AA can re-organise the layout of their recovery vehicles and the 'ipad' prompts to ensure their engineers follow the best recovery routines, what can you do to provide the right tools and equipment in the right place to improve your people's behaviours, habits and results?



Working Triggers

Support tools and resources

Once you've asked the question above try this one next:

What work environment triggers (structures, visual and auditory prompts) have you deliberately put in place to help you and your team automatically do the right things at the highest standards every day?

2. Never under-estimate the power of hard-wiring in your brain (and the resistance to change this creates)...

The well-known phrase **'Old Habits Die Hard'** is proven to be mostly wrong with a basic understanding of neuroscience.

A more accurate phrase would be **'Old Habits Never Die'**.

It's all about how the brain learns. And how the brain then hard-wires your learning (and then never forgets!). Just like when you've learned to ride a bike, you'll always be able to ride a bike. The same applies to every skill and thought process you have (because of the way the brain learns and then hard-wires the learning).

Your brain is complex. However, the simple job of learning a new skill or behaviour is what the brain does brilliantly. As your brain learns a new skill, the speed of the signals passing through your brain's nerve fibres used for your new skill, increase 100-fold.

This creates short cuts in your brain for decisions and actions that turn into habits – the brain follows the path of least resistance and a brain signal travelling at 200 miles per second will beat a signal travelling at 2 miles per second.

These 'brain short cuts' help save you time and energy (and the brain consumes a lot of energy). However, they also put you into autopilot!

Neuroscience 101...

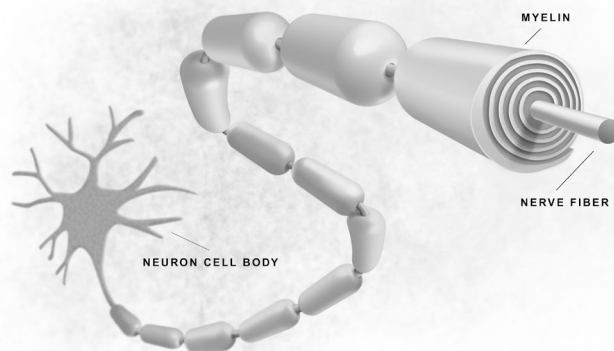
Go to a beach when on holiday, for the first time, and you'll wonder where to park yourself and your beach 'stuff'.

Because this is a new decision and new behaviour, the brain signal speed in the relevant nerve fibres for this decision is a modest 2 miles per second.

However, every time a signal passes down one of your brain's nerve fibres for a decision and an action your brain creates a wrap of insulation around the nerve fibre (called Myelin) – see the picture.

Just like the insulation you see around an electrical wire the nerve fibres in your brain are insulated by Myelin.

On your second visit to the same beach your brain fibres used for the decision have a myelin wrap that speeds the signal up and the chances are you'll be drawn to the same spot where you put yourself on day 1. Several more trips to the beach and several more myelin wraps on your brain's nerve fibres for this decision and action means the signal speed increases even more – we commonly call this 'habit forming'.



With many myelin wraps on a nerve fibre in your brain the signal speed increase to 200 miles per second through that nerve fibre. Making it less and less likely you'll visit any other part of the beach!

Choosing another spot on the beach will be resisted! This has serious implications for change.

Well-established habits will always win over new fledgling habits (unless you nurture new habits with new triggers – and remove the old triggers). It's important to know this if you want to install change in your business in the face of existing habits (habits that have hundreds of myelin wraps and signal speeds of 200 miles per second) it's important to realise it's going to be tough, really tough.

It's why we start out with good intentions and then resort to doing what we've always done. It's why so many New Year resolutions fail to last beyond the 14th of January! It's because of Myelin wraps, signal speeds, it's because 'Old Habits Never Die'.

Action worthy of your attention

Remove the triggers for the old gnarly habits and nurture the new triggers every day or every week until they are stronger/faster than the old habits.

Like Marshall Goldsmith says in his book about triggers:

"Achieving meaningful and lasting change may be simple – simpler than we imagine. But simple is far from easy."

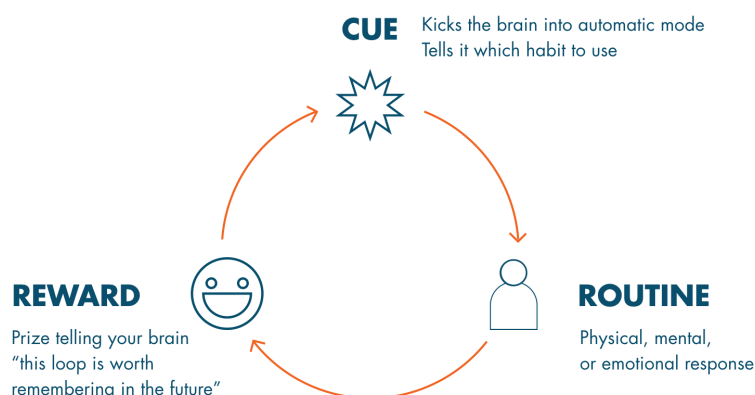
How triggers drive habits...

Habits are a mostly unconscious behaviour. We are unconscious of the trigger that prompts the behaviour and we're unconscious of the resulting behaviour habit. We're mostly on 'autopilot'.

- A trip to the petrol station triggers a chocolate bar purchase (choose a garage where you can pay at the pump)
- A 'ping' from your mobile phone triggers you to stop working to see who's text you (switch off notifications)

Thinking you can beat the power of triggers and habits is like thinking you can push water uphill.

Only when you choose your work environment triggers do you turn the habit wheel to your advantage – Trigger; Behaviour; Reward (Result).





Working Triggers

Support tools and resources

Change is hard...

Change is hard because the brain hard-wires habits. New behaviours are struggling against well-established, myelin-coated, hard-wired habits.

Which is why you have to ***remove the work-environment triggers that stimulate the habits you want to stop*** and ***install the work-environment triggers that stimulate the new work habits you want to encourage.***

The better the triggers the better the behaviours and habits and results. Like Aristotle is quoted as saying:

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

So, get your work-environment triggers to help you (rather than hold you back).

3. Is 'good enough' mostly OK?

There's a significant problem with 'good enough' standards.

Good enough isn't a bad thing all the time but it does undermine your results in certain areas of your behaviours and your team's behaviours.

However, in many areas of life, chasing perfection is a fool's errand, or at least a poor use of our time. A good enough mustard for your cheese or ham sandwich is probably ok with you and won't make much difference to the rest of your life! Hours taste-testing every mustard on the gourmet shelf won't appeal too much. Chasing that last bit of improvement is not worth the time or effort. It will not significantly increase our happiness or satisfaction.

In some areas 'good enough' is a real problem.

The problem with 'good enough' begins when this good enough attitude spills beyond our marketplace choices and into the things we say and do.

Do you want to treat your spouse in a 'good enough' way? Do you want to deal with an aged parent or a child in a 'good enough' way? Do you want to deal with a customer in a 'good enough' way when they buy from you or query your pricing or delivery timing?

In these situations, 'good enough' disappoints people, creates distress where there should be harmony and results in break downs that can be costly in time, money and stress.

'Good enough', can end up destroying relationships (and profitability).

Higher behavioural standards are needed.

And, if your behaviours – what you say and what you do – are triggered by your work environment, it makes sense to ensure you have high-quality environmental triggers triggering high-quality (habitual) behaviours.

Are you treating your work environment seriously enough?

Do your work environment triggers support the best performance or just 'good enough' performance at work?

What about your desk or office environment, what about your computer desk-top environment, or your diary work environment – are you treating it seriously enough?

A regular review of the visual, auditory and structural work triggers (once a quarter or at least twice a year) will stop you ignoring the vital behaviour prompts that support your business success.



Working Triggers

Support tools and resources

A customer perspective

If some Amazon customers now get deliveries the same-day they order products online, your customer expectations around your delivery timescales change – you have to change your work environment triggers and structures to prompt new habitual behaviours to adapt to your customers' needs.

There's a café we no longer visit regularly because they are not conscious of the customer environment triggers – their toilets have not been upgraded in a long time which triggers us to wonder if cleanliness is as high as it should be in the kitchen.

A worker's perspective

Your workers' expectations change too. Fail to change your work environment and you risk losing good employees, good customers, revenues and profits. Allowing your work environment to stay the same is too risky.

4. Avoid depletion and, like a Duracell Bunny, “keep going for longer!”

If you were in prison, but up for early release, would you want your parole hearing to be in the morning or in the afternoon?

The real question is: When would the parole board be more depleted?

In 2011 a study of 1,100 decisions by an Israeli parole board showed the power of depletion on decision-making. Not physical depletion but psychological and emotional depletion.

Researchers discovered that:

- Prisoners who appeared before the board early in the morning were granted parole **70 percent** of the time.
- Prisoners appearing late in the day were approved only **10 percent** of the time

There was no meaningful pattern—no bias or malice among the three Israeli board members—except the time of day.

An afternoon hearing would give you **ONLY** a 1 in 10 chance of getting home to your loved ones thanks to early parole. In the morning you’d have a 7 in 10 chance! 700% more likely!!!

The arduous work of deciding prisoners’ fates all morning wore down the board members, so by the afternoon they chose the easy course of not deciding at all; they let the majority of prisoners finish their sentences. Here’s what Marshall Goldsmith (author ‘Triggers’) has to say about depletion:

“Unlike being physically tired, however, we’re usually unaware of depletion. It’s not like engaging in strenuous physical activity where we expect to feel the weariness in our muscles—and take time out to rest.

“Depletion, like stress, is an invisible enemy. Until someone invents a body gauge to tell us we’re running on emotional empty, we can’t measure it, so we don’t appreciate how it’s grinding us down, affecting our behavioural discipline—and exposing us to bad judgment and undesirable actions.”

Big decisions, the most important or valuable action therefore should be a morning focus – before emails, before anything that might deplete your ability. So how about ensuring your systems and technology, your working protocols and structures support your people doing the big important jobs of the day first?

As explained in the Business Breakthrough report, triggers and structures can be used to limit decisions and actions and so help avoid unnecessary depletion – it’s why a shopping list and a recipe are so useful. It’s why the AA recovery engineer has the technology and the van set out to ensure he or she is still as helpful on the 8th recovery of the day as they are on the 1st.

Use triggers and structures at work to minimise or help manage depletion.

Limit the decisions, limit the variables and limit the time exposed to complex, highly emotional, challenging situations and you reduce the effects of ‘depletion’. You also help your people be more efficient and achieve a better result too.

5. Stack the odds in your favour...

Get your working environment to set you up for success. Get your working environment to 'trigger' behaviours that support your success.

As Marshall Goldsmith in his book 'Triggers' points out, triggers come in all sorts of shapes and sizes:

- Direct or indirect
- Internal or external
- Conscious or unconscious
- Anticipated or unanticipated
- Encouraging or discouraging
- Productive or counter-productive

In 'The Power of Habit' by Charles Duhigg the author points out 5 sources of triggers that cue our habitual behaviours:

- People
- Timing
- Emotional State
- Preceding Action
- Setting

Duhigg also points to the power of setting (environment) as a dominant source of habitual behaviour, citing the size of the popcorn box you order at the cinema as having the biggest influence over the volume of popcorn eaten during a film! Reduce the box size (setting) and you reduce (limit) your consumption.

You should also consider whether the triggers currently dominating your work setting are

- **Visual triggers** – anything your work team can see as likely to trigger a response or a habit
- **Auditory triggers** – ambient noises, language
- **Spatial triggers** – where things are placed
- **Olfactory triggers** – what people feel (temperature, humidity, etc) and what people smell

All these potential environmental triggers influence how your people respond, how they behave habitually and ultimately what results they deliver for you and your business.

6. Time to take charge of your work environment?

Your work environment constantly intervenes in the work you and your people do.

Outlook notifications, for example, are constantly distracting your people from the focused work they have planned to do. The smell of bacon wafts up from the kitchen, and we forget our doctor's advice about lowering our cholesterol. Our colleagues work late every night, so we feel obliged to match their commitment, and miss one of our kid's football games, then another, then another. Our phone chirps, and we glance at the glowing screen instead of looking into the eyes of the person we love. This is how our environment triggers undesirable behaviour.

Because our environmental factors are so often outside of our control, we can easily think there isn't much we can do about it. It's easy for us to feel like victims of circumstance.

And yet you can take control of your environment!

You can put half-fat rather than full-fat milk in your fridge to reduce fat consumption – you're managing your fridge environment.

You can switch off email notifications and help ensure your team stay focused before 10.30 every day.

You can take control of your environment.

Adam Peaty – Eat, Sleep, Swim...

Adam Peaty's goal since the Rio Olympics in 2016 has been Project 56 – being the first man to go under 57 seconds for the 100m breaststroke.

In the world Championships in South Korea June/July 2019 he achieved this and swam a new world record of 56.88, breaking his **own** world record by 0.22 seconds. He became the first person to break the 57-second barrier.

Peaty is the European, Commonwealth, World, and Olympic champion in the 100m breaststroke.

Peaty gets up at 6am to train, completing three two-hour sessions a day, gym sessions, psychology sessions, six days a week. Then he's in bed each night by 9pm.

So, what is it that makes Adam Peaty remarkable?

Yes, he is talented, yes, he works hard, BUT he was successful in part thanks to Mel Marshall his coach. Peaty was already World and Olympic champion and world record holder when they started Project 56. What was needed was an environment change. So, Mel and Adam left the City of Derby swimming club and went down the A6 to Loughborough where the environment was a significant step up – an environment that triggered a number of small changes that helped them achieve 56.88!

Click here to learn how Peaty's working environment has EVERYTHING to do with his success...

<http://bit.ly/AdamPSWIMMER>

7. Identifying your triggers, try this exercise and remember – we always have a choice...

Try this powerful exercise:

- Pick an outcome goal that you are pursuing – increased sales calls per day, increased on-time deliveries or something that's directly connected to your customer perceptions of your business
- List the people and the situations that influence the quality of your performance
- List the behaviours that result in the current level of performance
- List the triggers that prompt the current behaviours
- Now decide whether each of these triggers and behaviours are encouraging or discouraging, productive or counterproductive?
- If you're falling short of your goal, this simple exercise will tell you why
- Then open the discussion about which triggers and behaviours to remove and which triggers and behaviours you should install

If nothing else, you'll get to understand what's triggering current behaviours and what you can do to remove or install triggers that get you the behaviours/habits and results you want to encourage.

This exercise can:

- make us smarter about specific triggers and
- help us connect them directly to our behavioural successes and failures. It's a reminder that, no matter how extreme the circumstance, when it comes to our behaviour, we always have a choice about how our work-environment stimulates behaviours



Working Triggers

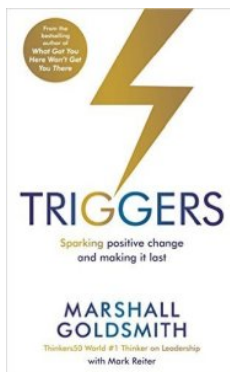
Support tools and resources

8. The book and other resources

Check out the book by Marshall Goldsmith – ‘Triggers’ – Creating behaviour that lasts – becoming the person you want to be.

In this book Goldsmith shows how we can overcome the trigger points in our lives and enact meaningful and lasting change. There is no doubt that change is hard, no matter how urgent and clear the need.

Knowing what to do does not ensure that we will actually do it.



The Harvard Business Review made this book one of their top business books to read and writes:

“Simple truths, often forgotten, beautifully constructed into something all of us can use. As with all things, reading solves nothing, it is action that moves us forward. The minor genius of this work is the offering of a way to do it that is engaging and achievable”.

Here’s the link to purchase the book: <http://bit.ly/triggersmg>

Check out this video by Marshall Goldsmith – inspiring us to be who we want to be...

Some of our inner beliefs can trigger failure before it happens. They sabotage change by cancelling its possibility! Discover how to recognize these sabotaging beliefs and learn what you can do about them. <http://bit.ly/Triggersvideo>



Triggers: Why don't we do what we know we should do?