

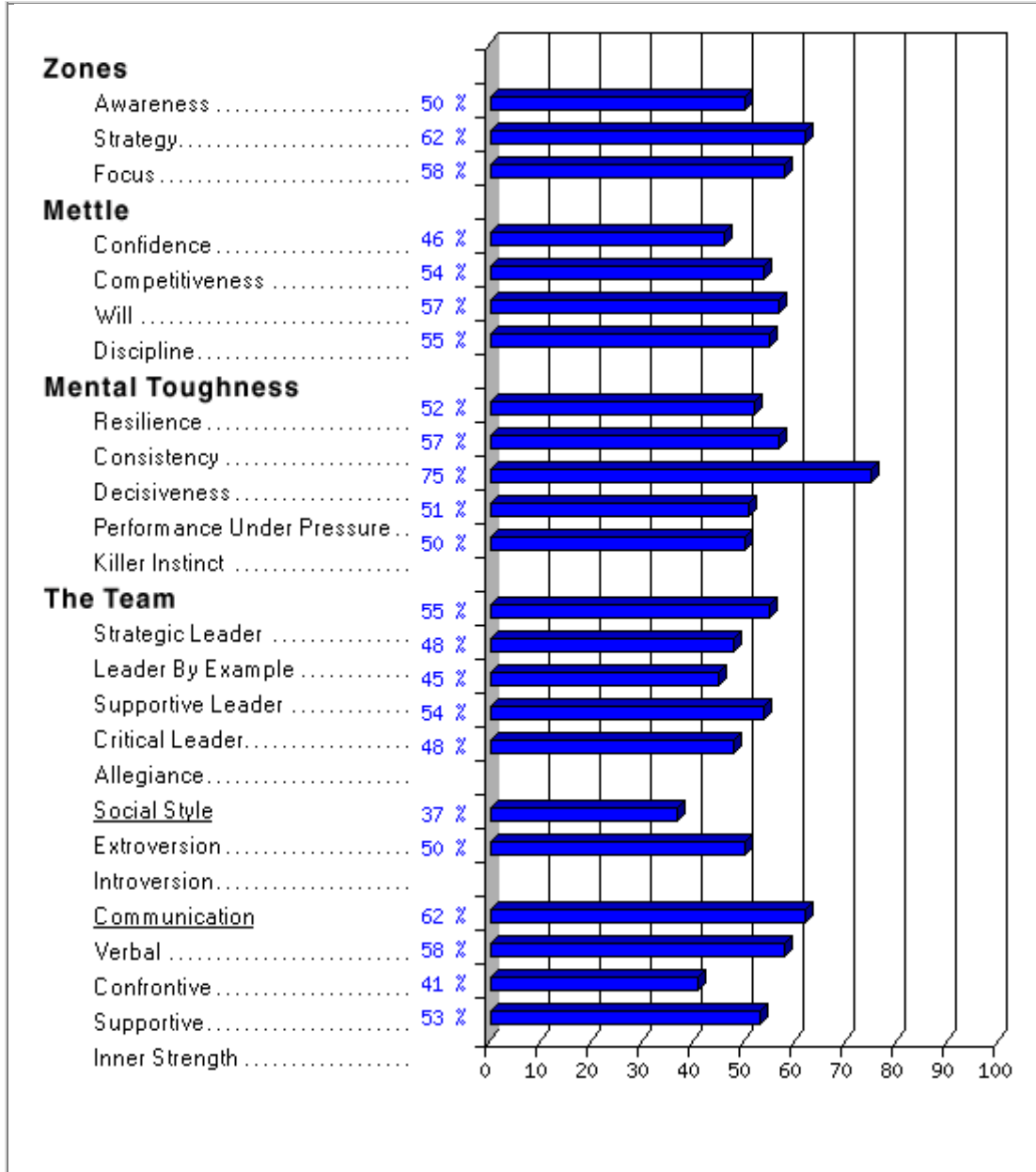


Athlete's **C**ompetitive **E**dge™ Inventory

Performance Report for:

Jane Sample

5/11/2001



THE STARTING LINE

What are you doing sitting in front of your computer?
 You're not going to get any better here.
 Or are you?

Ordinarily we would tell you to get out and practice, but, since you're already here, let's see if we can't give you a little help with your **game...**

GO!

You've spent a lot of time, money and effort getting your body ready for competition. But this kind of fitness won't, by itself, get you where you want to go. A.C.E. has been designed to give you the kind of personalized performance information that will make the difference between success and failure. It's all about **mental** fitness.

Whatever your sport, this report will give you information that you can use to improve your performance by:

- identifying your performance strengths and weaknesses
- providing you with personalized error analysis feedback
- showing you how pressure affects your ability to perform
- detailing ways to control emotions and improve concentration
- allowing you to compare yourself with the world's greatest athletes

- ▶ This report contains interactive text. Bullets, like the one at the left, signal that there is more text below. Simply click on the bullet and the text will appear!
- ▶ Clicking on a bullet with a red box around it will bring up a new web page that contains more information about that subject.

BATTLE SKILLS

Whether you like the analogy or not, the truth is, sport can be like entering combat. Sometimes your adversary is your opponent. Sometimes the real adversary is yourself. We can't help you improve your technical skills (e.g., how you throw the ball or move your feet). This is better left to you and your coach or trainer. What we can do is help you make the best use of your physical talent and skills. It takes more than a strong arm to lead a team to a championship. It takes more than fast feet to bounce back from defeat.

A.C.E. NAVIGATION

Your report has three main sections::

1. The Error Analysis Program
2. Battle Stations

3. The ACE Comparison Program

You may choose to visit any of these sections in any order you please. The heart of your report is the Personalized Error Analysis Program. It is here that we will provide you with your two most likely mental errors. Click on each error to get in-depth information about the particular type of mistake and what you can do to manage or eliminate it.

[CLICK HERE TO GO STRAIGHT TO YOUR MOST LIKELY ERRORS](#)

In order to fully understand the characteristics and qualities that each A.C.E. scale represents, we recommend reading through each of the Battle Stations (ZONES, METTLE, PERFORMANCE UNDER PRESSURE, and The TEAM) before moving on to the Comparison Section. This is a unique opportunity to see how your scores compare with those of amateur, professional, and Olympic athletes^{3/4} your chance to see how you stack up!

THE TERRAIN

Like the world itself, the sports world has changed dramatically over the past decade. Technology has transformed how we train, communicate and interact. Information on any subject, from Archery to Zen, is available at the click of a button. Without the Internet, you wouldn't be reading this right now. Technical and tactical advantages are harder than ever to gain, precisely because your competitors are getting access to the same exciting new technologies. Where then is the real competitive edge to be found?

Consider this. In the 1996 Summer Olympics in Atlanta, 32 hundredths of a second separated all the finishers of the Men's 100-meter final

1. Donovan Bailey	CAN	9.84 WR
2. Frankie Fredericks	NAM	9.89
3. Ato Boldon	TRI	9.90
4. Dennis Mitchell	USA	9.99
5. Mike Marsh	USA	10.00
6. Davidson Ezinwa	NGR	10.14
7. Michael Green	JAM	10.16
*Linford Christie	GBR	DSQ

Every one of these athletes had a chance to win. Each had been well prepared for the race^{3/4} world-class coaching, impeccable training, sound nutrition, and superb medical care. But the difference between winning and losing often rests above the shoulders. If you don't believe us, just ask Linford Christie...mental mistakes caused him to false start twice and disqualify himself. Years and years of training out the door...

Even in instances where technology plays a significant role, mental factors are critical. The clap skate in speed skating and the catamaran in sailing are good examples. These advances in equipment design provided an incredible advantage to those who recognized their value and were willing and

able to make the switch. These athletes risked a great deal to make the change. They made calculated decisions under pressure-laden conditions. They were adaptable and flexible in approach and worked incredibly hard under severe time constraints to succeed. Even the most physically talented athletes will lose when they can't adjust quickly to new technology or when they don't make a timely change because they fail to recognize the impact of advancing science in their sport.

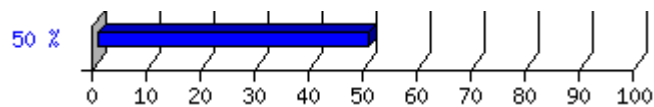
In golf, technology has made the game "easier" for everyone. Balls go further, clubs are larger and more forgiving. The USGA has recognized that these technological advances are not always in the game's best interest even though they often give an edge to the players. In the interest of maintaining the integrity of the game, the USGA places limitations on the type of equipment that can be used. Who do you think will be in the best position to win when everyone uses equipment of substantially the same quality?

Battle Station 1 **ZONES**

How many times has your coach told you to concentrate? Not very helpful advice! Here's the reason. There's more than one kind of attention. Do you think a PGA golfer needs the same kind of concentration skills as an NFL quarterback? Does a bowler need to focus in the same way as a midfielder in soccer?

There are three basic concentration zones: AWARENESS, STRATEGY, and FOCUS. The blue line opposite each of these concentration skills shows your percentile score. This shows how you compare with the average A.C.E test taker. The more balanced the scores in the three areas, the easier it is for you to shift your focus of concentration in high-pressure situations.

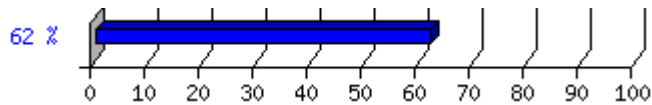
AWARENESS



This area encompasses your ability to see and sense what is going on around you. It's what enabled Michael Jordan to spot a man down-court. It's the type of attention that John Elway used to hit the open receiver. And it's the skill that Julie Foudy employs when she "feels" a defender coming up from behind. The AWARENESS zone is where you need to be to react quickly and instinctively to the changing demands of your competitive arena. Athletes who compete in fast paced team sports like soccer, basketball, hockey, football and lacrosse should score about the 75th percentile in this zone. Your AWARENESS score puts you in the 50th percentile. Put yourself in a room with 99 fellow competitors and you feel as though your ability to be aware and sensitive to things going around you is better than 49 of them

LOW SCORERS	HIGH SCORERS
<ul style="list-style-type: none"> • May not even know they are missing important things going on around them. 	<ul style="list-style-type: none"> • Have a sixth sense.
<ul style="list-style-type: none"> • May feel overwhelmed when the pace of play gets quick. 	<ul style="list-style-type: none"> • Can "read" defenses and see passing lanes easily, even under pressure.
<ul style="list-style-type: none"> • Need to learn to control anxiety and arousal to help improve vision and general awareness. 	<ul style="list-style-type: none"> • Know instinctively just how long to hold the ball or continue a play.

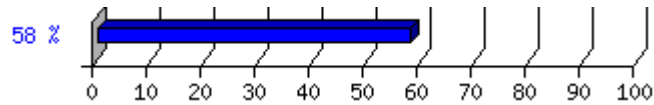
STRATEGY



Great coaches spend a lot of time strategizing. This is what enables them to pick apart the opponent's defense, to call effective plays, and to design efficient practices and long-term training goals. Athletes use this skill to make on-the-fly tactical decisions that allow them to outthink the competition. Highly strategic athletes and coaches take advantage of time outs and lulls in the flow of play to make adjustments in style of play and technique, to compensate for deficiencies, and to counter tactical or psychological maneuverings. Analytical and problem-solving skills are especially important for professional golfers and tennis players who function as their own coaches. Athletes who are responsible for making team decisions (e.g., captains, quarterbacks, and player-coaches.) must often operate in this zone. Most elite-level coaches score above the 80th percentile in this zone. Your score puts you in the 62nd percentile

LOW SCORERS	HIGH SCORERS
<ul style="list-style-type: none"> • May be fearless in extreme sports because they will not spend time calculating the associated risks. 	<ul style="list-style-type: none"> • Need to watch for signs of "paralysis by analysis" (over-thinking).
<ul style="list-style-type: none"> • Need to let their coach know that one or two helpful pointers at half time is plenty. 	<ul style="list-style-type: none"> • Often provide insightful information about ways to improve.
<ul style="list-style-type: none"> • Rarely overcomplicate things. 	<ul style="list-style-type: none"> • Frequently overcomplicate simple games!

FOCUS



The ability to stay focused, to pay attention to the details, and to shut out internal distractions (thoughts) and external distractions (noises, etc) is a critical skill for any ambitious athlete. The average score for world record holders in sports that require perfection of athletic skills (e.g., diving, gymnastics, shooting, golf, and bowling) is about the 85th percentile in this area. This should not be surprising. Athletes who achieve this level of success have devoted the better part of their lives to get there. Over 30 years of research with the world's finest athletes has consistently shown that above all else, **great athletes** are focused! Find this zone when you must shut out distractions and when you must maintain a long-term focus and commitment to the development of your physical and mental skills. You have scored in the 58th percentile on **FOCUS**.

LOW SCORERS	HIGH SCORERS
<ul style="list-style-type: none"> • May not put in enough time mastering their craft. 	<ul style="list-style-type: none"> • Will place sport commitments above all else.
<ul style="list-style-type: none"> • Realize that there are other things in life besides sport. 	<ul style="list-style-type: none"> • May suffer from burnout if proper perspective is not maintained.
<ul style="list-style-type: none"> • Can be very successful particularly when they are naturally talented. 	<ul style="list-style-type: none"> • Can overcome initial technical weaknesses through determination and practice.

ENTERING THE ZONE

Very few athletes have all of the concentration skills necessary to perform equally well in every situation, especially when they have to perform under pressure. For a variety of reasons-- some genetic and some learned-- very few athletes are equally skilled or adept when it comes to developing the three types of concentration. If you are like most of us, one of your concentration skills will be more highly developed than the other two. If your scores in the three areas are all high and roughly in the same percentile, then either you possess the focus of Tiger Woods, the external awareness of Wayne Gretzky, and the analytical skill of Martina Hingis wrapped up in one great package or you have exaggerated your abilities.

Another way to think of the concept of Zones is to imagine channels on your TV. We all have the ability to switch among the various channels under certain conditions. The challenge is to tune to the right channel at the right time. Because we all have certain "viewing" preferences, we tend to go to one channel or zone when we feel pressure. Your preferred zone is the one with the highest score (if you have more than one, then you are just more flexible...). The key to performing well under pressure is to make sure that the situation you are in is one that plays to your most highly developed concentration skill. Mistakes are made when you find yourself in a situation that calls for information from one channel when you are concentrating on another. A quarterback who fades into the pocket in

a shotgun formation needs to be on the AWARENESS channel in order to throw a good pass. If he finds himself on the STRATEGY channel, he will be in trouble. Thinking about how much it will hurt if he gets sacked, or what place the team will be in with a win will almost guarantee a broken play.

The most highly developed concentration skill for Olympic athletes is almost always the ability to narrow their focus of concentration (Zone 3). Their narrow focus keeps them from over-analyzing and helps them shut out possible distractions under highly stressful conditions. This is precisely the type of concentration demanded during competition. When that channel dominates, they are in their zone. Increasing pressure actually plays to Olympic athletes' concentration strength. This explains why so many elite athletes perform better when everything is on the line.

In contrast to most athletes, pressure situations for coaches require good analytical skills, not a narrowing of concentration. When the competition puts pressure on a team, the coach has to be able to strategize and anticipate the moves of the opponent. Put the coach in the athlete's competitive situation, and she will tend to over-analyze and think too much. She will not perform effectively. She will be out of her zone. Put the world record holder in the coach's position and she probably won't think far enough ahead to anticipate what's coming down the road. Remember, under pressure, you rely more heavily on your most highly developed concentration skill and you lose some of your ability to shift among the three different styles of concentration.

YOUR CONCENTRATION STRENGTH AND MOST LIKELY MENTAL ERROR

Jane, from a concentration standpoint, your greatest strength is your analytical skill -- your ability to strategize and problem solve (Zone 2). As pressure increases, that strength can become a weakness. Under pressure, your most likely mistake will be to become overly analytical -- to tune out some of the important things going on around you and to lose awareness of your opponent or of competitive conditions.

For you to maximize your mental talents, you need to find competitive situations that play to your analytical skills. Get involved in situations in which strategic thinking pays off and problem-solving under pressure is important. At the same time, work to identify times when you need to be less analytical and pay more attention to things going on around you. Use your analytical skills when you aren't actually involved in the performance situation to develop strategies for keeping yourself from becoming lost in your own thoughts in critical situations. The Error Analysis Section of this report will provide you with additional suggestions for improvement.

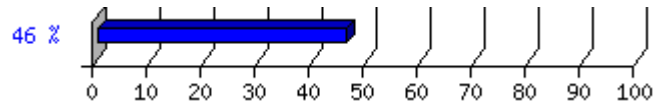
Battle Station 2 ***METTLE***

Success in sport is about setting goals and achieving them. It's also about doing your best. For this, you'll need more than physical and mental talent, you'll need the right attitude. This right attitude or

character is something we call "mettle".

As athletes, we like to think of ourselves as driven, confident and competitive. Just be careful not to confuse your actual athletic self with some idealized picture. You are likely to find the biggest disconnects in this station because weaknesses here are often difficult to own up to. One of the great things about the A.C.E format is that this is just between you and us (and we're not really here).

CONFIDENCE



- Jane, because your score on confidence is on the low side, you are more of a team player than team leader. You are less likely to get into authority conflicts or battles for control with your coach or teammates.
- You may underestimate your skills and abilities. As a result, there will be times when you are reluctant to take charge even when you should be assuming a leadership role. Challenge yourself to be more assertive. The more you 'practice' assuming a leadership role, the more comfortable you will be in those situations.
- Understand that others may not share the same kinds of anxieties or have the same doubts as you do. This doesn't make them better than you. You are much more likely to learn from your mistakes and to listen to those who might be able to help you than those who are over-confident. Use this to your advantage.
- Take a moment to consider the areas where you are most confident. Try to build on the successes that you have had and challenge yourself to have more faith in your abilities. Reminding yourself that doing your best is really the ultimate goal is a great way to remove some of the pressure.

Successful athletes have a level of confidence that matches their level of ability. Too much confidence produces arrogance, and too little produces unnecessary self-doubt. You can't always tell how confident an athlete is from his or her behavior. You probably know people who "talk the talk" but who can't "walk the walk." It's hard to believe that Muhammad Ali was as confident as he sounded. No one could be that confident. But his performance certainly reflected an appropriate level of confidence in his ability. On the other hand, some athletes sound much more modest about their abilities than they really are.

Some of us don't like to brag because it puts us under additional pressure. When you walked out of a test in school and were asked how you did, did you deliberately understate your performance, or did you have a habit of consistently overestimating your score?

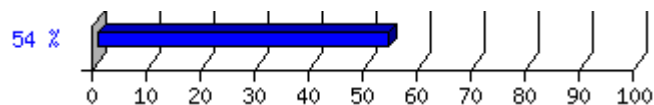


Confident athletes are not afraid to compare themselves to the competition and admit when they don't measure up. Too little confidence can interfere significantly with performance. When an athlete goes into a slump, what seems to go first is confidence. Not surprisingly, this prolongs the slump. The better you are at maintaining an appropriate confidence level, the more likely you will be to minimize the length and seriousness of these difficulties. Confidence is often the key to your ability to bounce back. For instance, it explains why some athletes recover more quickly than others from injuries and other setbacks.

Confidence comes principally from successful experiences in a variety of pressure-filled competitions; from the part of you that says "been there, done that, can do it again." Another source of confidence is the deeply-held belief that whatever happens, either happens for the best or isn't worth "freaking out" about.

Your score on **CONFIDENCE** places you in the 46th percentile.

COMPETITIVENESS



- Jane, your score on the competitiveness scale suggests you are more comfortable competing against yourself, than you are competing against others.
- You are probably more of a process-oriented person. In other words, Jane, you probably are motivated to do well because you enjoy mastering the skills associated with your sport. You are likely content with doing a few things and doing them as well as you can regardless of the results.
- There may be times when conflict arises with teammates or opponents because your drive to win and compete is not as powerful as theirs. This can create very stressful encounters because you will believe that they are taking things too seriously. They will think you're not serious enough and things can get heated. Philosophizing probably won't help here. Do what you can to surround yourself with like-minded athletes, or learn to understand and appreciate the different approaches that athletes can take towards performing.

Some people play sports, others compete in them. There are lots of reasons why people play sports:

- To be with friends
- To get social recognition
- For health benefits
- For love of the game
- Because their folks want them to
- For the money
- To challenge themselves

There's one reason people compete in sports:

- To win

Now don't get us wrong here. We're not making a value judgment. If you're out there each weekend swinging your clubs through the cool green grass bantering with you buddies 3/4 great. It's just useful to keep in mind that not everyone out there is like this... We did a study a while back because we were curious about people's attitudes when participating in competitive games. We set out to see whether people realized just how competitive they really were. We found that many people surveyed didn't recognize, or weren't willing to admit, that winning was all that important. Others freely admitted from the get-go that they wanted to win. As the game progressed, however, guess what started to happen to the "less-competitive" group? They started to realize that winning was more important to them. By the time the game (1 VS. 1 basketball) was entering its final stages (and the score was close), most people admitted that winning was very important to them.



Because there are so many reasons people engage in sport, they don't realize the extent to which winning becomes a compelling motivator until they find themselves in the heat of battle. We believe that the game itself affects how and why people play it. After all, what is the real objective of a competitive game? Does the objective come from the game or from the participant? Wanting to get fit or be with friends are great reasons but what game describes these objectives in its rules? The truth is that in most competitive games the objective is to WIN. Whether you score more points, score fewer points, finish first, be fastest, knock your opponent out, last longest, or capture the king; it's all another way of saying the same thing.

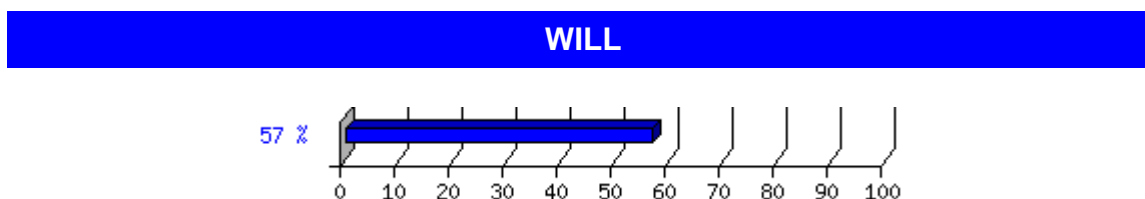
So what does all this mean to you? Competitiveness is critical if you intend to reach a high level in most sports. This should be obvious. If you don't like to compete and don't enjoy competition, you'll shy away from precisely the kind of sports experiences that great athletes thrive on.

We've all run into athletes who are so competitive that they don't know when to quit or who are unable to compromise. Athletes can be so driven that they become their own worst enemies. We've worked with athletes who were so confident they were right that they wouldn't listen to anyone else's opinion or take anyone else's advice. If you think about it, these are precisely the kinds of mistakes that world-class performers make. Big-time athletes usually err on the side of being too competitive, confident and controlling, rather than in the other direction. For these athletes, the anger and anxiety that can arise from serious competition can cause changes in muscle tension that create big-time problems. Super competitive athletes often place too much emphasis on the outcome of events (e.g., winning, and external rewards like money and fame). Shifting the emphasis to more controllable things like expenditure of effort can help.

Most elite-level competitors score above the 70th percentile on this factor. If you score below 70% you might choose to participate in a sport that doesn't require a high level of competitiveness or you

may just play for other reasons. You may want to ask yourself if there are times when winning is more or less important to you and try to figure out why. For those of you with very high scores, you probably compete in many aspects of your life and not just in sport. You probably make everything into a game that can be won or lost. You need to realize that there are times when you can go overboard and be too competitive. Those of you who have to win all the time can crash and burn emotionally. Learn to recognize the signs of pushing too hard. Get others to help signal you when it's time to find the pressure-valve release.

Your score on competitiveness puts you in the 54th percentile.



- Jane, there are probably times where you just don't seem to get the most out of yourself. It's not that you don't have goals and ambitions, it's just that something seems to get in your way. It may be that you get distracted by other things or simply that other people's needs seem more important than your own.
- It may simply be that you are interested in lots of things and value the range of activities you can engage in. But if success in your sport is really important to you, you will need to find ways to keep motivated and focused over the long haul.
- Decide what goals are highest on your list and then ask yourself what you can do to remind yourself of their importance. Passion is the key here. You've really got to love the journey as well as the destination if you are going to have success. Sometimes finding ways to remind yourself how important your goals are can help... Sometimes you may be deluding yourself into believing that they really are so important to you.

Call it what you want-- drive, determination, passion, motivation or will. It fuels the fire of success and translates aspiration into achievement. Because the athletic arena involves serious competitive challenges, all the ability in the world won't cut it if you don't have the drive to succeed. One thing you can be reasonably sure of is that your competitors will have it, and when you meet them in competition, they'll beat you.

We like to think of ourselves as determined and tenacious. You run when the weather is bad. We compete when we're injured or emotionally upset. But how far are you really willing to go? The strength of the human spirit can be awe-inspiring. Use the following impressive examples of the triumph of will in sport as a measuring stick:

- Kerri Strug's courageous vault in the 1996 Olympic Summer Games is legendary. After

suffering a grade 3 lateral ankle sprain during her first vault, Kerri knew she needed to score well on her final vault if the U.S. was to win its first-ever team gold medal. Despite her painful condition, she attempted her second vault and managed to hold her dismount just long enough to earn the points her team needed to win gold.



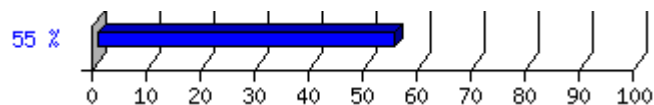
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- A shooter from an Eastern Bloc country won an Olympic medal while serving in the military. Tragically, he was seriously injured while defending his nation. He lost the hand he shot with. Determined and courageous, he trained himself to shoot with his other hand and came back to win another Olympic medal.
- After recurring bouts with cancer of his left arm and shoulder, baseball pitcher Dave Dravecky had the courage and will to mount one of the most incredible comebacks that the sports world has ever seen. In August of 1989, he pitched against the Cincinnati Reds in a game that contained twelve rousing standing ovations and one of the most inspiring wins of all time.

For every story told, there must be hundreds left to tell. Are you even in this league?

Your score on **WILL** puts you in the 57th percentile.

DISCIPLINE



- Jane, there are times when you are 'tempted' away from your training because you have trouble setting limits. It may be because you feel pressure to please other people; because it's just hard for you to say 'no;' or simple because there are other things that capture your interest. Whatever the reason, you should know that to make it to the next level, you will really have to spend as much time refining skills and training as you can. Unfortunately, this often means refraining from the things and activities that don't help you improve.
- What are the things that tempt you away from your training? Do you find yourself having to justify why you aren't spending more time honing your skills? To get the most out of yourself, you'll need to find ways to put your time in. If this is an issue, here are some suggestions:
- Look for social ways to train (organize games and group practices whenever possible).
- Vary your method of training so that you keep your interest up. Cross-training might also be a good way to stay fit.
- Work with a personal coach who can help you stay focused and who will help you keep up your training.
- A good way to help you make better decisions about how and where to spend your time, is to try asking yourself if what you are doing contributes to your improvement. You don't always have to be doing something 'meaningful,' it just makes sense to start thinking more about the decisions that you are making.

Just say NO. Set limits on where you spend your time and devote your energies. There have been many interesting studies done on the amount of time it takes to develop the skills that elite athletes

possess. You don't get these skills from sleeping on your baseball glove or by watching ESPN. You get them by practicing, by spending time on the turf. Ultimately, your success or failure will probably rest on how much time you spend mastering your craft. There are lots of things that may look, feel or sound like practice but you know what real training is. The question is, do you have the discipline to do it? The best athletes say YES to real practice and NO to the things that get in the way.

There's just no way around it; being disciplined means making sacrifices in other areas of your life. From the average person's perspective, there is very little balance in the lives of most elite athletes. They have little time for family or friends. The biggest part of every day is devoted to training or competition. More often than not, others have to make concessions to the elite athlete and his or her schedule. John Powell, former World Record Holder in the discus had the kind of self-discipline that we're talking about. John was both rewarded and punished for his willingness to make training his priority. Each morning, he would make a list of the things he wanted to accomplish that day. Number 1 on his list was always to train for the discus. He would include all the other things that the rest of us would have on a daily to-do schedule; it's just that on many days he never got past number 1... He was so focused on training and so much of a perfectionist that his training became everything. Not surprisingly, other people in John's life felt left out. As John himself has said, "I've made lots of enemies."

The art of balancing all the things that are important is a great challenge. If you have many interests, focusing your efforts on one thing will be very difficult. Discipline is a key ingredient in success. Are you able to keep yourself on track? Can you commit to the day-in and day-out honing of your skills? How will you handle the imbalance that comes with the life of an elite athlete? Is this even what you want, what you've bargained for?

Your score on **DISCIPLINE** puts you in the 55th percentile.

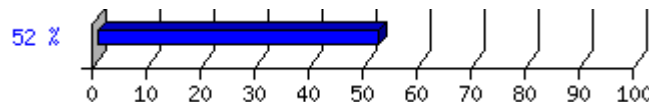
NEXT

Battle Station 3

MENTAL TOUGHNESS

What athlete doesn't want to be mentally tough? A quick web search on mental toughness revealed 2941 hits! There clearly is no shortage of ideas on the topic. Unfortunately, there is very little consistency about what this rather generic but fashionable term means. Our analysis is based on 20+ years of intensive work with the world's greatest athletes...

RESILIENCE



- Jane, many athletes find themselves doubting themselves at one time or another. This is when it becomes difficult to get 'psyched' to train and compete.
- Everyone needs support now and again. Jane, you may find it particularly helpful to have someone you trust and respect help you regain perspective after a bad defeat or particularly grueling or disappointing training. It's easy to get down on yourself when you have high hopes. Sometimes just having someone to remind you of your past successes can keep you on track.
- Try not to get 'obsessed' with results. If you can stay focused on doing your best and not on what your last performance was like, you'll find that you'll have an easier time motivating yourself to keep going.
- Jane, the more you can do to put yourself in situations where you will succeed and still be challenged, the more resilient you will become. Everyone has setbacks; everyone has doubts. The great athletes just keep coming back for more. You can too.

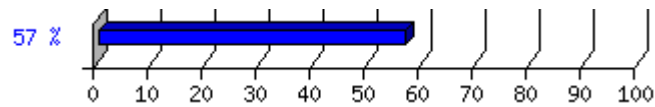
Even great athletes make mistakes, but great athletes are resilient; they recover quickly and learn from their errors. Race car drivers get in accidents and must get back behind the wheel. Tennis players double fault and still serve out games. In fact, to become great, you have to lose a lot. You've got to keep coming back for more.

- One of the greatest tennis players of all time, Chris Evert, continued to believe that she could beat Martina Navratilova in spite of thirteen losses in a row spaced over a period of almost two years and a declining world ranking. Each time she went out on the court to play Martina, she had to shut out all the doubts and questions caused by the previous losses. Chris's will and determination finally won out when she beat Martina in August of 1984 and ultimately regained her number one status in 1985.

What are some of the qualities that resilient athletes possess? They have a passion for head-to-head competition and they need it to deal with setbacks. They need to be self-confident because it's the level of self-confidence that determines whether negative thinking will take over once mistakes are made. And they have a positive attitude because persistence comes with belief in oneself.

Your score on **RESILIENCE** puts you in the 52nd percentile.

CONSISTENCY



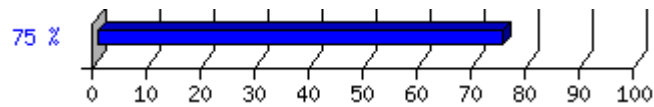
- Jane, there are times when you play brilliantly and times when you don't come close to playing to potential. The good news is if you can play well once it shows that the capability is there. The bad news is that you and your teammates won't be able to count on a good performance. This can be frustrating for all of you.
- You'll need to analyze the times and situations you perform at a high level and see whether you can develop a plan that will allow you to reproduce these factors.
- Pay particular attention to whether you are taking too many risks. This can be a major contributor to inconsistent performance.
- The solution to your inconsistency might lie in additional training in order to make your performance more automatic. Find ways of controlling the emotions and distractions that are taking you out of the game.

How easily are you distracted? Can you maintain focus on the task at hand, or do irrelevant thoughts and events get in the way? Effective performance is about being in the right zone at the right time. Athletes who score high on this skill are saying, "whatever the task, I can consistently concentrate in an effective manner by keeping distractions to a minimum." Steady concentration means steady performance. Of course, your emotions can always get in the way, but a high score here means that you've got a good chance of keeping your head when you need to. If your score is moderate or low, you probably can identify times when you lose your concentration. Maybe it's when you're in front of a crowd or when you're injured. Maybe when things outside of your sports life don't go well (e.g., relationships or work), you derail. Athletes who perform consistently well at the highest levels have the capability to block out negative thoughts and other harmful distractions. They rarely allow problems in other parts of their lives to bleed into their sports world. Being stable and consistent involves more than just keeping distractions to a minimum, but this measure is a good indicator.

Jane, your score on **CONSISTENCY** puts you in the 57th percentile.



DECISIVENESS



- Jane, you make relatively quick decisions and the errors you make are not usually due to hesitancy.
- The trick for you is to be sure you are making good decisions both on and off the field. During actual competition, quick decisions are usually rewarded. But away from competition there may be more opportunity to slow down and consider what the best options are.
- You may find yourself annoyed by delays in play or by others who can't seem to make decisions as quickly.
- Remember, the key to good decision making is to find a balance between accuracy and speed.

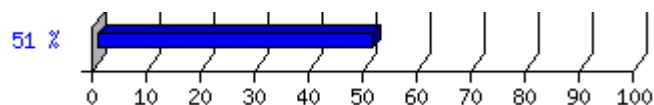
Are you more likely to make a mistake because you react too quickly to situations or because you don't react quickly enough?

One way of thinking about decisiveness is in terms of an your willingness to sacrifice speed for accuracy. Typically, athletes involved in closed-skill sports are more concerned about the accuracy of their decisions and about perfecting every element of their performance than athletes involved in open-skill sports. Often, athletes in sports demanding perfection (like golf, diving, and gymnastics) will score around the 25th percentile. In contrast, coaches and athletes involved in open-skill sports, where they have to make quick adjustments "on the fly," tend to score much higher (e.g., around the 70th percentile).

Jane, as with scores in other areas, what becomes important is that your score be consistent with the expectations and demands of your sport. If you are in a sport that requires a great deal of attention to detail or a sport where mistakes must be avoided at all costs, then it's probably better if your scores are lower in this area. On the other hand, if you have to think quickly, if you have to be ready to react to the competition on a moment's notice, or if survival means taking calculated risks, you'll want to score higher.

Your **DECISIVENESS** score puts you in the 75th percentile

PERFORMANCE UNDER PRESSURE



- Jane, you sometimes avoid pressure situations. This is because you are just less comfortable performing in some situations than in others. Depending on your sport, this could be a real obstacle to success.
- If you need to improve your performance under pressure, here are some suggestions:

- 1. Practice in game conditions.
- 2. Over-train.
- 3. Try to build a record of success so that your self-confidence increases over time.

When it's all on the line, some athletes are able to focus and enter a zone where their performance rises to a higher level, while others seem to lose concentration and pay the price. What are the secrets of those athletes who thrive when there is absolutely no room for error?

One obvious element is talent; another is the very experience of success itself. Achievement breeds confidence, and this in turn improves performance. The better you are and the more times you've "been there," the more likely you are to perform well.

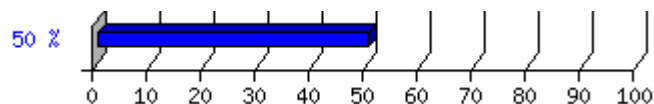
Some athletes have a strong need to be "go-to" people. They learn soon enough whether they can hack it. Others shy away from the spotlight and may never find out whether they can handle the pressure. Our research reveals that there are athletes who, despite tremendous natural talent, have difficulty focusing unless they are psyched-up (arousal levels are high). Not surprisingly, these individuals seek out higher risk sports so that their needs for excitement and stimulation can be met. For these athletes, a high arousal level is the optimal performance level. The ever-increasing popularity of Extreme Games (X-Games) is testimony to the demand for sports that push the pressure envelope. In contrast, other athletes perform best when they are calm and cool. This explains why some players do so much better in practice than under game conditions. These are the athletes that are likely to seek out "safe" sports.



Like Mental Toughness, the concept of Performance Under Pressure really includes a number of interrelated skills. If your score is lower than you would like it to be, pay special attention to the Error Analysis section of your report so you can gain increased control over the mistakes that you make. By reducing errors, you'll perform at your best when only your best will do.

You are in the 51st percentile on **PERFORMANCE UNDER PRESSURE**.

KILLER INSTINCT



The killer instinct is more important in some situations than others. In team sports, team chemistry might not require that everyone possess high levels. Talent and consistency might be more than sufficient.

Jane, to the small extent that killer instinct can be developed, outside coaching will probably prove

necessary. It's a matter of psyching yourself up and developing a kind of courage and willingness to go all out.

You know you've got a killer instinct when...

- You are willing to do whatever it takes (within reason) to get a win or achieve your goal.
- You can sense when your opponent is ready for the taking.
- You know when to press and go for it.
- You don't let leads slip away. When you've got your opponent down, you keep him down.
- You consistently can come back from behind.

All of these qualities involve a high level of competitiveness and emotional toughness. Joe Louis was a fighter who was a great finisher; once he had an opponent on the ropes it was over. In the incredibly competitive world of football coaching, Bill Parcells has a remarkable record. No opponent has ever come back against a team he was coaching once it had at least a one touchdown lead going into the final quarter.

Your score here puts you in the 50th percentile.

Battle Station 4 ***THE TEAM***

Can the whole be greater than the sum of its parts? If you have any doubt, take another look at the footage from the '80 Olympic Hockey final game. The sheer will of the United States team overcame the tremendous disparity in talent between the two teams.



mov format
1.4 mb size

LEADERSHIP

We can't all be in charge. Some athletes prefer to have coaches and support staff make decisions for them. There's nothing wrong with this, but some positions and situations require leadership. We all differ in our need to be in control and in charge. Just because people want to take control doesn't necessarily mean they should.

Failure results when there is no leader, the wrong leader or there are too many leaders. We can't tell you whether you have what it takes to be a leader. We can't measure your courage, your values or your charisma. What we can tell you are some important things about your leadership potential. If you don't have your own act together, you're in no position to lead others. If you have serious attentional and interpersonal weaknesses relative to your sport, then you don't have your act together. If you're reluctant to take control, if you lack confidence, if you have difficulty making decisions and if you lack sufficient competitiveness, then you clearly lack leadership potential. Of course, there are several styles of leadership. Some lead simply by example; some lead by planning and strategic thinking; some lead with a carrot (support and positive reinforcement) and some with a stick (punishment and the fear of punishment). There are many different examples of great leadership in the sports world. Dan Marino is vocal and stormy. Hall-of-famer Carl Yazstremski (Yaz) once said that baseball was an individual sport and that the only way he could lead was by example, by his individual performance. Mark McGwire shares this leadership style. Michael Jordan leads in just about every way. There was no doubt about who was in charge when he was out on the court (and even when he wasn't).

No matter what your score in this area, what becomes important is how well your score matches the demands and expectations of your particular sport. Team sports call for strong leaders and capable followers. If you compete in an individual sport, you'll need to possess enough of your own leadership qualities to motivate yourself to do well.

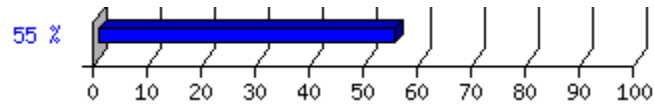
Jane, you are a Strategic Leader. This is because your ability to solve problems and think critically is dominant. This certainly doesn't mean that you lack the ability to lead in other ways. In order to get a feel for your other leadership skills, take a look at your scores in the other three leadership areas.

You lead primarily by offering good ideas and by being able to plan effectively. Particularly under pressure, (when leadership abilities are really tested) your ability to process information becomes your dominant leadership quality. As you probably know, one thing you might have to watch out for is the tendency to overload those you are leading. Not everyone will have your ability to make sense out of complicated situations. Many athletes react more positively to emotional displays than to intellectual discussions. Try to gauge the personalities of your fellow athletes so that you can use the appropriate leadership style to produce the best results. The principle of individual differences really applies here. Because we are all different, we often need different styles of leadership to 'move' us.

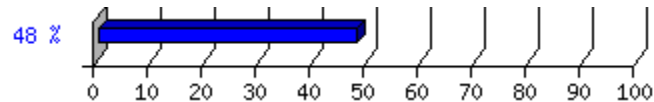
No matter what your style of leadership, you need to learn how to use it effectively. Perhaps the best method here is to find a mentor with a similar style of leadership and pay attention.

Leadership Style

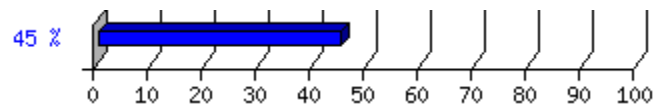
Strategic Leader



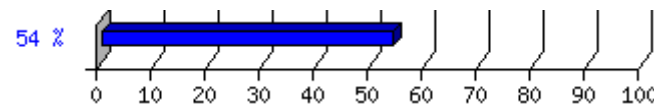
Leader By Example



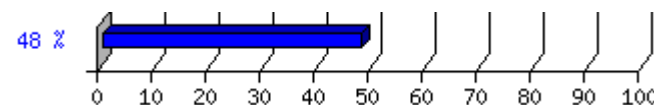
Supportive Leader



Critical Leader



ALLEGIANCE



- Jane, your score on Allegiance is in the middle range. It's likely that you have certain criteria that must be met before you commit fully.
- Watch your verbal and nonverbal messages, particularly in team situations. Because there will be times when you are not sure whether you are on board or not, it will often make sense to appear as if you are before you make up your mind.

If you're involved in a team sport, what are you likely to look for in your teammates, and what are your teammates likely to look for in you? Ability and competence jump right out, but there is another quality that surely ranks high. No matter how good a player is, you might not want that person as a teammate if he lacks what we are calling **ALLEGIANCE**.

Shared commitment is often a prerequisite to winning. Many athletes and coaches have pointed out that you don't have to love the people you play with but that you surely have to respect them. The

player who is out for himself-- the player who really doesn't give a damn about the team,-- is not a player you are going to respect. Not only will you not respect such a player, but you will have trouble relying on him. Team success is a matter of chemistry. It's a matter of obtaining the optimal mix. Players without allegiance don't combine easily. They may even poison the mixture.

Nothing we've said means that chemistry requires everyone to be a superbly loyal team player. After all, teams, do need stars and some degree of selfishness is often required of players in certain positions in certain sports. There are some wonderful examples of great players who do have a deep sense of duty and loyalty. Tony Gwynn and John Elway are not just superstars but local heroes because of their close ties to their community and loyalty to their clubs.

Those of you with moderate or low scores here might take comfort in the knowledge that your brand of loyalty may require some additional qualifications that our scoring methodology does not take into account. For instance, your standards for loyalty may just be higher than others. It might also be possible that your sense of duty is primarily to yourself and that this type of selfishness is precisely what gives you the inner strength to succeed.

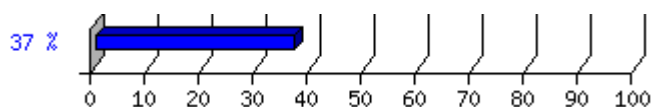
Jane, your score on **ALLEGIANCE** puts you in the 48th percentile.

SOCIAL STYLE

Are you the kind of athlete who is comfortable working alone (Introverted), or are you more comfortable around others from whom you can draw support (Extroverted)?

The rigors of training can be difficult if you are extremely extroverted, especially if your sport requires you to spend a great deal of time working alone to perfect skills. As you move higher up the competitive ladder, your ability to work alone becomes progressively more important. Small wonder that elite-level athletes tend to score higher on measures of introversion than athletes competing at lower levels. Of course, in team sports, the ability to practice and play with the team is also necessary.

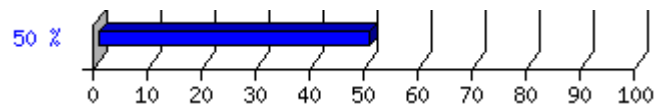
EXTROVERSION



- Jane, there are times when you are uncomfortable in social situations. Athletes with low scores on extroversion tend to be less outgoing.
- You probably are uncomfortable being the center of attention. Has this been a problem for you in getting results?
- There is a limit to how much team stuff you can tolerate. Sometimes you just need to have some space.
- Learn to distinguish the essential social requirements from those that you can avoid. Do your best to let others know when you are feeling less sociable so they don't feel you are rejecting them.

- You might also be Introverted (you can be both). Take a look at your score below to see.

INTROVERSION



- Jane, your moderate score on Introversion shows that you have a need for private time.
- Your need for alone time gives you the opportunity to focus on improving your game without social distractions. Take advantage of this.
- One of the key factors contributing to the failure to perform to expectations at major competitions like the Olympic games has to do with poor living conditions and roommate assignments. Expecting an introvert and an extrovert to be roommates when they are trying to prepare for a major competition is asking for trouble. Under pressure, neither athlete is capable of meeting the needs of the other. When one wants to socialize, the other wants to be left alone. As a result they irritate each other and make it that much harder to focus on the competition. You are probably flexible enough to deal well with both extroverts and introverts.

COMMUNICATION STYLE

Are you the strong, silent type, keeping thoughts and feelings to yourself and keeping everyone else guessing? Are you an open book, expressing thoughts and feelings without reservation? Or, like most of us, do you fall somewhere in-between?

How do other athletes see you? Do they see you as more of a logical, rational person than an emotional one, someone who expresses ideas more easily than feelings? Would they describe you as a warm, supportive person or as challenging and confrontive?

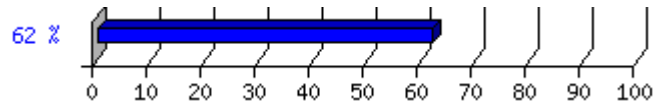
There are times when you are called upon to be each of these things. Some athletes move easily from one way of interacting to another, while others do not. As a rule, coaches are highly verbal, supportive, critical and confrontive. They tend to score highly in all three of these expressive areas. "Cheerleaders" on the other hand, tend to be supportive and not at all confrontive. Their job is to make you feel good even when you're not.

Obviously, different performance situations call for different balances between the expression of ideas, the expression of support and the expression of criticism or confrontation. Your level of comfort and your effectiveness will depend on the nature of your sport and how you express yourself. It would be tough to be a coach or team leader if you weren't comfortable expressing your thoughts and ideas in front of others or if you couldn't confront issues.

In general, the higher you move up the performance ladder, the more important it is to be comfortable with all three types of expression. Conversely, the lower you are on the performance ladder, the more

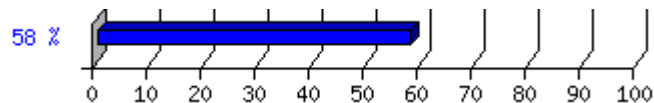
important it is to keep things simple (reduce intellectual expression) and positive (reduce confrontation and increase support).

VERBAL



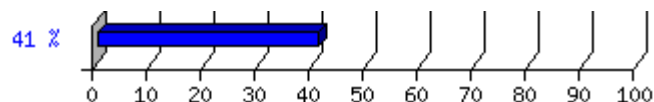
- Jane, there are times when you are reluctant to express your ideas. It may depend on your knowledge in a particular area or it just might be a matter of the kind of person you are.
- Most athletic situations don't really call for a lot of intellectual expressiveness. Doing is more important than talking. If you are interested in coaching or related activities on the other hand, this will be something to work on.

CONFRONTIVE



- You have a healthy ability to be critical when necessary. This will help you set limits when you need to but won't cause you to be perceived as overly-critical.
- It may be helpful to think about what competitive situations would require you to be more or less critical? For example, do you overreact to bad calls or to changes in coaching strategy? Do your teammates find you supportive enough? Are you sometimes too hard on yourself? Not hard enough?

SUPPORTIVE

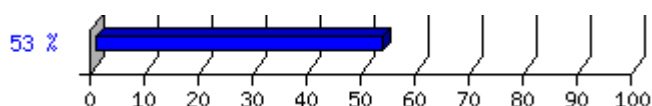


- Situations where you need to display positive emotions may make you uncomfortable. Receiving and giving compliments, for example, may be difficult.
- You may just be out of practice expressing your positive side. Try to ease back into the habit

and see if you don't start to feel more comfortable. Making the effort to find something positive to say about your teammates (or even opponents) is well worth it.

- Make it a point to remind yourself about the good things you've done or accomplished each day or week.
- If you really can't find good things to think about or say (to yourself or others), you may be in a rut or experiencing a period where you are more down than usual. If this is the case, find a friend, coach, or family member you trust and see if you can find a way to let them know that you could use some help. The people around you who care are sometimes wrapped up in their own lives and may not realize that you are struggling. You may find it useful to show them your scores on A.C.E. and let them offer some suggestions or support.

INNER STRENGTH



- Jane, your score on Inner Strength indicates that there are times when you lack the resolve to pursue goals without support from others. This may be because you aren't as confident as you would like, or because you put a lot of stock in the opinions of others and need their approval to feel good about what you are doing.
- You might find it difficult to devote enough time to any one aspect of your game simply because you are interested in many things and your life is especially busy. Alternatively, you may be less interested in getting bottom-line results than in enjoying the game.
- A relatively low score here does not mean you won't be successful. It just means that your success will likely result from talent and team skills.

The ability to be independent and self-motivated is a powerful weapon in the fight for success. While many athletes need support and encouragement from coaches, teammates, fans and family, athletes with inner strength function just fine without such assistance. This has strong implications for the team. Coaches and athletes need to recognize what they are likely to get and not get from this type of athlete if the team is to function well. The athlete who doesn't need the support of others is much less likely to give support in return. Once you understand this about yourself (if you score high here) or about others (if you suspect they score high here), you give yourself a chance to develop and enhance team chemistry in a way that would prove difficult without this knowledge.

Athletes who are highly independent are basically saying "Don't expect me to cheer-lead or be very encouraging of others." Their introversion makes it easier to be selfish, to say no, and to persevere when isolated and unsupported (e.g., when sponsors drop you or the team does poorly). These athletes often play important technical roles but infrequently play the role of emotional leader. Athletes who are less independent may not be the type that support and encourage others. Take a look at your score on SUPPORT in the COMMUNICATION section above to get a better handle on this.

A.C.E. PERFORMANCE ERROR ANALYSIS SYSTEM

We've provided you with a large amount of information in this report. Maybe too much. But this is the heart and soul of A.C.E. If you are going to wake up and take anything valuable away from this, the time is now.

Improvement in performance comes from focusing your efforts on one thing at a time. To help you do this, we've used your scores to identify your most likely performance errors. There are two probable errors listed below. The first shown is the one you are most likely to make based on your scores.

Keep in mind, that in highlighting these errors, we are not suggesting that you make these mistakes often. You may make one mistake a month, you may make the same mistake five times a day. From a self-improvement standpoint, frequency isn't important. Meaningful changes do not happen overnight. World-Class performers focus their energies on improving performance by eliminating mistakes in high pressure situations. Here's **your** chance...

Error Analysis

Jane Sample

NEGATIVE THINKING AND SELF-DOUBT

OVER ANALYZING

Compare Yourself to the Greats!

Now it's time for a **little fun!** Here's your chance to compare your results to a variety of amateur and professional athletic groups!

A.C.E. Enhanced Performance Systems

Category	Sub-category	Jolie Sample	Elite Coaches
Zones	Aggressiveness	55/73	65/73
	Strategic	56/73	65/73
	Focus	63/85	65/73
Mettle	Confidence	65/90	65/73
	Competitiveness	43/90	65/73
	Will	62/63	65/73
	Discipline	36/63	65/73
Mental Toughness	Resilience	62/78	65/73
	Consistency	69/64	65/73
	Determination	27/45	65/73
	Performance Under Pressure	25/66	65/73
	Kick Inertia	25/74	65/73
The Team	Strategic Leader	42/96	65/73
	Leader By Example	52/64	65/73
	Supportive Leader	69/69	65/73
	Critical Leader	29/66	65/73
	Allegiance	66/69	65/73
	Social Skills	66/73	65/73
	Intuition	32/90	65/73
	Communication	56/90	65/73
	Verbal	57/95	65/73
	Conformative	25/66	65/73
	Supportive	56/73	65/73
	Team Strength	56/73	65/73

Legend: ■ Jolie Sample ■ Elite Coaches

Buttons: Back to your report, Elite Coaches (dropdown), For best printing click here.

- This is a screen shot of the **ACE** comparison section. Your scores will appear in **blue**. The group of athletes you select, to compare yourself to, will appear in **red**.
- For the best printing, select this button.
- To change the athletic group, select the new group from the drop-down menu. The new graph will automatically be redrawn!
- To return to your report, click here.

[Click here to access the ACE Comparison Section](#)

THE FINISH LINE!

No sports assessment tool is perfect. There may be one or more things in your A.C.E. Performance Report that you do not agree with or view as inaccurate. Here is how EPS recommends you deal with those:

- Ask others who are familiar with your performance if they have ever noticed you making those types of mistakes.
- Consider that you may have been vulnerable to making those types of mistakes at one point in your life but have improved or developed methods and strategies to compensate for them.
- Ignore them and get on with other things that can help make a difference.

We are always striving to improve our own performance. Please take a minute to complete our .

For more information about how EPS can help you improve your performance in **sport** or in **business**, please contact us at:

www.enhanced-performance.com

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