

## **UNDERSTANDING AND COACHING ELITE PERFORMERS**

*By Ray Metcalfe*

In conducting the Elite Performer Study, our objective was to obtain research data that was specifically embedded in an individual's workplace performance. In other words, we did not want to know if someone "problem solved" well in a generic sense (an abstract, non-predictive measure), but rather, did they "problem solve" well where it counted, namely, "on the job" (providing a concrete, real-life, predictive measure). All factors, predictive of elite performance, were determined in this manner.

### **Considerations for Coaching and Developing Elite Performers**

1. Elite performers, and those with elite performer potential, may be identified through online testing.
2. Elite performance involves a specific mindset, out of which high-level performance is then developed.
3. This mindset does not involve a profile, but rather, a cluster of 6 performance factors.
4. The 6 performance factors, common to all elite performers, are the following: a) Problem- Solving Ability, b) Drive/Influence, c) Emotional Resilience, d) Self Control, e) Interpersonal Skills, and f) Practicality.
5. Each performance factor, distinct from a profile, has a very specific range of strength. For instance, on a Scale of 1-10, Problem-Solving may require a range of strength of 6-8, while Self Control may require a range of strength of 7-9.
6. All elite performers who were assessed in our study displayed not only the same Performance Factors, but they all had, as well, the same predictable, and common range of strength for each factor.
7. Therefore, the goal of coaching and developing elite performers is to first assess your client and determine his respective areas of strength on the performance factors. Then, if required, to assist him or her in strengthening any areas that may be weaker.
8. In no case, of the 15,000 individuals who were assessed, did we find high-level performance where any scores were outside of the required range of strength.