

# The 5 Summits of Winning

by Phil Geldart

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EAGLE'S  
FLIGHT™





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# WINNING

“Winning” is what we want to have achieved when the results of our actions are held up for all to see.

Sometimes it’s an individual win.

Sometimes it’s a team win.

But always it means the legitimate competition could not keep up.

**And always it means coming to grips with personal accountability.**

***“Success is dependent on effort.”***  
**— Sophocles**

# IN BUSINESS

In business, “winning” means climbing a mountain range of five summits, five levels of accountability, and each summit is more challenging than its predecessor.

**When we’ve reached the top of the fifth summit we can claim to be truly world-class in our profession — as individuals, leaders, teams, departments, or corporations.**



**However,** for that to happen, each summit must be mastered before moving on to the next.

And each summit is itself a challenge. Mastering each individual summit is truly a win in itself.

**Every person and every team should aspire to master each summit. Every leader should aspire to lead their teams to that mastery.**







# **Summit #1**

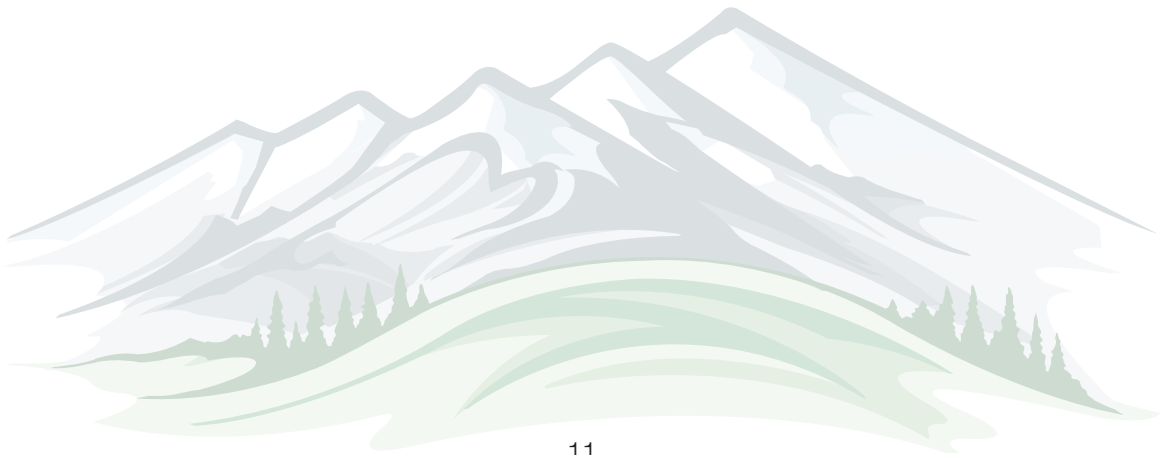
## **Demonstrate Accountability**

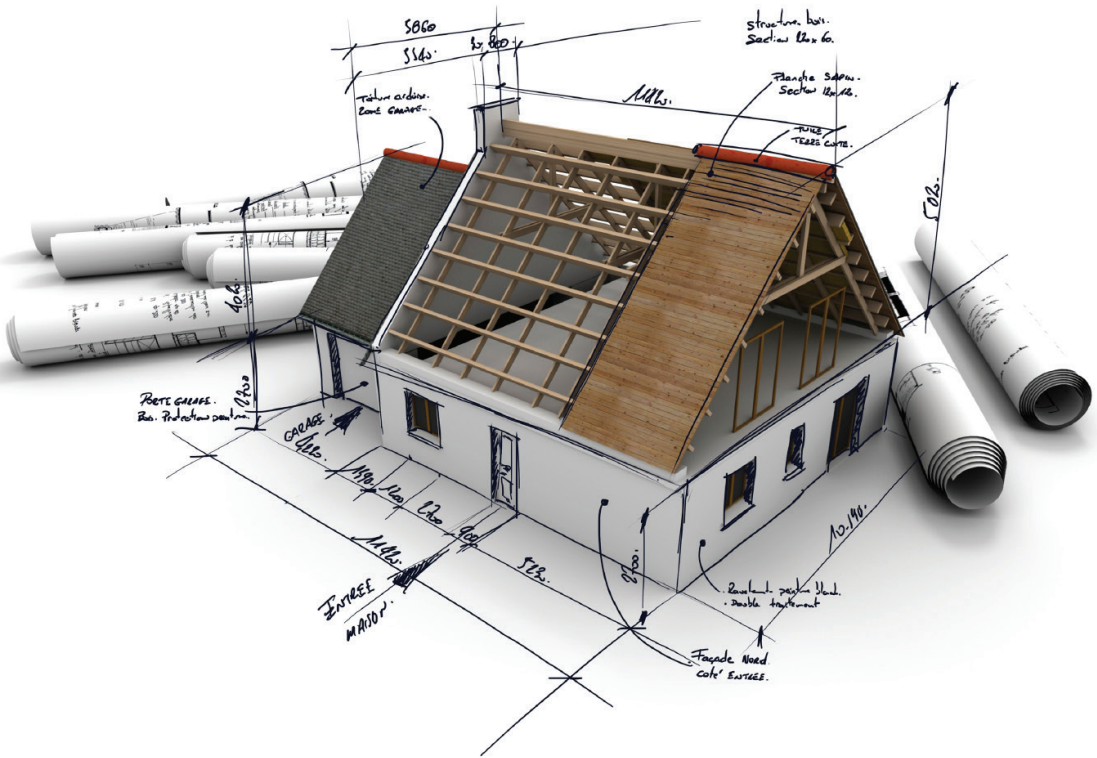
### **Accountability is NOT**

- Trying hard
- Trying really, really hard
- ‘Doing my best’
- Failing because of someone or something else outside of my control



**Accountability IS:**  
**“Doing what I said I would do.”**





**This is the first summit — always doing what you said you would do.**

**If I own a house, and wake up to a leaky roof, I have to fix it or I have to get it fixed.**

**No one else is going to take personal ownership to ensure the roof leak is repaired — why should they? It's not their house, it's mine. I own it.**

**So I do what's necessary to fix the leak. It's my house.**

**So with everything I commit to. It's mine. I own it. And I have to do what I've committed to do. It's my accountability.**



## **Two consequences of this truth:**

- 1. Be sure you know what you've committed to do.  
Consider carefully before you commit.**
- 2. Be sure you can deliver what you've committed to do.  
Recognize that to reach Summit #1 there is only "done as promised", or "not done." There is no "tried really hard."**







## **Summit #2**

# **Carry Your Weight**

**A thick rope being used to lift a heavy load from the dock to the deck of a cargo ship may look strong and safe when viewed from a distance.**



**However,** an up close inspection may reveal several frayed strands — putting the entire load at risk.

The rope would then not be as strong as it appears.

**Every strand is not carrying its own weight.**



This second summit of winning requires that in a team, or department, or region, or division, **every “strand” must carry its own weight.**

Every sales rep must deliver their committed number, not assume another rep will overachieve if they come up short. The sales team may look strong in the aggregate, but, up close, be frayed if one or more reps are counting on another’s overachievement to offset their shortfall.

***“Team” comes from a consistent,  
united and focused effort.***



**The North American region can't rely on an overachievement in Asia to offset a US shortfall.**

**Brilliant quality service in the retail area doesn't offset poor service in wholesale. The company's reputation still suffers.**

**An excellent safety record at one site doesn't compensate for poor safety procedures at another location.**





**Every strand must carry its own weight. Every rep must hit their targets. Every region must deliver their promised profit. Every function must deliver superb service. Every site must be safe.**

**For success on the second summit, every member must carry their own weight.**

**Overachievement then flows straight to the bottom; and makes the win that much better!**





## **Summit #3**

# **Help Others Achieve**

Once we've personally mastered accountability, the third summit of winning is to **help others succeed equally well.**

**A great chef can train an apprentice to be equally strong.**

**A skilled kayaker can guide others to reach similar levels of accomplishment.**

**A brilliant interior designer can show another what to look for, how to blend color and texture, and how to bring a room to life.**

**A skilled mountaineer can help another achieve otherwise unobtainable heights.**



There's an impressive video available of a **blind cross-country runner** who was able to complete a course that took him over roots, rocks, uneven terrain, up steep trails, down treacherous hills, through mist, forest, and across plateaus. In total, seven miles of extremely challenging terrain.

He finished the race well.

How is this possible?

***Share what you see with others who can't or don't, see through your eyes.***

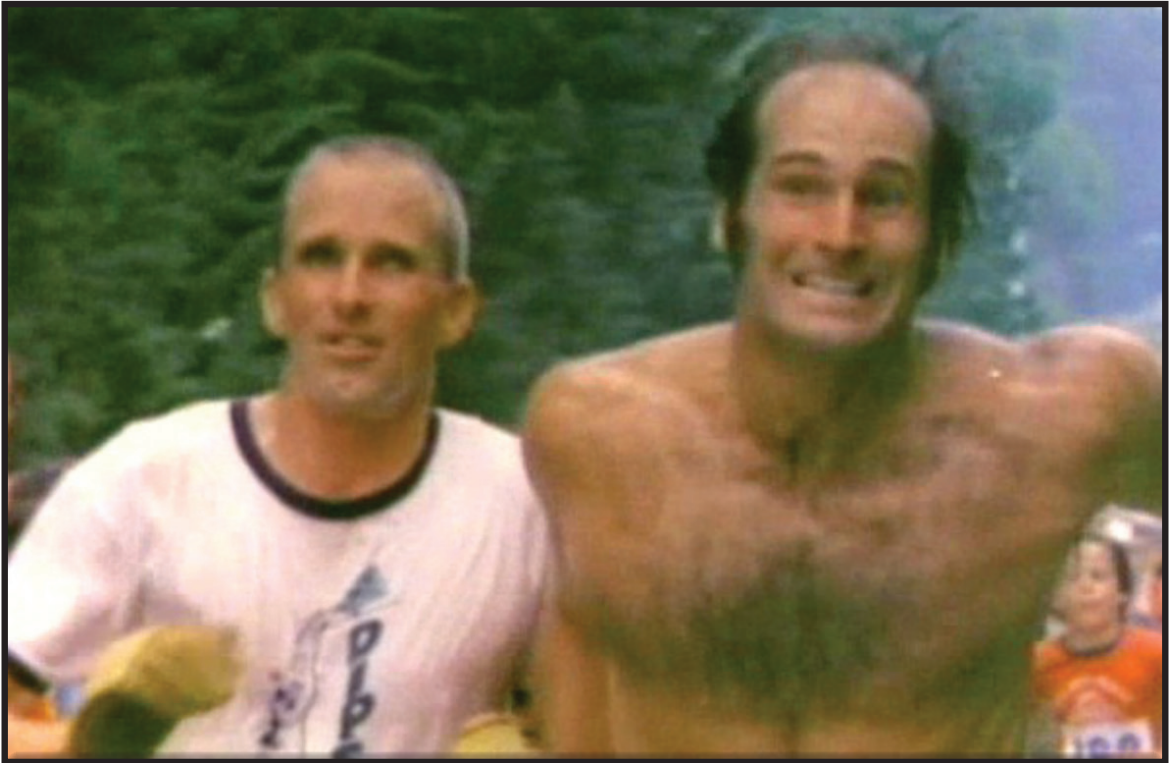


**Every step of the way he ran with a fit, competent, sighted runner, whose objectives were to both finish himself, and to help his blind friend to finish.**

**Throughout the entire run the sighted runner provided ongoing support and information, “Root. Step. Stairs coming. Another root. Rocks.” The blind runner held the sighted runner’s arm while running beside him; sometimes he moved behind and held his elbows, then moved back beside. He did whatever was required to take advantage of the support available.**

**The sighted runner finished well, but more importantly he helped the blind runner to finish well.**





**The blind runner had to come prepared — perhaps after hours on a treadmill. He had to be willing to listen, and show humility.**

**The sighted runner had to come prepared — to take longer to finish than if he were running alone. He had to be willing to show patience, perseverance, and great communication skills.**

**Together they achieved something remarkable.**

***To help another to be able to give  
is itself a great gift.***



**With help, the blind runner achieved what would have been impossible without the sighted runner.**

**The sighted runner had mastered Summit #3...helping others to achieve...**

**...and, if possible, to help them achieve to your own level of performance.**





# **Summit #4**

## **Deliver Your Best**

**We are always expected to deliver our best, and we work to meet that expectation.**

**But, what is truly our best?**



**In 2006, Shaun White achieved the gold medal for snowboarding in the Winter Olympics.**

**He was, at the time, the best in the world.**



46.8

**Shaun returned to the Winter Olympics in 2010. Once again, he won the gold medal with a score of 46.8.**

**He had, for the second time, achieved the highest award possible in his chosen profession.**

**He met the hopes many had for him; and the expectations many had for him.**

**He was standing on top of the mountain as the best athlete in the snowboarding world.**

**But was he standing on Summit #4?**



**48.4!**

**After hearing that he had won the gold medal, he made a choice, and then initiated his second run.**

**He did the Double McTwist 1260, the most difficult snowboarding trick in the world, and scored 48.4. That's 1.7 points better than what had just won him the gold medal!**

**He had made a choice...he had done his best.**

**Now** he was standing on Summit #4.



Secretariat won the last race of the Triple Crown by **31 lengths**.

**There is always a gap between the best and those next in line.**

**However, the measure of greatness is the size of the gap.**

**Having won the gold medal clearly created a gap between Shaun and everyone else.**

**Successfully doing the Double McTwist 1260 widened that gap monumentally.**

***It's only impossible until  
someone does it.***



**To do our best, truly our best, to stand on Summit #4, is to perform so that the gap between us and our nearest competitor is as large as possible.**

**We need to identify what would put us there, on top of Summit #4, with the greatest possible gap between us and the next in line.**

**And then deliver that performance.**







# Summit #5

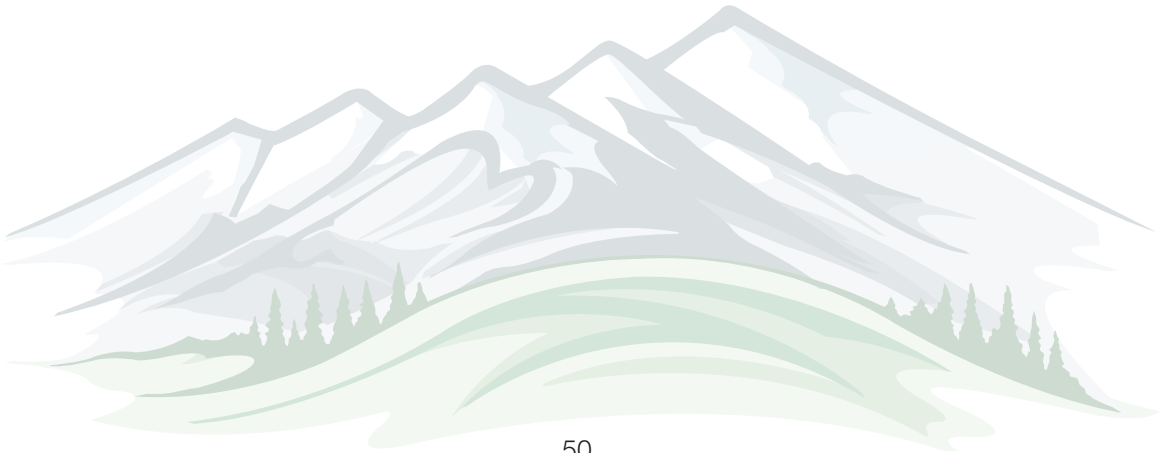
## Succeed Now And In The Future

Summit #5 requires that we succeed both now and in the future.

We must succeed in the **present**, without putting the **future** at risk.

And we must succeed in the **future**, without putting the present at risk.

***We build our tomorrows  
with our todays.***



**On the fifth summit, discussions and actions are all viewed within the context of both the short-term and the long-term.**

**Sales are not “pushed” into a current year that then puts the next year in jeopardy.**

**Environmental decisions with no short-term consequences, but with major long-term impact, aren’t ignored.**

**The needs of a country’s citizens are considered both in the present, and in the future. One is not put at risk for the other.**



**Nelson Mandela took office in 1994 as President of South Africa. His vision was to build a unified South Africa — a “rainbow nation” — not one divided by hate.**

**In the journey, he also had to deal with issues of the moment. In the present he had to succeed, yet also forge a unified nation in the future.**

**One such decision was to support the Springboks in their green and gold uniforms — South Africa’s rugby team. This support of a team favored by what used to be the opposition was, in the short-term, an apparently risky decision, that could cost him political capital. But it was a courageous decision. He had chosen to begin immediately, in the present, to exemplify the behavior he wanted in the future. One nation, one team.**



**He refused to put the future of a united nation at risk by alienating a portion of that nation by a short-term decision; so, instead of replacing the Springboks, he supported them.**

**He took the longer view in making his decision.**

**He was committed to building the nation brick by brick, even if some of those bricks were wrapped in green and gold.**





**Harvest an oak...plant an acorn.**



**Plant an acorn...harvest an oak.**

**A company president must spend money in the present, in areas of long-term impact, such as Marketing, or Research and Development, to ensure the long-term health of the enterprise.**

**However, that same president must not spend too much money on those areas, or the needs of the present will go unmet for lack of adequate budgets, and there will be no future.**

**On Summit #5, neither the future nor the present must be put at risk. Success must occur in both.**



**After a very successful year a young executive met the CEO in the company parking lot on the first day of the New Year. The young executive was excited about how the previous year ended, and said as much to the CEO.**

**The response was:**

**“Yes. We had a great year; but now we must do it again. The mark of a true professional is one who succeeds repeatedly, year after year.”**

**Wise words.**

**The young executive began that year with a very different focus...not just to succeed once again, but to act so as to guarantee success year after year.**

***“The best thing about the future  
is that it comes one day at a time.”***

**— Abraham Lincoln**

**The challenge presented by this mindset of succeeding repeatedly year after year, and all that it means, is the most difficult of all the summits; and one that builds on the four summits that go before.**



# WINNING

**Winning** is an act of the will.

**Behaving** so as to win is an exercise of that will.

**Mastering** each of *The 5 Summits of Winning* is the focus of that will.



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## PHIL GELDART, CEO

Phil is the founder and C.E.O. of Eagle's Flight.

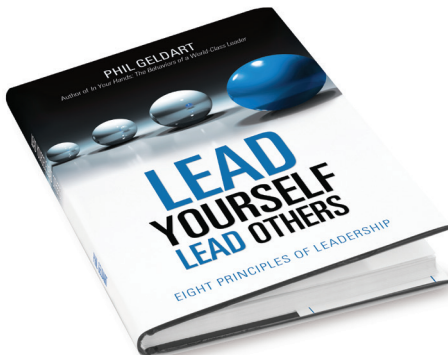
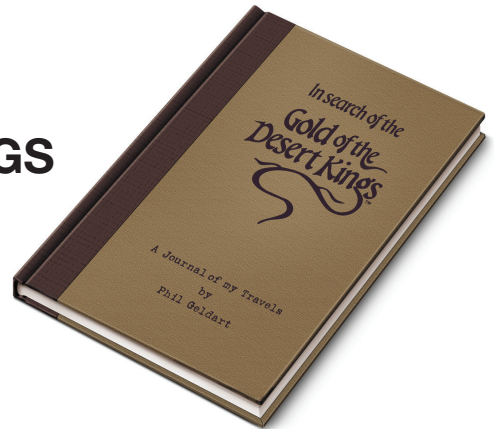


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