

## IMPACT PLAYERS FRAMEWORK

The following chart summarizes the key differences in the behavior and beliefs characteristic of the Impact Player Mindset compared with the Contributor or Under-Contributor Mindsets. While the Impact Players book focuses almost exclusively on the difference between the Impact Player compared with the Contributor, our research also showed distinct patterns of assumptions and behaviors among smart, talented people playing below their capability level. These patterns are included in the charts below.

### ASSUMPTIONS AND PRACTICES OF THE **IMPACT PLAYER**

THE FIVE EVERYDAY CHALLENGES	ASSUMPTION	PRACTICE
<b>1. Messy Problems:</b> Complex, interdisciplinary issues or opportunities that don't fall within any one person's job.	<b>Service:</b> I can be of service and solve problems.	Do the Job that's Needed
<b>2. Unclear Roles:</b> Lack of clarity on who is in charge.	<b>Stewardship:</b> I don't need formal authority to take charge.	Step Up, then Step Back
<b>3. Unforeseen Challenges:</b> Unprecedented challenges and unforeseeable problems.	<b>Confidence:</b> I can handle this.	Finish Stronger
<b>4. Moving Targets:</b> Changing needs or circumstances that render current practices ineffective or inadequate.	<b>Confidence:</b> I am valuable and can grow and evolve.	Ask and Adjust
<b>5. Unrelenting Demands:</b> Work demands that increase faster than capacity.	<b>Contribution:</b> My efforts make work better for everyone on the team.	Make Work Light

## ASSUMPTIONS AND PRACTICES OF THE CONTRIBUTOR

THE FIVE EVERYDAY CHALLENGES	ASSUMPTION	PRACTICE
<b>1. Messy Problems:</b> Complex, interdisciplinary issues or opportunities that don't fall within any one person's job.	<b>Duty:</b> I'm here to do a specific job.	Do Their Job
<b>2. Unclear Roles:</b> Lack of clarity on who is in charge.	<b>Bystander:</b> Other people are in charge.	Wait for Direction
<b>3. Unforeseen Challenges:</b> Unprecedented challenges and unforeseeable problems.	<b>Avoidance:</b> Adversity hurts and should be avoided.	Escalate Issues
<b>4. Moving Targets:</b> Changing needs or circumstances that render current practices ineffective or inadequate.	<b>Caution:</b> My basic capability doesn't change very much so change is a threat.	Stick to What They Know Best
<b>5. Unrelenting Demands:</b> Work demands that increase faster than capacity.	<b>Dependence:</b> I need help from my leader.	Add to the Burden

## ASSUMPTIONS AND PRACTICES THE UNDER-CONTRIBUTOR

THE FIVE EVERYDAY CHALLENGES	ASSUMPTION	PRACTICE
<b>1. Messy Problems:</b> Complex, interdisciplinary issues or opportunities that don't fall within any one person's job.	<b>Inward:</b> I work best on what I'm passionate about.	Do Their Own Thing
<b>2. Unclear Roles:</b> Lack of clarity on who is in charge.	<b>Victim:</b> Others are in charge.	Resist Peer Leadership
<b>3. Unforeseen Challenges:</b> Unprecedented challenges and unforeseeable problems.	<b>Fragility:</b> Adversity causes pain and makes one weaker.	Get Distracted and Discouraged
<b>4. Moving Targets:</b> Changing needs or circumstances that render current practices ineffective or inadequate.	<b>Defense:</b> I have certain capabilities that don't change so I must cling to them.	Insist They Know Best
<b>5. Unrelenting Demands:</b> Work demands that increase faster than capacity.	<b>Entitlement:</b> Other people owe me the help and resources I need.	Become a Burden

## DECOYS

The following is a list of the value decoys (professional habits or beliefs that seem useful and appear appreciated but that erode more value than they create) that can prevent people from contributing at their fullest and minimize the impact of their work:

IMPACT PLAYER PRACTICE	DECOY	DYNAMIC
<b>1. Do the Job That's Needed</b>	<b>Call to Duty</b>	Working with a sense of pride and diligence, but assuming your position is the source of your value.
	<b>Pursuit of Passion</b>	Working on what you are passionate about but assuming that what's of interest to you is important to the organization or your stakeholders.
<b>2. Step Up, Then Step Back</b>	<b>By Invitation Only</b>	Waiting to be issued an assignment or being asked to lead but missing the opportunity to contribute or provide much-needed leadership.
	<b>Team of Equals</b>	Working collaboratively attempting to create egalitarianism and a whole team of leaders, but actually creating anarchy and confusion.
<b>3. Finish Stronger</b>	<b>Finish at All Costs</b>	Finishing for the sake of finishing, but wasting precious time and resource on endeavors that are no longer important or feasible.
	<b>False Alarms</b>	Sounding the alarm too early or too often, but diluting your credibility.
<b>4. Ask and Adjust</b>	<b>Stick to Strengths</b>	Playing to your strengths, but limiting your ability to adapt and grow.
	<b>Game Face</b>	Projecting a sense of strength, but deterring coaching because we seem like we have things figured out.
	<b>Feedback Frenzy</b>	Seeking feedback but so constantly that it becomes an appeal for affirmation not information and it exhausts your colleagues.
<b>5. Make Work Light</b>	<b>Face Time</b>	Striving to build relationships by spending a lot of time with your manager or key stakeholder but misusing their time.
	<b>Play Big</b>	Speaking up and sharing ideas freely, but over-contributing to the point of verbosity where people stop listening.
	<b>Full Disclosure</b>	Bringing your whole self to work but sharing too much personal information and making others feel uncomfortable.
	<b>Cheering Section</b>	Supporting our colleagues through challenging times, but offering emotional support when they really need help with the work.