 CHAPTER 1

by

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Steps to High Performance

Focus on What You Can Change (Ignore the Rest)
Step 1

Set Big Goals
Deliver big results. It's the heart of high performance and the critical step before you worry about any of the next seven steps. The great news about delivering big results is that powerful science tells us exactly how to do it well; the fundamentals haven't changed in ages.

Consider Michelangelo. In 1506, Pope Julius II decided to commission the painting of the Sistine Chapel ceiling and asked the artist Michelangelo to accept the challenge. Michelangelo should have considered this to be the commission of a lifetime, but he wasn't interested. He was primarily a sculptor, not a painter, and the prospect of working suspended from the ceiling through a Roman summer didn't appeal to him. At the time, he was also busy sculpting the future tomb of that same Pope Julius, so he could honestly tell Julius, "I'm overloaded now but thanks for thinking of me." Michelangelo's challenge was that Julius paid for much of his work and Michelangelo was also a devout Catholic, so eventually he felt compelled to take the job.

Julius thought the ceiling should feature large paintings of the twelve apostles, a vision he communicated to Michelangelo. Michelangelo offered a much grander option that included hundreds of figures and powerful images that would illustrate major Old and New Testament stories. He convinced Julius that this bolder, riskier vision would deliver on the original goal but with far superior results. He soon began to paint (standing up, not, as legend would have it, lying on his back).
Although Michelangelo’s biblical knowledge was so extensive that it could easily guide his painting, he also brought in a famous theologian, Augustinian friar Giles of Viterbo, as an expert consultant. The result was, as we now know, impressive not just to Michelangelo and Julius but to the hundreds of millions of people who have viewed the Sistine Chapel ceiling since it was completed in 1511.

More than five hundred years after Michelangelo’s Sistine Chapel experience with his boss Julius II, the formula to deliver big results through goals and coaching remains the same. Michelangelo’s goals were:

- **Aligned:** Julius gave Michelangelo an initial goal for the Sistine Chapel ceiling design. Michelangelo agreed with the basic goal but suggested another way to accomplish it, given his unique knowledge and expertise. There was top-down direction and bottom-up fine-tuning.

- **Promised:** Michelangelo told Julius that he had too many other priorities at that time. Julius didn’t add to the list but instead reprioritized the ceiling as Michelangelo’s primary goal. Julius recognized that great performance required Michelangelo to focus on the vital few things and fully commit to them.

- **Increased:** Even with Michelangelo’s formidable painting skills, creating a masterpiece on the Sistine Chapel’s ceiling was a massive and risky endeavor. There was huge potential for failure and embarrassment. While Julius set a clear goal, Michelangelo’s vision massively stretched the goal for “paint the chapel ceiling.”

- **Framed:** Julius and Michelangelo agreed to a specific, important and measurable goal: paint a masterpiece on
the ceiling of the Sistine Chapel. This created focus on the only thing that mattered—delivery of a masterpiece—and appropriately ignored all of the subtasks that would be required to achieve it.

Michelangelo also recognized that a great coach could help guide him to superior results. He was deeply familiar with the Bible and could have executed his vision of the chapel ceiling through his own thorough knowledge of biblical characters and stories. Instead, he took coaching and guidance from others who knew the subject well.

**Why It Matters**

Michelangelo could have painted a very attractive ceiling that met Julius's goals but that would never be considered great art. He could have complained about his full schedule and the unpleasant conditions, or that painting wasn't his “real” job. He could have painted his personal vision rather than finding an expert to guide him. Whether he knew it or not, by going against his natural instincts, Michelangelo became a case study on how to deliver better results by setting great goals.

Bigger goals, focused on the right things, allow you to demonstrate higher performance. Bigger goals also test your capabilities and build self-confidence in your ability to deliver great results in the future. Since bigger goals are also more challenging to achieve, you're forced to build new skills and capabilities to achieve them. In doing that, you grow faster than people with less challenging goals. Step one to high performance is to set big goals.
What We Know

Scientists have studied for years why humans perform and have given us amazing insights that can directly improve our performance. At the heart of that science is motivation—the push that makes you deliver. We're motivated to deliver either because we enjoy what we're doing (intrinsic motivation) and/or because we'll get something we value when we complete it (extrinsic motivation). Goals can create motivation and help you to apply it in a productive way.¹ There's a fixed 50 percent component to goals since people with certain personality characteristics are more motivated to perform, but you control your planning, effort, and execution.²

The conclusive science on goal setting says:

- **Goals matter.** It's a fundamental scientific fact—goals improve performance. When you have specific goals, you perform better than if you just try hard to achieve something. Consider a situation in which your manager tells you and an equally capable coworker to sell widgets. She tells your coworker to sell as many widgets as he can. She gives you a specific (high) sales goal. The science says that your specific goal will create the focus and motivation that will produce bigger results than someone who simply tries their hardest. People with goals almost always outdeliver people without goals at the same task.³

- **Bigger goals increase what you deliver.** Bigger goals motivate us to deliver bigger results since we're hardwired as humans to respond to a challenge by giving more effort. If I challenge you to jump one foot in the air, you'll try to do it. If I say jump two feet in the air, you'll try, even if you think you can't, and the more motivated you are, the closer you'll get to your theoretical maximum performance. You'll
only stop trying to jump higher when either the reward for jumping no longer motivates you or you’re too physically exhausted to try. The theoretical maximum performance principle suggests that you can perform 20 percent to 40 percent above what you typically deliver.  

- Fewer goals mean higher achievement. A deceptively powerful finding is that having a few goals is better for strong performance than having many. The power of goals comes from their ability to focus and motivate you, and having too many goals removes that focus. Science says that we put less effort into each additional goal we pursue, which means that having many goals isn’t ambitious, it’s counterproductive. Doing three things extremely well is better than struggling to achieve six, eight, or twelve.

- Coach toward the future. Coaching combines feedback with direction—here’s what you’re doing today and here’s how to do it better tomorrow. Strong science says that feedback increases performance and the best results come when that feedback is about activities, not behaviors. People also respond better to feedback that doesn’t conflict with their self-image, so forward-looking guidance (“you might want to consider doing . . .”) rather than backward-looking evaluation (“you did a poor job”) is more likely to create change that increases performance. There’s much more about how to get (and give) great coaching in the step two, "behave to perform.”

What to Do

Setting bigger goals ensures that what you plan to deliver is important enough for others to care about. Your focus on fewer, bigger goals doesn’t mean that you should ignore important tasks or work
less overall. It means that you understand which tasks add the most value to your organization. The “fewer, bigger” mindset also separates high performers from those who just want to perform the minimum requirements of their job. High performers want to meaningfully overachieve in the areas that matter most to the company—they promise big and deliver big. When you try to overachieve, there’s a larger risk for failure as well, but you will never be a high performer unless you take the risk to outperform.

Many of you write goals as part of your company’s performance management process. You use your company’s approach, your manager plays a role in helping set goals, and you may have to use a specific technology solution, and so on. My advice is written with that in mind. If you’re not in a corporate environment and don’t have those constraints, all the advice still applies, and you can avoid the corporate bureaucracy that can make goal setting unpleasant.

There is a simple process to set goals that drive high performance—align, promise, increase, frame (see figure 1-1).

Align

You can only be a high performer if you work on what your company values most, so you need to understand which company or department objectives are more important than others. In some organizations, goals are translated from the top of the company or your department to each level below. In that case, getting direction may

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**FIGURE 1-1**

How to set great goals

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<tr>
<th>Align</th>
<th>Promise</th>
<th>Increase</th>
<th>Frame</th>
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be as simple as being told, “Here’s what you need to work on.” If your instructions aren’t that clear, try this to get the right alignment:

- **Ask.** Ask your manager, “Based on the department’s and the company’s priorities, where do you want me to focus my efforts next year (or quarter)?” or “What are the three most important things you’d like me to accomplish next year?” You can also play to their self-interest and ask, “Which one of your goals can I best help you deliver and how?”

- **Research.** Review your company, department, or function strategy. Given your role, identify three big things you can deliver that will most help to achieve the strategy. If strategy documents aren’t easily available, look at your company’s investor relations or “about” website pages. There’s almost always an executive presentation that describes the current year’s priorities. You can also interpret what you’ve heard from your group, department, or company leader.

You should review your answers from the second option with your manager to ensure that you have accurately translated your company’s strategy into your individual goals.

**Promise**

A new mindset is the essential starting point for setting bigger goals. Eliminate from your mind any past beliefs about how to choose a goal. Ask yourself, “What are the three big promises I will make to my organization this year?” This new framing shifts your thinking from things you need to do to what you’ll deliver. You’re not just highlighting a few job responsibilities and calling them goals. You’re personally committing to deliver bigger results in the areas that matter most to your manager, department, and company.
Using the word “promise” rather than “goal” may sound like nothing more than a cute word trick. But that change in language elevates the seriousness and emotional commitment of what you’ve stated. There’s a difference between saying you have a goal to complete a project by September and promising that you’ll complete the project by September.

THREE BIG PROMISES. In many companies, people set far more goals than the number of truly important things they need to accomplish. This is sometimes driven by their manager, a need to be recognized for doing the “little stuff,” or their belief that goal setting is a form of project management. The science says that focus matters; it’s an area where many people undercut their performance by adding needless complexity. Their long list of goals obscures which goals are most important and makes it a challenge to understand where to focus their effort.

Consider these three goals:

- Launch new customer relationship management system with 90 percent user satisfaction.
- Open the Gurgaon, India, office and staff it with high-performing talent.
- Decrease production defects by 10 percent.

Those may sound like goals you would typically include in your long list of objectives. But in a “fewer, bigger” environment, those three promises would be the only three goals you’re allowed. You would have identified them as the most important things you could possibly deliver this year or quarter. You would have dozens of other things to accomplish during the year, but you would state that delivering these three promises would make a larger contribution than anything else you could do. You could certainly add another goal, but you would first have to remove one of these.
Step 1: Set Big Goals

Also, those brief statements are the goals in their entirety. There are no bullets underneath describing the fifteen tasks you plan to execute to achieve the goal. Your objective is to deliver on the promise you made, not to get credit for doing activities that contribute to that goal. Either you meet the goal or you don’t.

Most leaders underperform at goal setting because they have too many, too small goals that are not prioritized. Two surefire tactics to choose fewer goals are (1) to combine activities into the larger promises, and (2) to prioritize promises.

COMBINE ACTIVITIES INTO PROMISES. If you’ve chosen a typical set of goals, at least some sound like activities. You may have included items on your goal list like “Hire new Ruby on Rails programmer” or “Contract with new supplier for gluten flour.” Both are important activities, but are they really the big promises you’re making to the company to improve its performance?

The actual big promise for that first statement may be “Launch new XYZ app by third quarter.” A Ruby on Rails programmer would be an important step to achieve that, but it’s not a meaningful enough deliverable to include as a goal. The promise for the second statement might be “Launch new gluten-free bread by June 1.” Gluten-free flour is an essential ingredient for that type of bread, but finding a new supplier only contributes to your ability to launch. You shouldn’t get rewarded for taking one step toward the goal, even if it saves money or time.

The good news is that the activities people typically list as goals are good raw material for those larger promises. Your opportunity is to combine that raw material into something that will make a meaningful difference to your company.

PRIORITIZE PROMISES. Even if you (or your boss) consider all your goals to be critical, a few always matter more than others. Identifying the priority promises starts with reviewing your company’s or
department’s business objectives. Read those objectives and then consider your list of promises. Which of your promises has the most potential to meaningfully advance the progress against one of those objectives? One easy way to find the answer is to stack rank all your goals (create a list in order of impact) from the most to the least important. Stack ranking is a helpful exercise in any situation where you need to choose among many valuable things. Simply list the goals in order of importance, using any criteria you like—business impact, department priorities, your manager’s requests, and so on. Once you complete the stack ranking, your priority promises should become clear.

*Increase*

To get closer to your theoretical maximum performance, you’ll need to increase what you promise. Remember that science has clearly found that bigger goals deliver bigger results, so increasing the challenge of your goals should help your performance. Bigger goals will also help you grow, since you’ll need to learn new ways to accomplish tasks to meet the larger goals you’ve set.

Bigger doesn’t mean unrealistic or unachievable, but that you find a way to improve on your promise in one of these ways:

- **Speed.** You’ll get the project done earlier, the process to run faster, or the sales cycle to be shorter than it has been.

- **Quality.** You’ll reduce the number of defects, increase the number of satisfied customers, or improve the look or feel of the product by an amount that puts you among the world’s best at that activity.

- **Cost.** You’ll sell a product or service for more, or you’ll reduce the cost of delivering it.

- **Quantity.** You’ll sell, produce, or ship more of a product or service.
The pivotal question is, how much will you improve one of these elements? Start by asking yourself what it would take to be 20 percent better at any of the items listed. If that’s an unreasonable stretch, try 15 percent. The difference must be enough so that your high performance will be meaningfully better than others and noticed by those who care about your results. One great measure of a bigger goal: you should be a little scared about your ability to achieve it.

Frame

Now that you have a few, big, aligned promises, you need to write them in a way that succinctly tells your manager what you’re promising to achieve. That may sound easy, but most of us fail in this step by being too lengthy, complex, and vague. I introduced the SIMple goal concept in One Page Talent Management to help make goal setting easier and more focused. The initials S-I-M in SIMple stand for:

- **Specific.** Describe your promise in ten words or less. “Complete the Corn Crunchers product launch by February 1,” “Reduce cycle time on machine one by 20 percent,” or “Increase average private client account balance by $100,000.” Remember that each is the entire goal statement; there aren’t ten bullets underneath listing subgoals.

- **Important.** Each promise should help the organization to deliver one of its most important objectives. Don’t include trivial goals or big tasks. If you limit yourself to three goals, it’s much easier to ensure each is important to the organization.

- **Measurable.** There must be a way to assess whether you’ve achieved, exceeded, or fallen short of the goal. Quantitative goals are the easiest to measure, but many people work on projects or processes where the best measure is the quality
or acceptance of the output. In those cases, you can measure by customer perceptions, sales, your manager’s assessment, being on time, successful delivery, and so on.

Get Coached

With fewer, bigger, aligned, well-written goals in place, you’re positioned to deliver great results. You will find it easier to achieve those goals if you get clear direction and honest correction as you work on them. The ideal amount of coaching is similar to the spoken driving directions on your phone. You get guidance before a critical turn that tells you to be ready and where to exit. You are rerouted if you go off track. It’s not a steady stream of information, just the right directions delivered when they’re most needed.

You may have a manager who’s great at coaching you on your performance. She conducts regular check-ins, provides transparent direction, and encourages you when she sees progress. If not, you can ask your manager for a radically simple coaching approach to use with you. I created 2+2 coaching to make it easier to get regular, specific, and helpful advice to improve your performance. 2+2 coaching gives you just enough correction and direction to ensure you’re on target to achieve your goal. It’s easy and nonthreatening for your manager to deliver, and it works so well that some of the world’s largest companies use 2+2 to coach their employees.

In 2+2 coaching, you ask your manager to spend fifteen minutes with you (it can be more if you or they prefer) every three months for a conversation that includes two topics:

- Two comments about your progress on your promises. I don’t mean two comments on every promise, but two for all three promises. What are the most important observations
or advice she has for you? This could be, “Rajan, the new hand-soap product launch seems to be going quite well. We’re ahead of schedule and the project team tells me that you’re a strong and inspirational leader. Great job! On the marketing strategy, based on your progress, it feels as if this is not your priority, even though it’s one of your three promises. I’d like to see a draft of that within thirty days. Let me know what I can do to help you get there.” The goal of her two comments is to make sure that you both are aligned about your progress.

- Two “feedforward” comments to enhance your performance or behaviors. We often think that feedback is the right path to improvement, but the simple, powerful concept of “feedforward” is based on the science that says our brains often reject feedback that doesn’t reinforce our self-image. Feedforward provides the exact same direction but without the backward-looking critique. To contrast the two approaches, feedback might sound like, “Suzie, your presentation in the executive team meeting last week was too long. Can you please tighten those up in the future?” Since you can’t change what you’ve done in the past, it’s frustrating to be criticized for it and you may not change your behavior. A feedforward 2+2 statement from your manager would be, “Suzie, the executive team has asked that presentations to them be brief and focused on the few most important points. As you prepare for next week’s meeting, please make sure your presentation has the key facts presented early and can be finished within ten minutes.” When you hear feedforward advice, you still get specific guidance for how to improve, but without being criticized for things that have already happened. You’ll learn more about the feedforward technique in step two, “behave to perform.”
You can suggest to your manager that he or she use 2+2 coaching (see the resources in the appendix and at www.the8steps.com). Or, set quarterly meetings with him where you ask him those questions.

Wrapping Up

High performance starts with great delivery driven by big goals and transparent coaching. Big goals create focus and motivation. Coaching ensures you're on the shortest path to success. Big goals and coaching are also a great place to recognize that you need to take personal accountability to do both things well. Your manager may not be expert at those activities, but that shouldn't hold you back from being a high performer.

Now that you have the right goals in place and a plan for coaching, you're on the path to higher performance. It's time to take step two and build the behaviors that differentiate great performers from merely good ones.

What Can Get in the Way

- My manager sets my goals for me. How can I better control the process? That's fine. Review those goals and suggest changes to your manager if the goals aren't fewer, bigger, and aligned or don't meet the SIMple criteria.

- My job is routine; I do the same things each day. How can I set a goal that improves what I deliver? In any job, you can improve the cost, quality, or speed of what you do. If you do analysis and produce reports, can you do that faster or with more valuable insights? If you're the receptionist, list
Step 1: Set Big Goals

the five things you do most days and pick the one that you can most improve. Anything that you do can be done better.

- My manager insists that I have more than three goals. That's not uncommon; he may be using goal setting as a substitute for project management. Let him know that you want to focus on the most important things, tell him the three goals you believe are the most important, and ask if he agrees. Even if you end up having to list five, eight, ten, or more goals as part of your company's process, you'll understand which of them are most important.

- My manager isn't an expert in goal setting. Most managers aren't, because they only do goal setting once a year and most have never been taught the proper approach. Share this book (or its core principles) and let them know that there are more resources at www.the8steps.com.

- How do I get credit for doing my day job if it's not in my goals? You get credit for doing your day job through your regular paycheck. Goals exist to focus your efforts and energy to achieve something above and beyond what you typically do.

- My goals change all the time during the year. It's difficult to know what to work on. While it's not unusual for changing priorities to occasionally shift your focus, if your goals change every quarter, they are probably set too low. Check whether they meet the definition of a larger promise or if they sound more like activities. A promise shouldn't change very often, even if some of the tactics required to achieve it do.

- What if I set big goals and fail? That's where high performers separate themselves from others. High
performers want to take appropriate risks to prove that they can overachieve. On occasion, you will fall short of a goal. You will, over time, deliver more great results than your peers and be recognized as a high performer.

Remember and Apply

The conclusive science says:

- Goals matter. You’ll perform better if you have them.
- Fewer, bigger goals will improve your performance and help you focus on what really matters.
- Get regular feedforward coaching to guide your efforts in the right direction.

You should:

- Create your three big promises that will differentiate you as a high performer.
- Eliminate tactical activities from your goals; move them to a project plan.
- Ask your manager to regularly use 2+2 coaching with you to ensure you’re on the path to high performance on your goals.

Try using:

- Goal-setting form in the appendix
Toolkit
8 Steps to High Performance

INTERACTIVE READING GUIDE
You're CEO of MichelMUNCHIES's new Antarctica leadership team. It's early November 2020.

The team is responsible for successfully launching the new MichelMUNCHIES SistineSNACK bar in your region. SistineSNACK is an innovative product that combines a proprietary high-protein, vitamin-rich chocolate blend with SistineSNACK flavor crystals. It's nutritious, sweet and freshens your breath.

It's likely that some of the SistineSNACK product was given to a competitor through an outside testing laboratory. If so, you know that it won't take long for them to deconstruct the proprietary blend and to recreate something similar. You've heard rumors that RaphaEAT wants to launch a similar product at some point in 2021, but their timing is uncertain.

For that reason, MichelMUNCHIES Senior Executive Team says that a high market-penetration launch is critical. They are counting on your region to send a strong signal to competitors, distributors and to health agencies (see below) that SistineSNACK is a category killer. An on-time launch is essential.

You're also working with the Antarctica Food Agency (AFA) to finalize certification of SistineSNACK as the world's first “Certified Healthy” snack bar. This is the first time they've ever considered this label and their certification would fundamentally shift the market in your direction. They're understandably nervous about this step and will only move forward if fully satisfied that your claims are true.

To support our long-term commitment to Antarctica and to take advantage of tax concessions for local R&D and manufacturing, MichelMUNCHIES has moved all Southern Hemisphere R&D and manufacturing to Antarctica. The factory is largely finished and will be done sometime between January and March.

As always, costs must be controlled and shipping raw materials to Antarctica has proven to be very expensive. Your manufacturing team must find efficiencies in the production process to ensure strong margins on MichelMUNCHIES.
1. **Set Big Goals**

It’s December 1 and you’re reviewing the goals of every team member to make sure you’re ready for the MichelMUNCHIES launch now planned for April 1.

The Manufacturing Site Leader is responsible to ensure all production and distribution of MichelMUNCHIES. On her goal list you see many activities, but you’re not sure what results she’s actually promising. Based on the tasks she has listed, help her to identify the one or two key goals. You can also create a new goal if you believe none of these are correct.

- Contract with new shipping company for faster SistineSNACK delivery to distributors
- Conduct test run of 10,000 SistineSNACK
- Participate in demand estimation task force for SistineSNACK launch
- Reduce waste per SistineSNACK by 2%
- Ensure SistineSNACK production machine uptime of 99% outside of typical maintenance periods
- Produce SistineSNACK for $0.145/each vs. $0.150/each expectations
- Ensure SistineSNACK production line is running and staff trained by March 1
- Attend all AFA meetings on product certification

You need to submit your 3 – 4 key performance goals to MichelMUNCHIES’S SVP Southern Hemisphere.

You’ve listed everything below as critical, but she only wants to see the few most important things you’ll be working on. Re-read the Antarctica case if needed. The senior leader of the SistineSNACK Launch has asked you to submit your goals.

The SVP’s goal is to sell $20M of SistineSNACK next year. Below is a list of goals you have created. Per her instructions, identify your 3 - 4 most important goals and be prepared to justify your choices.

1. Train sales representatives in SistineSNACK
2. Build out office space for SistineSNACK team (currently working remotely)
3. Hire 50 new sales representatives
4. Design and launch marketing program for distributors
5. Design and launch marketing program to consumers
6. Get SistineSNACK certification from Antarctica Food Agency
7. Deliver 2020 sales of $20 million (USD)
8. Estimate sales and contract for production with MichelMUNCHIES Plant #1
9. Meet 2020 region budget
10. Conduct pricing analysis to set optimal price for SistineSNACK
8 Steps to High Performance

FOCUS ON WHAT YOU CAN CHANGE (IGNORE THE REST)

Research shows that 50 percent of your work performance is predicted by fixed traits you can’t control: smarts, looks, personality, and socio-economic class. So to improve your performance and get noticed for that next promotion, you should focus instead on what you can control.

Avoid the pseudoscience and follow the scientific proof to boost your performance by focusing on the 8 Steps:

STEP 1 | SET BIG GOALS: Deliver superior results
STEP 2 | BEHAVE TO PERFORM: Choose the right behaviors and avoid the wrong ones
STEP 3 | GROW YOURSELF FASTER: Accelerate growth of the most important capabilities from x to y
STEP 4 | CONNECT WITH THE RIGHT PEOPLE: Your boss, mentors, peers, your network and more
STEP 5 | MAXIMIZE YOUR FIT: Adapt to your company’s strategy and your manager’s needs
STEP 6 | FAKE IT: Show up to work as a stylized version of you instead of the fully genuine you
STEP 7 | COMMIT YOUR BODY: Manage your body to maximize work performance
STEP 8 | AVOID DISTRACTIONS: Sharpen your skepticism of unproven performance fads

“Because it is research-based and includes self-assessments and tools to gauge your progress in realizing the performance you are trying to achieve, it is an application book of the highest level.”

MARSHALL GOLDSMITH
World-renowned business author, educator and coach

“8 Steps to High Performance follows a simple method that Effron delivered so effectively in One Page Talent Management: start with the science, keep it simple, and make it practical. This book’s clear messages—about what to do and what not to do—make it a must-read for anyone who wants to perform better at work, regardless of level or age.”

MELANIE STEINBACH
Vice President and Chief Talent Officer
McDonald’s