

# The Performance Pathway

*Your business will perform to the level of leadership you provide.*

It is no secret that a critical factor in the success of a business is the quality of its leaders. Leadership isn't a difference maker, it is *the* difference maker. Often what differentiates a great business from an average business is the effectiveness of its leaders.

*Performance cannot be declared. It must be led.*

Great results are initiated and sustained by great leadership. Not just leaders at the top, but leaders at every level. Leadership is the triggering factor in the pathway to performance. Leaders create the culture that drives the behavior that produces results.



Exceptional leaders create a culture of performance. A culture that makes the strategy come alive. Every business competes on the basis of how its people behave. When it comes to producing results, there is no substitute for the behavior of people. And winning behavior will not thrive in a culture that doesn't support it. Culture eats strategy for lunch.

Nothing impacts daily execution more powerfully than culture. Exceptional leaders create a culture that engages hearts & minds, aligns effort, and energizes the behavior called for by the strategy. When that happens, the numbers follow.

## *The Challenge*

The challenge is to break through personal barriers and become a great leader, not just a person in a leadership role. Becoming a great leader requires a sustained commitment to specific attributes, skills, and disciplines. It isn't easy. For each of us, there are aspects of leadership that come naturally; however, no one is born with all of the necessary attributes and habits of effective leadership. It takes work.

# Lead [Now!]

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**Lead [Now!]** builds the skills that make the biggest difference.  
It equips leaders to respond to the everyday challenge  
of providing an *Exceptional Leadership Experience*.

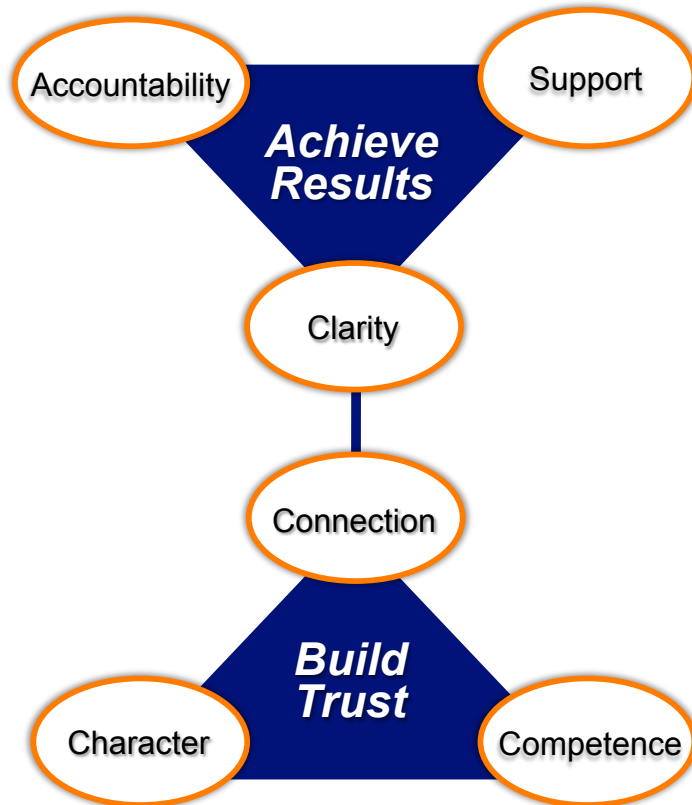
Leaders have two priorities: ***Build Trust & Achieve Results.***

## The Focus is Results

Leaders Achieve Results through  
*clarity, accountability, and support.*

## The Foundation is Trust

Leaders Build Trust through  
*character, competence, and connection.*



## *All Six Disciplines Are Necessary*

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The six disciplines work together to produce the kind of leadership people want to follow. Strength in one discipline does not compensate for weakness in another. If one is missing or neglected, the effectiveness of a leader is diminished. When a leader consistently practices all six disciplines, the stage is set for extraordinary results.

***Great leaders are effective not because of one thing they do,  
but because of the cumulative impact of all the things they do.***



***There is a line in life.  
Above it is discipline, below it is default.***

The performance of a business rises & falls on behavior. Winning behavior is intentional, on-purpose, & skillful. It is *Discipline-driven*. But it's easier to be impulsive, on-autopilot, & resistant. This is *Default-driven*.

*Intentional  
On-purpose  
Skillful*

**Discipline-driven**

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**Default-driven**

*Impulsive  
On-autopilot  
Resistant*

When people operate with *Discipline* they team better, work harder, learn faster, communicate more clearly, and are more resilient. *Default-driven behavior* requires little effort or energy. It is motivated by what is comfortable and convenient. It produces average results at best. Eventually it produces failure.

The simple truth is that *Discipline-driven* action is the foundation for success in life or at work. The harder truth is that being *Discipline-driven* does not come naturally. It must be taught & learned.

Every day is a battle for whether we choose to be *Discipline-driven* or *Default-driven* life. The choice we make determines how we treat the people we love, how we interact with colleagues at work, how we do our job, how we learn & grow, how we deal with adversity & disappointment, and ultimately what we achieve.

# *Manage the R™*

Life comes at us fast. Things happen every day. Situations, people, responsibilities, challenges, change . . . we are constantly dealing with the *stuff* of life. This presents a universal challenge for every organization, team, & individual:

*How do we navigate the events of life and work  
in a way that produces exceptional results?*

Consistent *Discipline-driven* behavior begins with implementing a simple & powerful framework into your life. A system for being intentional about the way you think, make decisions, and act.

$$E + R = O$$

*Event + Response = Outcome*

Outcomes are not determined by the events we experience. Outcomes are determined by how we choose to respond. We do not control events. We do control how we respond. It's called The R Factor.

You choose what actions you will take (or not take) in pursuit of your goals. You choose whether you give up or persevere through the inevitable obstacles you will experience. You choose how to interact with people at work and family at home. Every day you make decisions about how to respond. And how you respond makes all the difference. It is *the* factor that determines the quality of your life.

The biggest variable in any organization is not the events or circumstances that people encounter ... but *how will they respond?*

Organizations are constantly changing.

Technologies emerge, competitors arise, and markets transform.  
Programs and initiatives come and go. *The R Factor remains constant.*

The foundation of performance in a business  
will always be found in how people Manage the R.

# *The R Factor Disciplines*

**The application of these disciplines, not the circumstances you face,  
determines the quality of outcomes you produce.**

***R:1 Press Pause.***

Before you Respond, slow down & give yourself time to think. Focus on understanding the situation and what you are trying to accomplish. Get off autopilot. Be exceptionally clear about the Event you are experiencing and the Outcome you are pursuing.

***R:2 Get Your Mind Right.***

Pay attention to your inner Response. Get into a productive mindset by taking ownership of what you focus on & how you talk to yourself.

***R:3 Step Up.***

Engage in the most Discipline-driven response given the Outcome you want and the situation you are in. When circumstances call for it, elevate your Response. Your Response is most important when the Event is most difficult.

***R:4 Adjust & Adapt.***

Get good at change. It's an inescapable reality: things change. Here's another reality: life will get increasingly difficult for you if you don't. Success goes to those who are adaptable.

***R:5 Make a Difference.***

Create great experiences for others. Your attitude & behavior are deeply personal but rarely private. What you do has a profound impact on the people around you. Your R is an E for others.

***R:6 Build Skill.***

Be intentional about the habits you develop. Your behavior patterns have you on a path. Develop the habits & skills that will take you where you want to go.