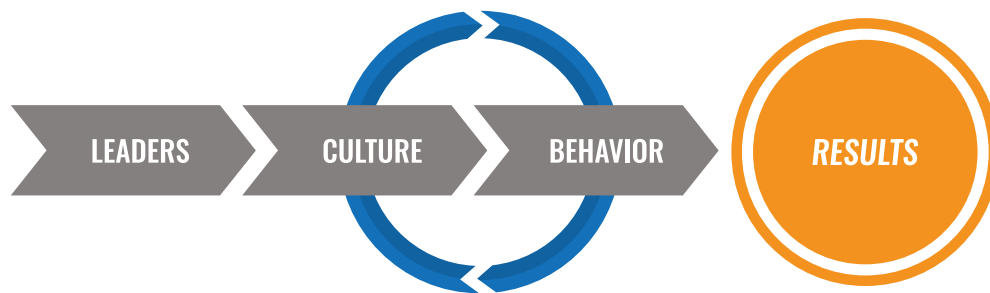


## The Performance Pathway

It is no secret that a critical factor in the success of an organization is the quality of its leaders. Leadership isn't a difference maker, it is *the* difference maker. Your organization will perform to the level of leadership you provide.

### **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 throughout the organization. Leadership is the triggering factor in the pathway to performance. Leaders create the culture that drives the behavior that produces results.



Strategy provides direction and plan of action. Culture determines level of engagement, energy, and execution. Nothing impacts performance more powerfully than culture. Nothing impacts culture more powerfully than leadership. Exceptional leaders create a culture that engages hearts and minds, energizes action, and executes with discipline. 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.

Leadership is the powerful combination of two priorities:

## *Build Trust & Achieve Results*

Leaders create a culture of strong relationships and high standards. They refuse to compromise one for the other. *Trust without results is unacceptable. Results without trust is unsustainable.*

### The Focus is Results

Leaders achieve results through *clarity, accountability, and support*. Leadership is about performance.

### The Foundation is Trust

Leaders build trust through *character, competence, and connection*. Leadership is about people.



### All Six Disciplines Are Necessary

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.

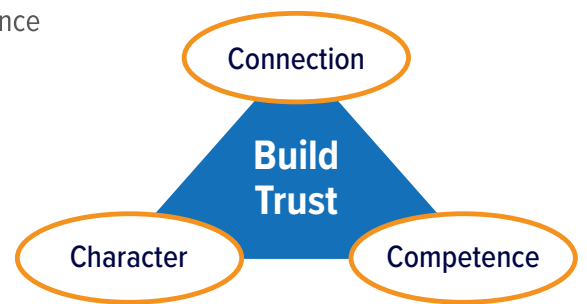
## The Six Disciplines of Lead Now

Improving your capacity to lead requires cultivating the mindset and building the skillset that are the heart of exceptional leadership. Your organization can put you in a position of authority, but only you can put yourself in a position of leadership.

### Build Trust

Trust is earned through your behavior, not granted by your position. It is the confidence that people have in you based on the way you practice three essential disciplines: *character*, *competence*, and *connection*. You build credibility and earn trust by giving people repeated experience over time in all three dimensions.

- **Character** is ethical trust. It is built through repeated experience of you *living the culture* and *doing what you say you will do*.
- **Competence** is technical trust. It is built through repeated experience of you helping people *get things done*, *solve problems*, and *get better*.
- **Connection** is personal trust. It is built through repeated experience of you *caring*, *listening*, and *engaging*.



### Achieve Results

The way you lead determines the results you get. Exceptional leaders create and sustain a high-performance culture by communicating the team's goals and action plan, clarifying roles and responsibilities, holding people accountable for their part of the plan, and providing support to help people achieve their goals.

- **Clarity:** Make expectations and standards exceptionally clear. Communicate simply and repeatedly to eliminate confusion and uncertainty. *Clarity precedes excellence.*
- **Accountability:** Pay attention to the people and processes that produce results, and provide timely feedback. *Be a master observer.*
- **Support:** Provide the tools, training, and resources that people need to do their job. Equip people to take ownership of their 20 square feet. *Coach the gap.*

