



LEAD *OR* BLEED

How Entrepreneurs And
Corporate Leaders Can Adopt
A Proven System To Stop Fire
Fighting And Start Accelerating
Performance And Profits

**RAJIV
TALREJA**



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RAJIV TALREJA



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P R E F A C E

TURNING POTENTIAL INTO PERFORMANCE


‘**L**eadership is about creating balanced growth.’ This statement best describes the sometimes theoretical, the sometimes mystical and yet the single most powerful factor for the success of a business – the leadership factor.

Be it the balance between speed and strength, between strategic growth and operational excellence or between results and relationships, leaders often struggle in finding the balance.

When I talk to entrepreneurs and corporate leaders about balance, the grin on their face says it all. The pain of falling short of goals, of trying to complete a backlog of tasks or of trying to instil ownership and capability in the next line team – a leader is always looking for the secret formula to the balance between success and happiness.

The leader is the
source and the
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failure, stagnation
or success of
his business.
PERIOD.

The truth is, it starts from the leader himself. The leader is the source and the sculptor of the failure, stagnation or success of his business. PERIOD. I can empathise with leaders who feel I am being too idealistic when I make such a strong statement. Some may say that I am not taking



into consideration the complexities a leader has to deal with in business. However, as an entrepreneur and an owner of multiple businesses, I have seen the highs and lows. I own two successful businesses and have had two ventures fail. In the past, I did not believe this statement to be true. For years I felt that teachers, trainers and management experts had glorified the term 'leadership' much more than its actual impact on the success of a business. In the two business failures I have had, I felt that as a leader I provided everything required but that the circumstances and partners failed us, which led to our enterprise collapsing.

But then I started asking myself questions. I asked myself, if leadership, and only leadership, was the answer to the success, stagnation or failure of a business, then what lessons did I need to learn as an entrepreneur that would allow me to repeat my successes? This journey of trying to find the answer for myself as a business owner has led me to learn, share, discuss and debate with several leaders about best practices and tools that a business leader can use to lead his organization with balance.

I realized that the leader's role is complex. The role of a leader cannot just be restricted to one department or function of his organization. The leader has to look at people, products, processes, problems, planning and performance all at the same time and ensure that all these forces of success are in good shape and in a smooth flow.

I started seeing inconsistencies in reality. I started interacting with more and more leaders, and saw areas that reflected strength and areas that showed their complete ignorance, indifference and challenges in each one of their businesses. Some were great at product innovation and planning, but were bleeding in the area of people management. Some were great people managers and built happy teams, but the profit and loss account was bleeding. Some were excellent at building a brand on the outside; however, they were suffering with service and delivery, which was failing to substantiate the promise created by the marketing. When

I questioned them about the areas in which they were bleeding, their first response was a self-justification about how well they were doing in the areas which were their strengths and how it's normal and acceptable to have challenges which go unaddressed in any organization. But on my further confronting them and reinforcing my intention to master business leadership, these leaders acknowledged the truth. With all honesty, they said – 'I don't know what to do about this area. It's been a challenge for me as a leader. I have tried to make it work . . . but then how many things can I focus on? . . . '

And then I realized that we as entrepreneurs and corporate leaders have a genuine knowledge gap. We cannot afford to give in to our realities. Doing so would be equivalent to letting go of our influence as leaders in a particular part of our business. We need to pursue excellence and commit to learning what we don't know and finding the answers.

I then did an experiment and asked my network of entrepreneurs, CEOs and corporate leaders to describe the current status message of their experience leading their business or teams. This would be a status message like what you would post on Facebook. And the most common status message I got from them was FIREFIGHTING. These leaders resonated with this word so much. They laughed and said, 'I feel I am running from one department to the other, from one team to the other and from one customer to the other trying to save us from burning down, rather than doing things to grow the business.'

Then I did another experiment with this group. I asked them to give me a desired status message they would like to have while leading their business, and they answered – ACCELERATING PERFORMANCE and PROFITS.

This became the theme for my study: How entrepreneurs and corporate leaders can STOP FIREFIGHTING and start ACCELERATING PERFORMANCE and PROFITS.

Before you read this book further, here is a promise I make to you: what you will get from this book is a proven system for accelerating the performance of your team and accelerating the profits of your business.

I have researched, compiled, used and shared this system, and have seen tremendous success in my own businesses and in multiple other businesses with which I have facilitated this system as a coach.

I know the pain of being an entrepreneur and living in the fire-fighting mode. In fact, I call it ‘independent slavery’ for entrepreneurs. You are your own boss and are independent, but you are a slave to your business because you are constantly in fire-fighting mode due to a lack of time and/or lack of money. Today I know the pleasure of living a dream lifestyle as an entrepreneur and accelerating performance everyday through a simple and powerful system of leadership. I promise you, the system works provided you work the system.

This book, entitled *Lead Or Bleed*, begins with a story about a realistic but fictional organization. I have taken this approach because I believe stories immerse the reader and paint a picture of characters to whom



the reader can relate. This helps the reader understand how the principles, the tools and the system can be applied in a real-world workplace where the complexity of human emotions, the challenges posed by market forces and the pace of work can distract any leader and his team from walking the path of Performance Acceleration.

Staying focused on the pursuit of success and excellence is what leadership is about. Perfection is just a myth created by the mind which fears action.

Today I know the pleasure of living a dream lifestyle as an entrepreneur and accelerating performance everyday through a simple and powerful system of leadership.

Here is my wish for you – may you find the key to unlocking the secret to the acceleration of your performance and profits through this book. Sometimes it may speak to you and push you to confront yourself and do things outside your comfort zone. Your mind may say, ‘This does not apply to me’ and make you want to discard the challenge just to stay in your comfort zone. Trust me, though. I have learnt this the hard way. The answer to our problems lies outside our comfort zone. Kill the voice in your head that acts like it cares but that stops you from growing. Trust your instincts, not your fears.

Finally, if you feel that the system shared in this book sounds good on paper and is not practical for your workplace, then challenge the system by writing to me at rajiv@quantumleap.co.in as to why it will not work with your business. I promise you a response within 48 hours as long as I am alive. Give yourself an opportunity to explore the answer to unlocking performance acceleration for your business. After all, staying focused on the pursuit of success and excellence is what leadership is about. Perfection is just a myth created by the mind which fears action.

Cheering you on to success,
Rajiv Talreja





CHAPTER 1

THE BUGS – WHY LEADERS GET STUCK IN FIREFIGHTING

Meet The Heroes . . .

The clock showed 11:30 pm on the last day of the financial year of 2013. The office floor area of BERP Software Inc. was deserted and dark with just one room at the end of the office being lit. While the room was well lit, the mood inside the room was grim. The Management Team of BERP was sitting around the huge boardroom table, and each member of the group was looking in a different direction. The silence in the room was deafening.

The Management Team:

Martin Anderson –Chief Executive Officer

Gerry Wright –Chief Financial Officer

Amanda Pest – Chief People Officer

Craig Law – Chief Technology Officer

Nitya Paul – Chief Marketing Officer

Karl Roy – Head of Channel Operations

Ian Cruise – Head of Customer Service

BERP Software Inc. was the country's largest Business ERP software company with the largest distribution base, the highest brand recognition amongst consumers and a product which the users defined as the simplest and most powerful product for businesses to use. Yet the company was slipping in its market share, and channel partners were exiting BERP and joining competitors.

Each person sitting around the boardroom table that night had a reason for why the company was on such a dramatic losing streak. The real problem was not the loss of market share, but rather the fact that each person believed the reason for the loss of market share was different. Martin felt small and helpless at this point. As CEO, he was torn between the feeling that he should take responsibility for the losing market share and feelings of frustration and anger towards his team, which he believed was the primary cause for the downfall.

'Let us cancel the offsite,' Martin declared.

'Excuse me, we have booked the venue, made all travel arrangements. We need to get our act together as the leadership group of the company,' exclaimed Amanda, Chief People Officer.

'I don't care. I don't think any of us are in the frame of mind to create the future of this company at this point. Let us take a week off to gather ourselves and then regroup to plan the coming year's business plan,' said Martin.

'We need to get the ball rolling. Every day delayed is a day wasted. I can't keep my team and channel partners waiting for the direction we are taking for the coming year,' replied Karl with aggression. 'We have lost too many partners to our competitor in the last five months. The word in the market is that BERP is sinking. Delaying our planning is purely running away from the situation, and I am sick of this runaway attitude of this team.'

‘... not like the partners we lost were doing great for us,’ Nitya murmured.

Karl just threw his hands up in disbelief and sat back silently in his chair. He was pained that his team members were playing one-up even at such a time where they needed to be of support and strength for each other and their company.

The room again returned to moments of awkward silence – the kind of silence where everyone wants to say a lot, but no one says anything.

Amanda dialled a number on her hand phone sitting on the table right in front of her CEO’s chair.

Martin asked, ‘Who are you calling at this hour?’

‘I think it’s appropriate you talk to Ron and let him know that we are cancelling the offsite. That’s the least you can do,’ taunted Amanda

Say Hello To Ron Tucker

Ron was a renowned business coach who worked with organizations on creating clarity, alignment and proactive management across various levels and functions. He worked top down and had to his credit quite a number of business turnaround stories.

Being a serial entrepreneur himself, Ron had seen the good, the bad, the ugly and the mad times in business. Known for his ability to mix humour and keep things simple, Ron was also known as the Performance Magnet in consulting circles.

The Management Team of BERP Software Inc. had heard Ron speak at a recent Who’s Who Conference. Since then Amanda and Martin together had been in conversation with Ron to facilitate his globally renowned P.A.C.E. System and see how he could support BERP breakthrough to the next level.

BERP had signed up Ron to work as a coach with the leadership team for the financial year 2014, and Ron was scheduled to start his intervention with BERP by facilitating the P.A.C.E. Certification program from the BERP Annual Offsite.

Back To The Boardroom

‘Hey, Ron, sorry to disturb you at this hour’, Martin apologized as soon as Ron answered the call.

‘No problem, Martin . . . I am sure you called because you are missing me. Couldn’t you wait to see me tomorrow?’, commented Ron in his usual humorous style.

‘Hahaha ya . . . but not really . . . I wanted to have a quick word with you’, stuttered Martin.

‘Go ahead . . . tell me what it is’, said Ron

‘Well . . . I think we need to postpone the offsite by a couple of weeks. The morale of the group is low. I don’t think it’s the right time to get the group to create the future’, said Martin

Ron heard Martin’s proposal out and said, ‘Martin, can I ask you a question?’

‘Yes’, replied Martin.

‘Will you be honest with me?’, asked Ron.

‘Yes, Ron . . . be certain . . . go ahead’, reaffirmed Martin

‘What is your fear about the offsite?’ Ron had hit the nail on the head.

Martin stood up in silence and walked out of the room almost as though he did not want to answer that question in front of his team.

The Call From Fear To Faith

Martin: 'I have no fear, Ron. I just want to make sure we optimize the offsite.'

Ron: 'So what do you see happening if we have the offsite tomorrow?'

Martin: 'I know my team. They are right now in no space to create the future. Unfortunately, I am stuck with a bunch of people who are not willing to take responsibility for the declining market share. Each one is busy blaming the other. Each one believes the problem is someone else.'

Ron: 'Great . . . so don't you think we could use the offsite to address that and bring people together?'

Martin: 'Hmmm . . . I don't know . . . I don't think now is the right time . . . I think we need to let people be for a couple of weeks and then regroup.'

Ron: 'Okay . . . so what will "letting people be" for the next couple of weeks do for the organization?'

Martin: 'I don't know . . . I think the intensity of this emotion will die down, and then we can be much more productive.'

Ron: 'Do you really think so?'

Martin: 'I don't know, Ron . . . honestly, I feel a sense of shame.'

Ron: 'Martin . . . can I share something with you?'

Martin: 'You have my permission, Ron, go ahead.'

Ron: 'The last three statements you have spoken all start with the words "I don't know" . . . What are you running away from, Martin? What stops you from taking this situation head-on and dealing with it rather than avoiding it?'

Martin: 'This failure has hit me at a personal level, Ron. And I feel I don't have the answers to bounce back. I get a sense around this team that deep down they are happy to see us fail because they feel it's my failure and not theirs.'

Ron: 'Great . . . so what do you want to do about it . . . let that feeling linger and grow around you for the next couple of weeks or do you want to bring everyone together and do what it takes to deal with it? I mean we have 4 days at the off-site, and there is no running away. We are going to be locked inside a room together, and I don't see how anyone will walk out of that room being the same person as when they walk in tomorrow'.

Martin: 'Hmmm . . . okay, Ron. I put my faith in you. Let's make the next four days matter'.

Ron: 'Goodnight, my friend . . . be okay with having a sleepless night . . . Sometimes there are nights which seem never ending, but trust that when the morning arrives, something shifts inside us which tells us we have had enough. See you at the offsite'.



Back To The Boardroom

‘Okay, ladies and gentlemen . . . We are on for tomorrow. Let us make the next four days count. Make sure you bring your head and heart to the offsite,’ Martin declared to his team as he walked in back to the boardroom.

There was an evident difference in his voice after the call with Ron.

Amanda just smiled at him and tapped Martin on his shoulder, almost as though letting him know that their time had come.

Karl walked across the room and gave Martin a high five and said, ‘We will make it count’.

Gerry, the CFO, looked at Craig, who was the CTO, and commented, ‘Let’s see what the next four days can do which the last 4 years haven’t been able to do for this company’.

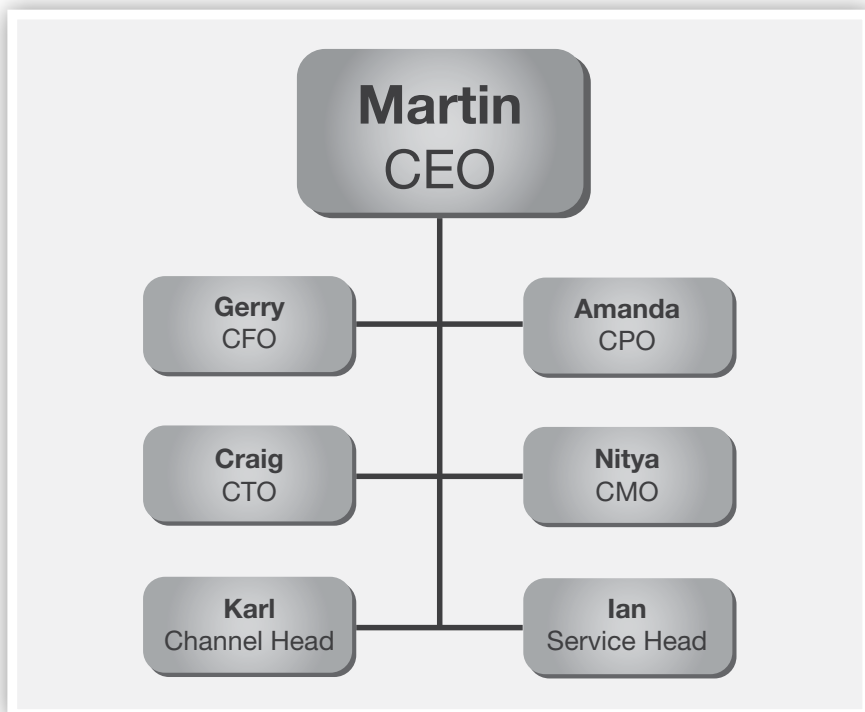
Nitya, the CMO, added her pinch of sarcasm and said, ‘Hope is all this company has had for the last 4 years and, by the way, hope is the raw material of losers’.

The so-called management team of BERP dispersed for the night to regroup at the airport for their early morning flight to the coastal town where their off-site program was booked.

Welcome To The Offsite

It was 10 am . . . the sea breeze and the sun created the perfect setting for what promised to be an eventful offsite.

The top management team of BERP sat around a room by the seashore, which was the venue for the four days offsite. Amanda fastened a chart to the wall representing the roles of the participants at the offsite for Ron’s reference.



A resolute Martin walked into the room. You could tell from his body language that something had shifted within for him since the previous night. His team followed him into the room, taking their seats next to the individuals they were most comfortable with.

I realized that something has to change. I have to be the change. I cannot run away.

Ron welcomed each one of them with a smile and a high five. He quickly noticed that, barring Amanda and Karl, the rest of the members of the leadership group gave him a meaningless high five, almost as though they were forced to be in the room.

Martin took centre stage and opened the meeting, 'Good morning, everyone. Thank you for being here. I know we have had a rough time. Last night, I was most tempted to cancel the offsite. There was a fear within,

the fear that these four days would do more harm than heal us. But then I realized that something has to change. I have to be the change. I cannot run away. What's important is that we raise our spirit and use these 4 days to come together. I know that when I say these words, your faith in me is low. But right now all I know is that the truth is the only key we all have to unlock the answers to the success we aspire to for BERP. I invite you to use the truth as your foundational tool over the next 4 days and give change a chance'.

Ron said, 'Thank you, Martin, for setting the pace for the meeting. Over the next four days, my wish for you would be that you walk out of this room not just with clarity about the future but also more importantly with confidence in each other. I know when I say that, some of you may smile with disbelief. But let's face it. Your results are just the fruits. The leadership that this team provides to the business is the roots. And if you don't work on the roots, the fruits will not change. So before we start with our agenda of creating the way forward for BERP for 2014, I think it's important we express our truth and see what's not working for us. I would like for each one of you to answer this question individually'.

Ron flipped a chart which read 'BERP has the largest distribution base, the highest brand recognition amongst consumers and a product which the users defined as the simplest and most powerful product for businesses to use. Yet the company is losing its market share. Why?'

Ron gave the group 10 minutes to create a list of all the factors they believed had landed BERP in this situation.

Gerry, the CFO, initiated the round of sharing, saying, 'I feel the organization has run out of steam. Teams are running on outdated strategies. The expenses of every department are overshot. There is no measurement mechanism for tracking return on investments. Checks and balances exist, but people do not comply with them.'

Nitya, the CMO, jumped out of her chair to justify herself, almost as though Gerry's words were directed at singling her out. 'Let's face it', she said, 'if we do not invest in marketing, we will be out of the customers' mind and that will only mean more bad news. So I do not see a reason why overshooting budgets is a point being raised. I would say our budget allocation is a problem and that's why we overshoot budgets – to do what's required.'

The dynamics of the team were extremely visible. It was easy for anyone to see that every word spoken in the room was a potential spark to a bag of explosives.

Ron watched in silence. He wanted everyone to finish.

Craig, the CTO, said, 'Look, as far as I know, we have a great product. For the last 16 years, there has been no second to BERP in the market as far as customer acceptance goes. We have developed a product that is simple to use and solves the core challenges of our users. So as far as I am concerned, the problem lies outside of what I have visibility to.'

Ron's focus while listening was only on the language of the leaders and not their reasons. Language gives away the reality of a person. Reasons can be dealt with to produce results, provided that people have the willingness to take responsibility for the reasons, and the language of people indicates whether they are willing to take responsibility or not.

Ron then looked to Ian to share his perspective. Ian was the senior-most member of the team both by age and by the number of years he had spent with BERP. However, he was not the most vocal person on the team. He had started as administration personnel at BERP, moved to heading the facilities support staff and then was made in charge of the Customer Service centre by the previous CEO. He was like a holy cow that no one questioned on the team. He was there because he had been around the longest.

‘I don’t know what the problem is. I feel it is just a passing phase. Every business has highs and lows. I think we will get through this phase as well’, shared Ian in true Ian style – vague, abrupt and inconclusive.

Karl was next. ‘I know the problem. We are not one team. It makes us happy on the inside when we fail because in our egos we think failure is a lesson for someone else on this team. We don’t do what’s required because we are busy playing the game of superiority with each other. Unless people here function as a team, nothing will change. I have tried to have conversations with people, but nothing has changed.’

Amanda added to Karl’s point, ‘Apart from not being a team at the leadership level, we also have a clear competence challenge running across the organization. Our product is great. Our customers know that. But we are suffering in areas of engaging and motivating our channel partners for sales. Our customer’s service experience is poor. Our marketing strategies have failed. Our budgets have been overshot. We claim we are understaffed, but the truth is the productivity and efficiency levels of our teams are extremely low. We have mechanisms for measurement and tracking, but we don’t implement and drive the systems we already have. We are failing as leaders, and we don’t see this until the end of a financial year. We need to just come together and do what it takes to do the basics.’

Everyone then turned to Martin to hear what he had to say. ‘I agree with the last two perspectives. We are definitely not playing as a team, and we as an organization have to submit to learning to raise our capabilities. I have question, Ron. We have known these things for quite some time now. We have discussed this before. We have created solutions. But nothing has changed. So I am afraid that nothing will ever change.’

Ron smiled and said, ‘Great . . . so before we take this conversation further, let us learn to listen to ourselves. Let us look back and actually listen to what each one of us shared and see if it fits in the framework of what I call the “languages of failure”.



‘Firstly, let us look at what role language plays in leadership and in life.

‘Language is the starting point of our results. Think about language in the context of software programming. How does any software operate and give desired results? A language is used to write a command, then the command runs a process which creates a desired output.

‘Human results work in a similar fashion. What we say to ourselves or the language we use to describe a person, an event, a task or a goal to ourselves creates our beliefs about that person, event, task or goal. Our beliefs then create the thoughts we think, and our thoughts create our feelings. What we feel then influences both the quantity and quality of our actions. And finally, it’s the quantity and quality of our actions that define the results we produce.

The Power Of Language

‘So the key to the lock of failure lies in the language we have used so far and the language we continue to use. The reasons that this team has shared are different. But each reason is the reality and the truth of the person who has shared it. There is no right or wrong reason. Your reality is your reality and we will not debate on that.

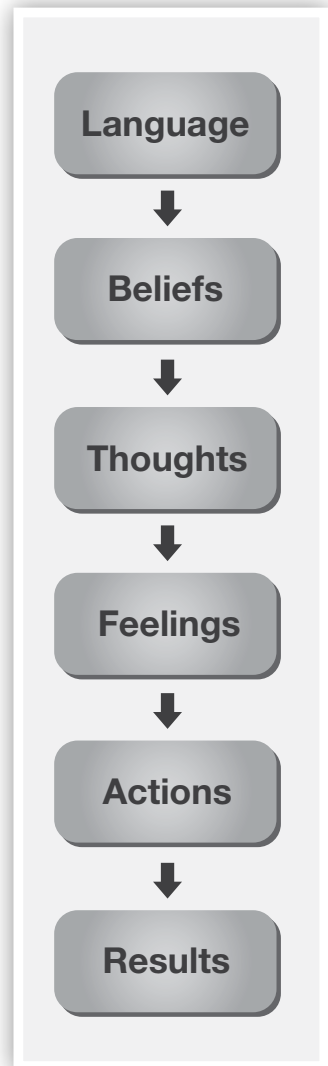
‘However, I need you to see where you stand in the language of failure.

‘Fundamentally there are five languages of failure:

- Blame
- Guilt
- Helplessness
- Indifference
- Limitation

‘Blame is when you feel the problem is someone else and not you. Guilt is when you feel the problem is you and not anything else or anybody else. Helplessness is when you feel nothing can change; nothing can be different or better. Indifference is when you do not care or get affected by the result and the problem is not your problem. And Limitation is when you feel that the current status is the best that there can be.

‘Now let us look back at what each person shared and see which frame of failure each person is living in.’



I have worked selflessly. This is nonsense.

Ron flipped back to the chart where he had recorded the statement of each one of the leaders sharing what they believed the reasons for the losses were.

He pointed at Gerry's name and his statement, and asked, 'What's Gerry's failure frame?', and everyone, including Gerry, said, 'Blame'.

Ron moved his finger to Nitya's name, and everyone said, 'Blame'. Next he moved to Craig's name, and Craig, with a smile of embarrassment said, 'Indifference', and the room broke into a chuckle of laughter.

Ron acknowledged the honesty of Craig and moved to Ian's name. Everyone said, 'Indifference', and what followed was an outburst from Ian, 'How can you say I am indifferent? I have served this company for years. I have worked selflessly. This is nonsense. I said what I said only because I meant good for all. I did not want us to be affected by the losses and instead of seeing how I am of support, I am being humiliated'.

The energy in the room suddenly shifted. From a space of fun and self-realization, things got heated.

Ron took charge, 'Ian, can I ask you a question?'

Ian revolted, 'No, this has to stop. This team needs to learn to value people. I have done enough for BERP, and I do not deserve such humiliation'.

Ron stood his ground and effortlessly asked, 'Ian, can you give me permission to ask you a question?'

Ian had let his steam out and Ron had not fuelled him further. So with no other choice, Ian responded, 'Tell me . . . '

Ron said, 'No, Ian, I need you to first genuinely give me permission to ask you a question'.

Ian by now had no steam left, so he gathered himself and said, 'Go ahead.'

Ron asked, 'Ian, what does the word indifference and this exercise mean to you?'

Ian responded, 'Honestly, Ron, I feel people are using this exercise to tell me what they feel about me. They think I don't care. They think I hold this position because of the number of years I have been in the organization. I know I care for BERP. I know I have served BERP and seen this organization grow from a team of 5 to 5,000 people today.'

Ron said, 'So what I hear from you, Ian, is that you feel people don't value your contribution and commitment to BERP?'

Ian said, 'Yes' agitatedly.

Ron asked, 'So can I ask you one more question?'

Ian said, 'Go ahead, Ron, you needn't seek my permission.'

Ron said, 'Thank you for that permission. So, Ian, if you have to assume that this team values your commitment and contribution to BERP but that they may have another unaddressed concern, then what do you think that concern would be?'

Ian went silent . . . almost as though Ron's question had pushed him to look within and see deeper.

Ten seconds later Ian took a deep breath as though he had received his answer and said, 'Ron, I know I haven't evolved with time and somewhere I have become redundant. And probably that makes this team feel that they are just carrying my weight on their back. I have always known this since the time I was made Head of Customer Service. I knew I had no background or competence for that role. Nor did I enjoy it. That role was given to me when we first had the idea of setting up a Customer Service phone line, and we hired two people to receive the complaint calls. I was

asked to supervise them. Soon service became a need for the business, and we went on hiring and building a service team, but I never had it in me to fulfil that role. I knew this, but I never said this out loud because I did not know what other role I could play at a senior level.

Ron smiled, embracing Ian's honesty.

Ian continued, 'I know I am not the right person for that job. I know I have comfortably hidden behind the title of Customer Service Head. Nor have I served myself, nor have I served the role and nor am I serving this team. I have been indifferent and let things be because it worked for me'.

'So what would you like to do, Ian?' asked Ron.

'I don't know. While I feel liberated now by speaking the truth, I am afraid of what comes next. What will this truth lead to?' shared Ian.



‘Don’t worry about what is next, Ian. Just be in the moment and enjoy the liberation, and we shall come back to you later to co-create what is next,’ said Ron.

The room broke into a round of applause. For the first time, all energies in the room became one. The magic of truth had begun.

Ron went back to his flip chart and said, ‘Shall we?’

He moved his finger to Karl, and the group in one voice said, ‘Helpless’

Ron moved to Amanda’s name and then suddenly there were mixed responses. Some said blame, some said helpless, and Amanda herself remained silent and said, ‘I don’t know if it fits in this frame of five failure languages.’

Ron allowed everyone to continue their analysis of Amanda’s statement for few moments until everyone turned to him for his verdict. ‘Consider this, if you observe the language of Amanda, what do you see? Is Amanda blaming anyone in this room? No. Is she saying they or people here, or is she using words like we, us and ours? We, us and ours, right. By using words like we, us and ours, is Amanda’s context that of guilt and self-blame or is it something else? Not guilt or self-blame, right. Is Amanda expressing indifference or is she expressing concern? Concern, right! Is Amanda being helpless and saying nothing can change or is she sharing a possibility of what the change needs to be? She is sharing a possibility. So Amanda is not blaming, is not suffering in guilt, is not being indifferent, nor is she sounding helpless. So what do you think Amanda’s statement stands for?’

Everyone was silent and confused. Ron kept the suspense on and said, ‘Okay . . . let’s park that conversation and move to Martin’s statement.’ While everyone agreed to move to Martin, their willingness to move further came with a lot of resistance because they wanted to know what frame Amanda’s answer fit in.

Ron pointed to the flip chart and asked, 'Martin's statement?'

Everyone hurriedly said, 'Helpless' because they just wanted to move back to Amanda's statement.

Ron said, 'Excellent. So let's see what we have got here now. We have two blame frames, two frames of indifference and two frames of helplessness from a leadership team of seven people.'

Martin couldn't resist asking the question on everyone's mind, 'Ron, you have dissected six frames. We are eager to know what frame Amanda's statement fits in.'



Ron smiled cheekily and said, ‘We will get there. But before that, let us face one thing: your words are the genesis of your world. You as a team are not describing what you see. But what you see is being created by what you say to yourself everyday about each other and about BERP’s business. Unless you see that and face it, nothing will change. Blame, guilt, indifference, helplessness and limitations are deeply rooted in your mind’s reality, and therefore you have worked through the year to create it as BERP’s reality. What you see is your fruits, and what created these fruits was in your mind’s roots. So congratulations, you have harvested what you have sown’.

The silence in the room was that of introspection. Ron’s words had hit the nail on the head. There was no second opinion left in the room about why BERP had failed. The leadership team knew that the ‘bugs’ in their mind’s software had corrupted their results.

*“Leaders fail first in their mind and then in their business.
Unless we fix these bugs, the software will not perform its
function. Blame, guilt, indifference, helplessness and limitation
are bugs that can crash the best of businesses and teams.”*

- Rajiv Talreja

Lessons For Success:

- Be Aware: Language is the source of results. What you say is what you see.
- Five Languages of Failure: Blame, Guilt, Indifference, Helplessness, Limitation.





CHAPTER 2

P.A.C.E. – THE SYSTEM OF SUCCESS

Ron asked the group, ‘What would you want to do with this awareness in which you have been telling yourself “it’s them” or “it’s me” or “it’s the way things are” or “it’s not my problem”?’

Nitya said, ‘Ron, I have a question. While I agree that in my language, I was blaming, I am not able to comprehend when you say that it’s what we say that creates what we see. I wouldn’t blame someone irrationally without a reason. There are things that people do that make us blame them, or there are decisions we would have taken that did not work, which makes us feel guilty, or there are attempts we would have made multiple times to cause change and only after failing have we reached a state of helplessness, indifference or limitation.’

Ron replied, ‘That’s a great question, Nitya, and a pretty valid one. I would like you to consider this. We may have a trigger event which makes us blame, feel guilty or become helpless or indifferent. It’s a part of being human to feel these emotions.

‘But ask yourself two questions: Firstly, what got you into the cycle of blame, guilt, indifference, helplessness or limitation? Is it what happened or is it the language you used to describe what happened? Think about it.

‘Secondly, when you get into the cycle of blame, guilt, indifference, helplessness or limitation, do you get a solution to your problems? Are you even committed to a solution or are you enjoying the suffering of the problem?’

Nitya smiled as she got her answer.

Ron continued, ‘We are called leaders because we have been given the responsibility to make good things happen. If we are stuck with the energy of the things that are not working, then we are not leading but are being led by a reality that is only the creation of our mind.

‘The leader’s job is to take responsibility for making growth and progress happen. And the leader’s language is a mirror of his/her beliefs and thoughts. You cannot think negative and do positive. That does not work. So responsibility is the first step we need to take to make change happen at BERP.

‘So are we willing to choose the paradigm of responsibility and say “I can”?’ asked Ron.

The group replied with a unanimous, ‘Yes’.

‘Do not give me a yes without thinking. I want you to first understand the implications of taking responsibility. You will have all the reasons to hold on to from your past to justify why you blame, why you feel guilty, why you feel helpless, why you feel indifferent or why you feel the present is the best that there can be. You can hold on to all those experiences you have had and be right about it. Taking responsibility is a choice you have to make, and you could choose not to make that choice as well. Taking responsibility will demand you to leave behind the world you have been living in and believe in a world which you would want to live in. So are you willing to truly choose to live from the paradigm of responsibility?’ asked Ron.

The group replied with a stronger, ‘Yes’.

Ron continued, 'Thank you, and I am going to hold you to this word when I see you deviating. Do I have your permission?'

'Yes' was the response.

'Great, so we have set the foundation in place with choosing to live from the paradigm of taking responsibility. Now we need to understand how we can channel our positive intention into creating a desired result for BERP through five simple questions.

'What if I told you that the answer to covering the gap between where you are and where you want to be lies in asking, answering and acting upon five simple questions across every level and every team of your organization? Would you like to know what those five questions are?' asked Ron.

Martin sat up in his chair and said, 'Hell, yes . . . that's what we have been waiting for.'

Ron was known globally for creating, teaching and facilitating this system of five powerful questions which he had named the P.A.C.E. System. The P.A.C.E. system had to its credit some great business transformation stories and case studies. BERP had hired Ron to facilitate this system with the Top Leadership over the next one year.

Ron smiled and said, 'Before I share with you the five questions of the P.A.C.E. system, I am going to share with you the three simple principles that need to be embodied and lived to make the five questions work. Without these principles, these five questions are like a body without a soul in it'.

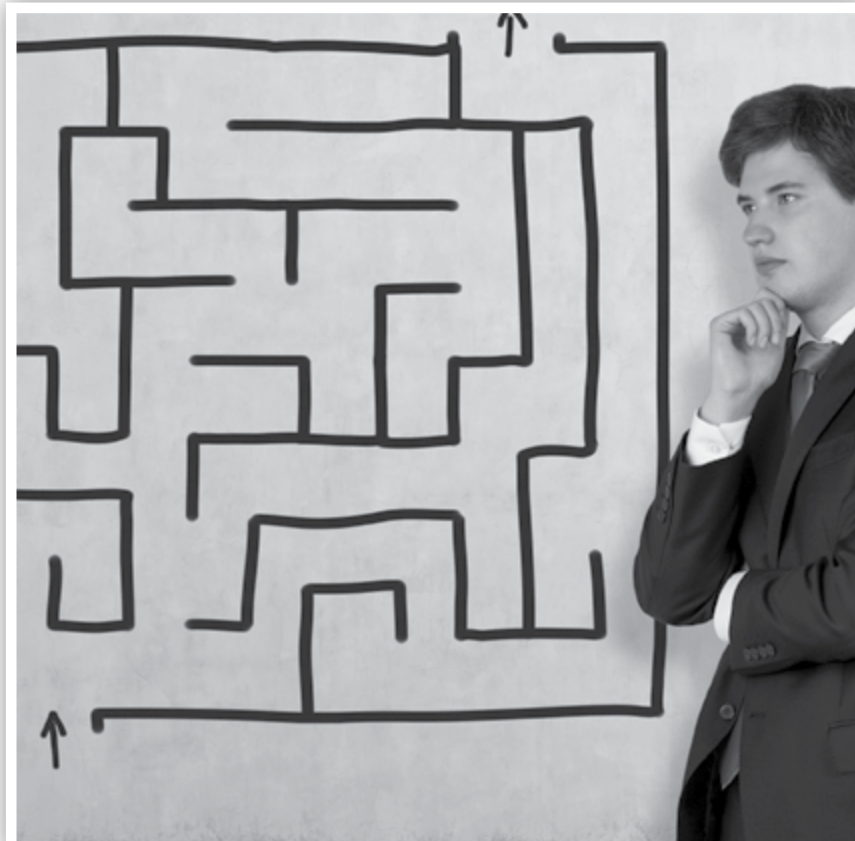
Principle #1 – Impossible Is A Justification For 'Not Knowing'

Ron said, 'When do you use the word 'impossible? Impossible is a word which typically means a task or goal which is not realistic, is beyond the bounds of possibility and is not worth considering.

The truth is most people use the word “Impossible” not to describe a task or goal that is actually impossible. We use it as a JUSTIFICATION to comfort ourselves about a lie we have told ourselves about a task or a goal, which we do not want to take responsibility for.

When we label a task or a goal as “impossible, we discard it completely. We discard any possibility of changing our approach or learning something new which can allow us to do the task or achieve the goal.

Impossible is a convenient lie. The fundamental truth is that impossible is a mental lock, and the key to opening this lock is to learn to say ‘I don’t know’ instead of using the word impossible.



‘I don’t know’ is a powerful phrase. ‘I don’t know’ keeps us open to answers and solutions.

Think about it – everything can be learnt. There is an answer to every problem that exists. The real problem is that we are not persistent about finding the solution nor we are not flexible about changing our approach to the manner in which we are dealing with a problem.

Ask yourself, what impact will replacing the word impossible with the words ‘I don’t know’ do to your life, to your results, to the way you pursue goals?

So principle #1 is, impossible is a justification for not knowing. Just be aware. Say ‘I don’t know’ instead and be open to learning and finding the answers.

Principle #2 – Rome Was Not Built In A Day Is A LIE

The moment Ron said, ‘Rome was not built in a day is a lie’, everyone in the room raised their eyebrows and was curious to know what he meant.

Ron asked, ‘When do you use this adage Rome was not built in a day?’

Ian said, ‘When I want to procrastinate’.

Nitya said, ‘When I need more time for a task or result to be produced’.

Amanda said, ‘When I need to justify to people why they did not get the salary hikes they were expecting’, and everyone had a good laugh.

Ron said, ‘Fantastic . . . so fundamentally we use this adage when we want to procrastinate or buy more time or when we want to justify why now is not the right time to take action and change.

‘You know Rome was not built in a day is a lie because the truth is Rome was built every single day. Every day there was progress made to build Rome.

‘Think about it – what command do you give your brain when you say Rome was not built in a day? What action follows the moment you say Rome was not built in a day? Nothing. You just conveniently escape taking action and live in your comfort zone. Nothing changes.

Change requires
action, attention
and more action.

‘However, when you start telling yourself, “Rome was built every day”, you command your brain to take action, to learn, to make each day count. Remember, it’s not big actions that bring big results. It’s the small consistent steps we take that help us cover long journeys.

‘Change does take time. Change requires action, attention and more action. Change takes conscious practice. The problem is, we are not okay with putting in that conscious effort while taking new action. In our minds, we look at being conscious and taking action as unnatural. We look at it as being someone who we are not. But the real objective of any change is to become someone better than who we currently are. That’s what growth is. And to become someone better and grow, you have got to learn and take conscious action until the new action becomes an automatic habit.

‘So that’s principle #2, “Rome was not built in a day is a lie. The truth is Rome was built every day”. As leaders, we need to build our Roman Empire by making each day count, and the right time to take action is NOW. Change does not take time. It takes conscious attention and practice.’

Principle #3 – P.A.C.E.

Ron wrote the word ‘P.A.C.E.’ on the flip chart and said, ‘Principle #3 is P.A.C.E.’

Everyone looked puzzled.

Ron said, P.A.C.E. is an acronym. It stands for P – Performance, A – Acceleration, C – Clarity, Culture & Competence and E – Enhancement. So

the foundational principle of the P.A.C.E. system is the P.A.C.E. principle, which stands for Performance Acceleration is a result of Clarity, Culture & Competence Enhancement.

‘If teams in a business are not clear about the what, why and how; if they do not come together to make things happen; and if they are not competent and capable to do what’s required, then you are bound to bleed.

‘Clarity, culture and competence are the three ingredients of business success. To move from where you are to where you want to go, you need to ensure that people are clear, committed and capable.

‘If you do not enhance your competence, nothing will change in your output or results. When you work on your competence as a leader or your team’s competence or your product’s competence to deliver higher value to your customers or your process competence to enhance efficiency, your performance as an organization is bound to accelerate.

‘You cannot get more by being who you are. This applies to you individually, as a team and as a company. The results we produce are just an output. Our clarity, culture and competence are the input. You cannot change the output without transforming the input.

‘Remember, success is not about making money. Success is about making the man, who by default will attract the money. Money is like your shadow. The more you run after it, the further it runs away from you. If you want your shadow to follow you, you have to stop running behind it. You just have to turn around and walk forward. If you want money or success to follow you, you need to work on yourself and improve who you are. Clarity, culture and competence are the seeds, and performance is just the fruit.

Change on the inside to grow on the outside: Performance acceleration is a result of clarity, culture & competence enhancement. You need to change the seed to change the fruit.

You need to change the seed to change the fruit. You need to nurture the seed before you get the fruits.

‘So Principle #3 is a simple yet powerful statement, performance acceleration is a result of clarity, culture and competence enhancement’.

In summary, the three guiding principles of the P.A.C.E. system are the following:

Stay hungry, keep learning: Impossible is a justification for not knowing. Just be aware, Say, ‘I don’t know’ instead and be open to learning and finding the answers. There is always an answer.

Engage in conscious practicing until you build the new habit: Rome was not built in a day is a lie. The truth is, Rome was built every day. Change does not take time. Rather, it takes conscious attention and practice.

Change on the inside to grow on the outside: Performance acceleration is a result of clarity, culture & competence enhancement. You need to change the seed to change the fruit.

Ron asked the group to share their insights from the three principles of the P.A.C.E. system in pairs with a buddy as they were taking a break for tea. ‘Okay, so we are going into a 30-minute break for tea now. This will be a working break. I need you to choose one partner with whom you will answer these questions:

- What is your key takeaway from the three principles of P.A.C.E.?
- Once we live the three principles of P.A.C.E. as a philosophy, what impact will it have on us as individuals and as a team?
- How would you like to get your team to adopt the three principles of P.A.C.E.?

‘Once we come back from the tea break, we will jump straight into the P.A.C.E. system and explore the five magical questions that a leader, a team and an organization need to answer to walk the path of growth and acceleration.’

The group came back into the room after the tea break. There was an evident shift in the energy of the group. They looked more engaged and eager to learn. Ron knew that he had struck the right chords with the team and that now was the time to share the P.A.C.E. system.

Ron greeted the group as they took their seats, ‘Welcome back! How was the working break?’

‘Interesting’, Karl said.



Martin added, 'For me, the three principles of P.A.C.E. and the five language frames of failure have opened my mind to understanding the impact language has on our thoughts, our feelings and our actions. As a leader, my focus now will be on mastering the language game. Like you said earlier, "language is the source of results".'

'Great . . . that's fantastic', applauded Ron. 'So are we now ready explore the P.A.C.E. system?' he asked.

'Yes' came an excited response from the team.

Ron began, 'So let me tell you why I created P.A.C.E. in a nutshell. As a business owner myself, I have faced all the possible challenges a business can face. Be it customer centric, product centric, team centric, market centric. You name it, I have seen it.

'While from the outside, people thought that I was extremely successful as a business owner, I knew on the inside I was fighting the two biggest enemies of every entrepreneur – lack of time and lack of money. I call this 'independent slavery'. You are your own boss, yet a slave to your business because of lack of time and lack of money. For me, this was a crisis.

'When a business gets into a crisis mode or has too many challenges, it becomes very important for the leadership team to focus in the right direction. If the focus of the leadership team is distorted, then the business slips into a fire-fighting mode and hits a downward spiral.

'My quest started with an objective I wanted to fulfil for my own business. The questions I wanted to find answers to were the following:

- a) How can I get freedom from independent slavery – lack of time and lack of money?
- b) How can my leadership team break through the fire-fighting mode and accelerate performance and profits?

- c) How can leaders be equipped with a simple system to follow which is flexible enough to work in any context and any business?

‘After attending trainings across the world, reading management books, coaching more than 100+ organizations and running four businesses, my search ended with the realization that the solution to my questions did not lie in a formula or in a set of steps. The solution to my questions was asking and answering these five powerful questions that I am going to share with you now.

‘Before I share these questions, though, let me share one last thing with you. I have implemented the P.A.C.E. system in my businesses and across over a dozen of other companies just in the last three years, and the results are outstanding. The beauty of this system is that for every organization with which I have facilitated the five questions, the relevance of one or two of the questions out of the five questions is much higher in their business context than the other questions. So that has taught me one thing: The P.A.C.E. system is holistic and has the flexibility to impact any and all businesses under any and all circumstances.

‘For some businesses, question one is where the big breakthrough lies, and for others, question five may have the big breakthrough. In some cases, a particular question’s relevance was highest at the leadership level of the organization, whereas it was another question which had maximum impact at the level of the second line of the organization. The key is to answer all five questions and give enhanced focus on the question which seems to gain maximum traction from the group.

‘So are you finally ready to dive into the P.A.C.E. system and start with the first of the five magical questions?’ asked Ron with excitement.





CHAPTER 3

ASPIRATION – WHAT'S YOUR WORLD CUP?

Ron asked the group, 'How many of you follow the game of cricket?' Everybody in the room raised their hands with enthusiasm. Ron continued, 'In the game of cricket, the World Cup is considered to be the most prestigious tournament. It is the battle for supremacy.'

'One nation that is absolutely passionate about its cricket is India. India won the World Cup for the first time in 1983. They were underdogs, and it was an absolute fairy-tale story for the team. For the next two decades, the Indian cricket team saw the rise of many star players. There was a point in Indian cricket when the top five batsmen of the world were all on the Indian team – Sachin Tendulkar, Virender Sehwag, Rahul Dravid, Saurav Ganguly and VVS Laxman, yet the team had not won the World Cup since 1983.'

'In 2003, the team reached the finals of the ICC Cricket World Cup which was played in South Africa, and lost to Australia by a huge margin. In 2007, people's hopes were again high. The World Cup was being played across the Caribbean Islands. The Indian team was a part of a fairly easy group in the league stages, with minnows like Bangladesh and Bermuda in the same group along with Sri Lanka. All the Indian team needed were two victories out of their three matches in the league stage to qualify to the next stage.'

‘The unthinkable happened, on 17th March 2007, when India was bowled out for 191 by Bangladesh, which went on to win the match by five wickets. India came back in its second league match against Bermuda to win by 257 runs, but on 23rd March 2007, Sri Lanka crushed yet another World Cup dream for India by defeating them by 69 runs and sending the team back home. The team’s loss did not go down well with the Indian fans, and the homes of players were attacked, their effigies were set ablaze and a huge media criticism followed. Coach Greg Chappel resigned, and a few months later, Rahul Dravid stepped down from the captaincy.

‘This was the lowest low Indian cricket had ever seen. The belief of the fans had fallen. The media was at its critical best. Ex-players were slinging mud on the cricket administration, and the confidence levels of the players were deeply damaged. Gary Kirsten, an ex-South African batsman, was brought in as coach of Team India, and young Mahender Singh Dhoni was given the captaincy of the team.

‘Kirsten brought in extreme sports adventurer Mike Horn as a consultant to work with the team to bring back and build the confidence of the players. It was around 2008 when the team got together to create their goal, and they were asked what they wanted to achieve.’

Ron stopped the story at this point and asked the group in the room, ‘Put yourself in the mind of the Indian players who were fresh from their humiliating loss in the World Cup; facing the outrage of fans and media; internally bleeding with controversies like the spat between the previous coach and captain – Chappel versus Ganguly. What would you set as a goal to achieve?’

Gerry replied, ‘I would settle for a semi-final spot in the coming World Cup.’

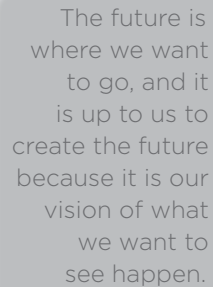
Nitya said, ‘I would go for the kill, nothing less than winning the next World Cup.’

Martin said, 'Easier said than done, Nitya . . . I would say the first step would be to get the confidence of the players back by putting in some consistent performances and winning a few games.'

Ron remarked, 'Great . . . this is exactly how we set goals in business. Consider this, there are three ways of setting goals:

- Limitation goals
- Reaction goals
- Aspiration goals

'Limitation goals are like what Gerry and Martin shared. The failure of the past leaves behind a residue, and we get limited in what we think is possible. While some of us may call this "learning from experience", it is actually limiting oneself based on past experience. Limitation goals are goals in our comfort zone. They are safe, and at the maximum they are marginal improvements.



The future is where we want to go, and it is up to us to create the future because it is our vision of what we want to see happen.

'The second way of setting a goal is a reaction goal. Here again, the mind is hurt by the failure of the past, but the response is one of desperation, wanting to prove something wrong, and is a pure reaction. However, reactions don't work. The energy of people in a reactive goal is never empowering. The mind is still living the pain of the past in the present, and will only end up carrying the past into the future.'

Nitya smiled and said, 'Okay . . . mine was a reaction goal.'

Ron continued, 'Aspiration goals are different. They are coming from a space of freedom and love. The heart is free of the failure of the past. The heart and the mind together answer the questions, what do I really want to achieve? What will make me happy and successful? Who do I want to be? Aspiration goals are created by keeping only the future in sight. The

past is dead and over. It is not real. It does not exist now. The future is where we want to go, and it is up to us to create the future because it is our vision of what we want to see happen. When we create an aspiration goal for the future which has nothing to do with our past, we alter who we are in the present to start moving towards that future. This is powerful and transformational. This is when breakthroughs happen.

‘Think about it . . . The Indian cricket team created a goal in 2008 together, sharing that they wanted to win the World Cup in 2011. They had very little proof based on their recent track record back then to say that they wanted to stake their claim on the next World Cup. It was an aspiration goal, free from their failure of 2007 and free from all the negativity that surrounded them. And from then on, who they were as players and as a team shifted. From 2008 until the World Cup final of 2011, this team played every game like world champions. They practiced, planned and played like a team that is going to win the World Cup.



‘It was a goal they believed in. It was a goal that stirred every cell in their body to give their best. It was a goal that brought them together as a team. It was a goal that made them play in a manner which transformed their image from a team of stars to a star team. Aspirations alter who we are. It is a powerful future which transforms our present.

‘So here is my question to you: What is your aspiration for your business? What is your World Cup?’

The group sat in silence – the silence of deep thought. Each person was looking within and searching their soul for what was their deepest desire for BERP.

Karl said, ‘I want BERP to restore its glory in the market with all our channel partners’.

Ron intervened. ‘I appreciate that goal, Karl, and what I want you to see is that the goal you shared still has two gaps. One, you want to restore lost glory, which still ties you to the past, and two, your goal is like one player on the Indian team saying, “I want to score well from here on”. But we need a team aspiration. What is the World Cup for BERP which will bring all of you together?’

Martin asked, ‘Ron, is there a framework of questions we can answer as a team which can help us create the aspiration goal?’

Ron replied, ‘Of course there is . . . all I was waiting for, was for you to ask me’. Everyone laughed at Ron’s cheekiness.

Ron continued, ‘So here is the framework for co-creating the aspiration goal in your business:

- Breakthrough Objective
- Purpose
- Goal
- Theme

‘First, I would like you to create an objective statement – Where is it that you want to go? What future do you want to create in your business which would be a breakthrough?’

‘And breakthrough equals something that is challenging and inspiring. The objective needs to be something that is not real in the context of your business today. It needs to border on the impossible in your mind, yet it needs to be something that you would love to see happen in your business. Remember, if it’s not inspiring, you will not go for it, and if it’s not challenging, you are still in your comfort zone. The mistake you can make is to get stuck in answering the “how” question. But do not worry about “how” right now. Just think of the “what”. What would be a breakthrough objective for you to achieve? And this is not a number. It is an objective.’

‘The next part is the purpose. I call it the fuel. It is the “why”. It wakes you up. It is the big compelling reason that alters who you are. If your “why” is not clear and powerful, you will lose steam. The “why” has to be compelling! Something that you would be willing to die for!’

‘Like for the Indian Cricket team, the breakthrough objective was to become world champions, and their why was something that brought each one of the players together as a team and to practice, plan and perform as a team.’

Ian asked, ‘What was their “why”?’

Ron replied, ‘This was not out in the public domain. But if you see every interview any player gave after winning the World Cup in 2011, you will understand their “why”.’

‘Every Indian cricketer had one common thing they mentioned after winning. They said, they played the 2011 World Cup for the living legend, Sachin Tendulkar. For each player, Sachin meant something at a deep emotional level, and they knew this was going to be his last World Cup.’

Sachin had every glory to his name in the game of cricket except having won a World Cup, and the team collectively wanted to give him the best gift he could have asked for, which was the World Cup. For them, winning the World Cup was about honouring the master for his contribution to the nation for over two decades.

‘Now let me warn you, do not go and tell your team that you are their Sachin Tendulkar and that they have to achieve goals in your honour. That would purely showcase your self-deception. The “why” needs to be the most obvious and compelling reason which calls the team into altering who they are and taking action to win! It needs to trigger the team to play to win when the chips are down.

‘You need to have your breakthrough objective, then your purpose and then create a measureable goal which fulfils that objective. So let’s get started’.

Ron got the group to work on flip charts answering the following questions:

- What would be a breakthrough objective at BERP?
 - Why do we want to make this breakthrough a reality?
 - How will we know we have achieved this objective?
- What is our measure?

Over the next couple of hours, the team shared, deliberated, debated and finally committed to their breakthrough objective: ‘To be the #1 choice of customers and employees in the ERP business in the country’.

Nitya took centre stage to share what the team had articulated as their purpose as to why they wanted to be the #1 choice of customers and employees in the ERP business. She said, ‘When we spoke about the why, we had differing perspectives. We then looked at what was the common link between each one of our “whys”. We felt that at the end of the day

the real purpose of our product, our organization and our existence was to create happiness for people, be it our customers, our team members and or ourselves. So our big compelling reason to be the #1 choice of our customers and employees in the ERP business in the country is because we want happiness for all – our customers, our teams and ourselves’.

Ron applauded the group and shared, ‘Wow . . . this is the power of an aspiration goal. It brings forth simple human emotions and experiences we want to feel and express through our work. Imagine the power of each and every team member living this purpose of happiness while doing his work. What would be their experience as a team? What impact would it have on their performance? What would be the impact on partners and customers? Fantastic . . . isn't it?’



Martin shared, 'Thank you, Ron. We have not felt this aligned ever before. We exactly know what we all want to see happen at BERP and, most importantly "why" we want to make it happen.'

Ron said, 'We are not done yet. The next step is for us to invite our teams into this by understanding what their breakthrough objectives are and what's their purpose. We will create this powerfully at every level of the organization so that we are aligned. We will then translate this into measurable goals for every team, every department and collectively for the organization, and have a scorecard to measure the goals and performance across all levels. These four days are just to lay down the framework of the five questions. We will take the coming month to get these same five questions answered across the organization, and then we shall start playing the game towards winning our World Cup.'

'We have one last step before we seal the defining of our World Cup. We know the 'what' and the 'why'. We shall define the 'how much' over the next month back at the office to create goals on measureable performance indicators. And to keep this objective, purpose and goal alive in the minds and hearts of people, we need to theme it with a title. We need to give it a name.'

The group regrouped again, and each person started giving suggestions for names. Craig said, 'Mission Impossible' . . . Karl said, 'Mission Breakthrough' . . . Nitya went quirky and said, 'Mission BERPthrough' . . . Gerry said, 'Project Prosperity' . . . Martin said, 'Mission #1' . . . Amanda said, 'Mission Happiness', and then everyone looked at Ian for his input. Ian paused to think for a second and then said, 'Mission ONE – where we are one as a team and we become the #1 choice of our customers and employees.'

The moment of magic had happened. Everyone nodded and said 'Mission One'. The day ended with the BERP leadership team walking out as a united team on a mission. The next morning they would set the building blocks in place to achieve the objective.

A powerhouse book with straightforward strategies to engage teams, develop leaders and accelerate performance

In *Lead Or Bleed*, Rajiv Talreja shares with you the P.A.C.E. system of leadership using a fable which can help free you from the firefighting mode. Using the P.A.C.E. system, you can develop a second-line leadership team on the job and achieve breakthrough results as a team. This book also offers inspiring stories of icons, CEOs and entrepreneurs, and 50 leadership philosophies of India's great workplaces.

"This fast-moving, enjoyable book helps you to develop clarity about your goals, focus your talents and energies on your most important tasks, and get better results – faster and easier – than you ever thought possible."

- Brian Tracy

World's Leading Management Guru
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Rajiv Talreja is a maverick entrepreneur, author and performance coach, and is on a mission to turn human potential into performance. Over the last decade, Rajiv has impacted over 50,000 people through his training and coaching engagements. He is called on by entrepreneurs and corporate leaders to help transform their businesses, their teams and their leadership styles.



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