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# THE 16 KEY SUCCESS FACTORS: *Sustaining Peak Performance*®

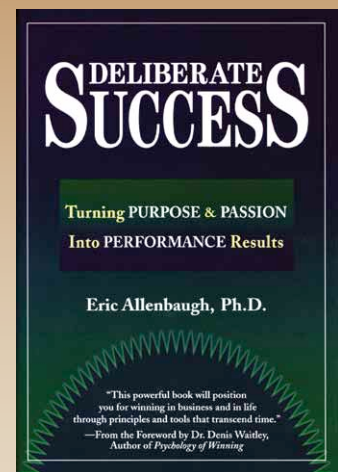
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ADAPTED FROM

DELIBERATE SUCCESS:  
Turning PURPOSE and PASSION  
Into PERFORMANCE Results®



Your deliberate success is our business!

# THE 16 KEY SUCCESS FACTORS: *Sustaining Peak Performance*®

Peak performing organizations take deliberate action to achieve long-term success. What is your organization doing to create and sustain positive results? In working with and studying high performing organizations for more than three decades, I have found that the following **"Key Success Factors"** are essential to position

teams and organizations for sustained success. For each statement below, circle the answer that best describes your organization, then assess your results based on the findings. Your results will position you to both celebrate successes and identify the necessary changes to create an even brighter future.

Strongly Disagree ←————→ Strongly Agree

Key Success Factors	SCORE	SCORE	SCORE	SCORE	SCORE
1. Our organizational mission is clear and compelling	1	2	3	4	5
2. People understand and embrace our vision	1	2	3	4	5
3. Our clearly defined values guide decisions and actions	1	2	3	4	5
4. People function in a spirit of partnership and teamwork	1	2	3	4	5
5. People have the equipment and materials they need to do their jobs well.	1	2	3	4	5
6. Customer service is a clear, driving force	1	2	3	4	5

Key Success Factors	SCORE	SCORE	SCORE	SCORE	SCORE
7. People receive appropriate recognition and appreciation from others	1	2	3	4	5
8. People feel respected and their opinions count	1	2	3	4	5
9. People take pride in the quality of their work	1	2	3	4	5
10. People are empowered to act within their area of training, talent, and experience	1	2	3	4	5
11. People coach one another to bring out each other’s best	1	2	3	4	5
12. Our communications are open, honest, and direct	1	2	3	4	5
13. We deal with conflict in a direct and caring manner	1	2	3	4	5
14. When mistakes are made, people focus on the learning rather than on placing blame	1	2	3	4	5
15. People have an opportunity to learn and grow on the job	1	2	3	4	5
16. People feel confident in recommending a friend to work here	1	2	3	4	5

## Your “Deliberate Success” Assessment Results:

**Add up your scores from the “Key Success Factors” to see how well your organization is doing. If your score is:**

### **68+**

Your organization is functioning at the “mastery level” by both engaging a positive workforce and achieving significant results. By continuing to

sharpen your competitive edge, well-earned business opportunities will continue to arise. Your committed workforce seeks to perform at its best while experiencing personal and professional fulfillment. The book, *Deliberate Success: Turning Purpose & Passion into Performance Results*, will serve as a resource in taking you and your company to its next higher level of performance.

## 58-67

You are doing a good job of balancing your bottom line with the human element. Your business is probably good, yet it has the potential to become great by following the principles and strategies outlined in *Deliberate Success*.

## 48-57

Your organizational culture demonstrates signs of significant challenges which will likely begin eroding your bottom line. *Deliberate Success* will provide you with immediate solutions.

## <47

Your organization is in troubled waters and requires immediate and insightful action. Management styles may be negatively affecting employee morale and effectiveness. You will significantly benefit from leadership coaching as you address both short-term issues and long-term strategies. *Deliberate Success* will serve as your “corporate wake-up call” to take action and explain how to turn the situation around.

Feedback is a gift. The feedback from these **Key Success Factors** assist in 1) understanding where you are today, 2) clarifying where you want to be, and 3) positioning you to co-create an even brighter future. The most important step to enhance organizational excellence starts not with the other person, but with you. You make the most significant difference. When individuals take accountability for themselves rather than expecting someone else to take the first steps, both individual lives and organizations begin to hum!

*“Everyone thinks of changing the world,  
but no one thinks of changing himself.”*

Leo Tolstoy

You can influence, yet not change the behavior of others. Change comes from within. Change is a choice. Change happens. You can either be a master of change or a victim of change. You can either shape change or be shaped by change. Change can bring out your best — and, perhaps, even your worst. Change reveals what you value and can even speak volumes about who you are as a person.

Change inspires, enlivens, and encourages. It can stimulate your creativity, move you off your stuck position, challenge you to be your best, and be a catalyst for action. At the same time, change might tap into your fears and insecurities. It can also be a catalyst for you to attack or to avoid. It can immobilize or energize.

*“A musician must make music,  
an artist must paint,  
a poet must write if he is to be  
ultimately at peace with himself.  
What one can be, one must be.”*

Abraham Maslow

How do you view change? How do you handle significant change personally and professionally? How effective are you in leading others through the process of change? Change comes with the territory of leadership, and developing your ability to function with finesse as a change agent can make the difference between a good leader and a great leader.

Leaders have two basic functions: 1) creating a compelling dream, and 2) converting that dream into reality. Getting from where you are now to

where you want to be necessitates change. Your elegance in facilitating change has everything to do with your leadership effectiveness — the results you achieve and how well others ultimately engage in and support that change.

*“Change is not a force to be feared,  
but an opportunity to be seized.  
The choice is ours.”*

Sam Weiss

Anymore, there “*ain’t no thing as the status quo.*” Organizations that seek to maintain what they have and how they do business are already losing their competitive edge. In contrast, leaders who sustain their competitive edge understand the need for change, have a clear picture of what they want to create, role model behaviors that support the direction they seek, and engage key stakeholders in building support for that change. Leaders also have the courage to hold themselves and others accountable for producing tangible results consistent with the emerging organizational vision.

*“Even if you’re on the right track,  
you will get run over if you just sit there.”*

Will Rogers

As a leader, your job is to give voice to your vision and to courageously facilitate the process of getting from where we are to where we want to be. Your ability to master the art of change and build enthusiastic supporters separates the good leader from the great leader. Your assessment of the **Key Success Factors** is an important first step. Your job now is convert your dream — what needs to be — into reality. The principles and tools provided for you in Deliberate Success will facilitate your journey to an even brighter future.

*“Some men see things as they are  
and say ‘Why?’ I dream of things that  
never were and say ‘Why not?’”*

Robert Frost

Having a clear direction or purpose, and being “on purpose,” requires a conscious commitment to living your dream, your principles, and your values on a daily basis. You have three ways of converting your dream into reality: 1) making a series of small, incremental changes that inch you toward your dream, 2) taking quantum-leap action steps that propel you quickly toward your dream, or 3) coming from what you are seeking. While all strategies work, you can produce exponential results by coming from — or being what you seek. Seeking keeps your dream “out there.” Being what you seek internalizes your dream — and therefore comes from within. Instead of seeking — simply “be” your goal. You then get to experience both the passion and the performance results.

*We know what we need to do,  
but we don’t always do what we know.*

Because the answers are within (most of the time), coming from what you seek to create in your life is faster and more fulfilling than working toward that goal. You already know what you need to know, but, chances are, you may not be doing what you know. In other words, be what you seek. At the choice points in your life, pause and ask yourself these questions:

1. Are my thoughts and actions in alignment with my purpose, passion, and principles?
2. Is what I am doing right now bringing me closer to or further from realization of my dream?

3. Am I coming from that place of being "on purpose?"

Whether by default or by design, you are shaping your future. Rather than *seeking* success, *bring* success to what you want to be and do through conscious, deliberate actions. You are the architect of your future. Are you "on purpose?" Are you prepared to do whatever it takes to get from where you are now to where you want to be?

*"Ask yourself this daily question:  
How would the person I want to be  
do the thing I'm about to do?"*

Jim Cathcart

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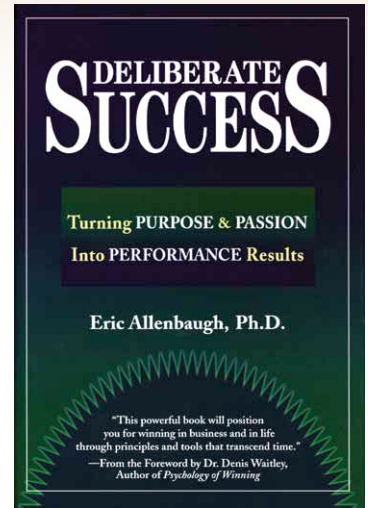
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