



A STAGED
LEADERSHIP
ROADMAP FOR
STRONG PEAK
PERIODS IN
BUSINESS.



THE PEAK PERFORMANCE RUNWAY

Stage One | Dig Deep

"Understand Before You Act"

How to use this resource:

- 1 Print a copy for everyone** → Give a workbook to anyone who will contribute to preparing for your busiest period.
- 2 Complete it individually** → Work through each of the four conversations, capturing your observations, ideas and questions.
- 3 Prepare for stage two** → Review your notes and identify the insights you believe should become priorities. Be ready to explain your thinking during **Stage Two: Prioritise** where you'll compare perspectives, agree on what matters most, and decide where to focus your team's time and energy.

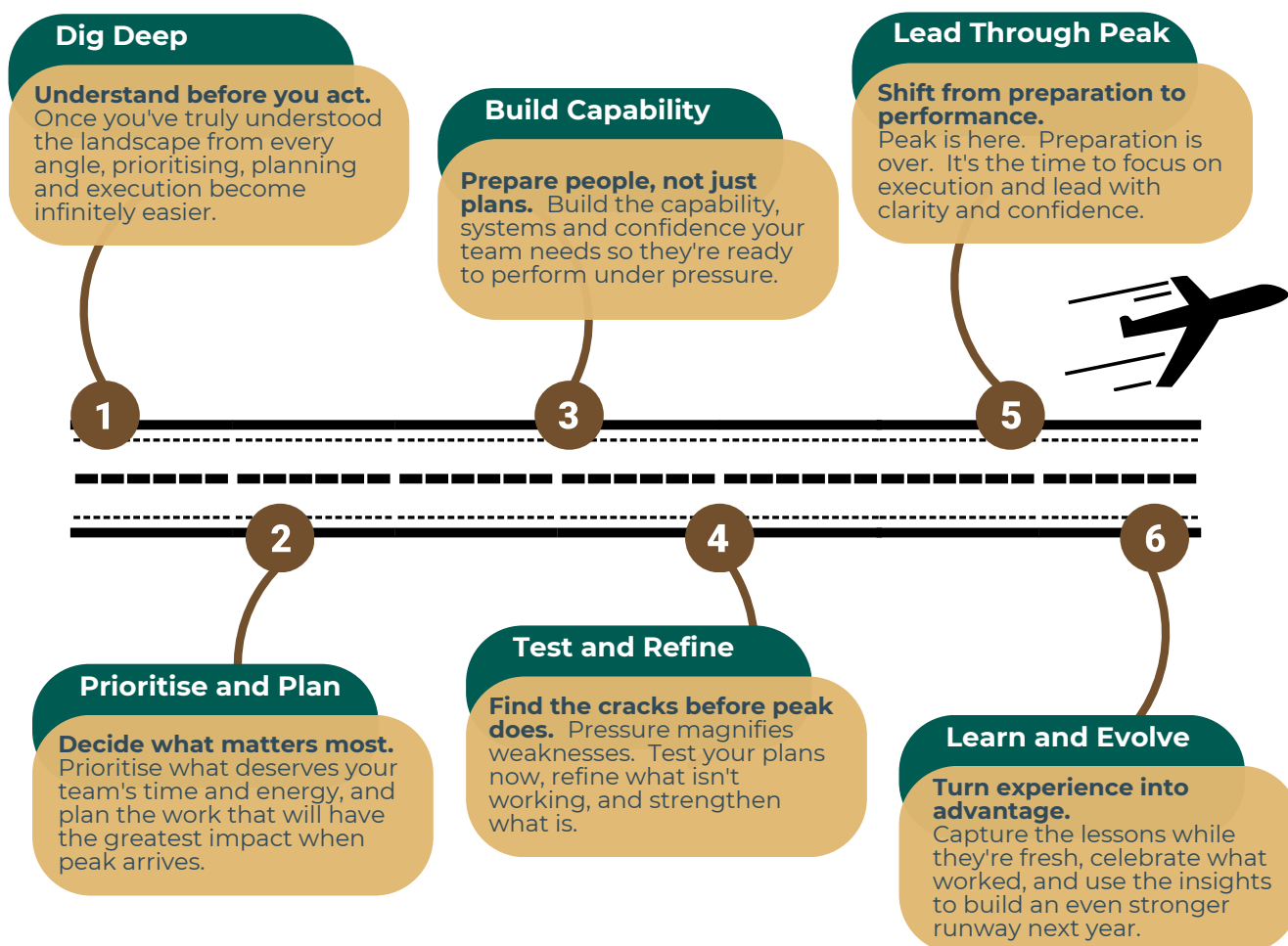
THE PEAK PERFORMANCE RUNWAY

The best peak periods are won long before peak begins.

The **Peak Performance Runway™** is a staged framework that helps leaders do the right work at the right time. It allows leaders and teams to build confidence, capability and momentum before the pressure arrives, so when peak begins, your focus is on leading, executing and performing - not scrambling to finish the preparation. The longer your runway, the smoother your take-off.

To apply to your context:

- **Stages 1-4** represent one month each, with each stage being the focus for that month. In total, you'll have a minimum 4 month 'runway' before peak begins.
- **Stage 5** represents your unique peak period (i.e 4 weeks, 8 weeks etc)
- **Stage 6** is a reflection meeting, ideally scheduled within one month after peak.





STAGE 1: DIG DEEP

UNDERSTAND BEFORE YOU ACT.

Once you've truly understood the prior season, and this seasons' landscape from every angle, prioritising, planning and execution become infinitely easier.

The temptation every leader must resist, is jumping straight into planning and doing. When leaders are busy, and time-poor, action feels productive. Thinking can feel like a luxury. Slowing down feels lazy.

But rushing into solutions without fully understanding the problem often creates more work, more stress and more unintended consequences later.

START WITH PERSPECTIVE, NOT ACTION.

The quality of your execution will always be limited by the quality of your thinking beforehand. **Reflection on the prior season is imperative to success.**

That's why Stage One isn't a planning month. It's an understanding and fact-finding month. It's not about what gets done. It's about what gets understood.

FOUR WAYS TO DIG DEEP:

Stage One is built around Four Leadership Conversations, using a Whole Brain® Thinking approach:

- **Crunch The Numbers** - Think of data as your anchor. It gives you perspective before opinion and emotion enters the conversation.
- **Pull Apart The Process** - Understand exactly what worked, where friction made work harder, and how to improve the systems supporting performance.
- **Talk To People** - The most valuable insights come from those closest to the work. Understand how the season was experienced differently and anyone who played a role in your prior season's result.
- **Expand Your Perspective** - Think beyond your immediate context, and explore innovation, habits, competitors, and fresh ideas.

On the following pages, you'll find a series of reflection questions designed to facilitate conversation and trigger better thinking. They are not an exhaustive list - feel free to add any of your own that are relevant to your context!

CRUNCH THE NUMBERS

Form an objective starting point before you begin gathering perspectives.

Performance:

- What exceeded expectations?
- What underperformed?
- What surprised us?

Trends:

- What patterns keep repeating?
- What was an outlier?
- What changed compared to prior years?

Customers

- Which groups performed well/differently?
- What complaints increased?
- Where did conversion improve/decline?

Commercial:

- Where did we lose time or margin?
- If next peak performed exactly the same, would we be happy?
- What else are the numbers telling you?

Capture your insights below:

PULL APART THE PROCESS

Pressure magnifies friction → fix the friction before the pressure arrives.

- What worked like a dream?
- Which processes slowed teams down?
- Which processes created unnecessary work?
- Where did approvals slow down pace?
- Which meetings added little value?
- Which systems failed?
- What created stress?
- Where did we innovate on the fly?
- What duplicated effort?
- Where did communication break down?
- What work could be automated?
- What should we stop doing?
- What would make peak feel easier?
- What relied too heavily on one person?
- If we redesigned this today, what would we remove?
- Where were important details overlooked?

Capture your insights below:

TALK TO PEOPLE

People support what they help create.

You may want to talk to:

- Direct reports
- Managers
- Frontline team members
- Warehouse Support Team
- HR and Payroll
- Customer Care
- Product/VM
- Anyone else who contributed to, or played a role, in your success in the last season

Capture your insights below:

- How did you experience peak?
- What frustrated you?
- What worked brilliantly?
- How could we collaborate better?
- What made your job easier?
- What nearly went wrong?
- What are leaders unaware of?
- What would you never repeat?
- What should become standard practice?
- What did customers tell you?
- If you were leading next peak, what would you change?
- What support did you wish you had?
- Which decision made the biggest positive difference?
- Which decision made life harder?
- What haven't we asked you?

EXPAND YOUR PERSPECTIVE

Your biggest blindspot is often the perspective you haven't considered.

- What's changed in the market?
- What technology could help?
- What AI could remove work?
- What are competitors doing well?
- What opportunities were we missing because we'd become too familiar with "how we've always done it"?
- If we started from scratch, what would we do differently?
- What assumptions are we making?
- What trends are emerging?
- What risks haven't we considered?
- What opportunities haven't we considered?
- What would our customers change?
- What advice would another industry give us?
- What's one bold idea we've dismissed too quickly?

Capture your insights below:

PREPARE FOR STAGE TWO

Once you've uncovered dozens of opportunities, the next challenge is deciding which ones will make the biggest difference. Review your notes and identify the insights, themes, challenges, or actions you believe should become priorities for the season ahead. Capture your overarching insights below.

Be ready to explain your thinking during **Stage Two: Prioritise** where you'll come together with your leadership team to compare perspectives, agree on what matters most, and decide where to focus your team's time and energy.

CRUNCH THE NUMBERS

EXPAND YOUR PERSPECTIVE

PULL APART THE PROCESS

TALK TO PEOPLE

