

CHAPTER 1: THE P.A.C.E FORMULA

I HAD JUST MINUTES AT the airport to discover Joni's amazing secret. A long day at Baylor Hospital in Dallas left us both tired, but especially Joni, who as a quadriplegic often struggled to breath with only about 50% of her lung capacity. She'd been visiting physically challenged patients at the hospital, praying, for example, with a seven-year-old girl who had meningitis. *God, I hope Joni doesn't come down with the disease, I thought—she can't afford to lose any more of her health—it would probably kill her.* But here Joni sat in her wheelchair, waiting for her flight to Los Angeles, as cheerful as ever.

For those that don't know, Joni Eareckson Tada has written dozens of bestselling books, paints award-winning artwork with her mouth, leads disability camps for thousands all over the country, supplies tens of thousands of free wheelchairs internationally to those who cannot afford them, and has spoken to packed out stadiums and other venues all over the world—all with a positive, can-do attitude despite unfathomable hardships.

She's done this and more without the benefit of her limbs while battling breast cancer, consistent pain, skin and pressure sores, neurological damage, muscle spasms, poor blood circulation,

respiratory disease, coronary complications, and bladder dysfunction. She is one of the most accomplished, and at the time of this writing, the longest surviving quadriplegic on record at 63 (she was paralyzed at 17 because of a diving accident in a lake).



P.A.C.E.setter Joni Eareckson Tada (right) supplies disability aid to thousands around the world, as she is for this delighted boy who can now walk.

As an encourager and contributor to suffering people throughout the world, I wanted to know her secret: What makes Joni so invincible and extraordinarily effective against all odds? Her faith in God, she said, and something else, something very powerful! I wanted to be able to replicate this powerful success formula so that others could thrive as well or better.

“We will now be boarding flight 1782 to Los Angeles,” came the announcement near our gate. We continued to talk, and in the process, I discovered some of the answers as to why Joni is what I now call, a *P.A.C.E.setter*. A *P.A.C.E.setter* doesn’t wait for something to happen. She moves forward with purpose and unyielding determination to not only succeed but to help others win as well. Joni sets the pace for achievement wherever she travels, in whatever she does, because she lives with purpose, maintains a positive and grateful attitude, communicates with harmonious grace to all she knows, and exhibits an energy that most able bodied persons would be unable to sustain.

Sometimes a *P.A.C.E.setter* sets the pace at the beginning of an event in order to help another person succeed, just as Joni sets the pace for people with disabilities to overcome their own challenges. Joni is what we call a servant leader, in that she leads with a perspective of helping others.

My conversation with the guileless Joni motivated me to learn more. It began my career-long project of helping others replicate the formula for thriving in life. A thriving life doesn’t have to be all about hard work, driving ambition, and exacting plans. Being a *P.A.C.E.setter* is about purpose, character and significance. *P.A.C.E.setters* thrive with an attitude of gratitude and a view toward the possibility in every situation. They communicate with people at the highest level of connection. And they plug into a source of energy that keeps them perpetually motivated while driving forward.

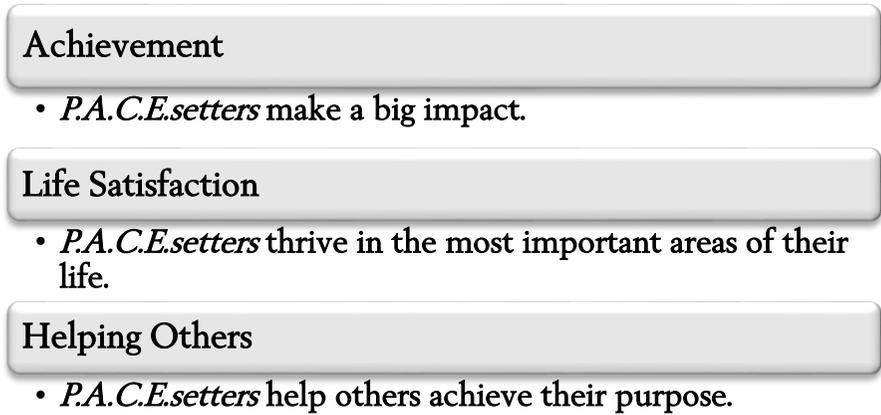
What keeps them moving forward is *not*, surprisingly, the drive toward success. They understand that success is a moving target, often evaluated by others, and therefore outside of the bounds within their control. Besides, *P.A.C.E.setters* that we studied do not seek the adulation of others—they are amazingly humble. They are way past trying to seek the approval of people and instead focus on their own development and in satisfying the needs of others as their primary

focus. They're not entirely altruistic, but they have found a way to sublimate their ego toward more lofty goals that are mostly within their sphere of control.

As I finished my conversation with Joni, one thing became very apparent. She wasn't just about herself. Joni was primarily about others. Her assistant wheeled Joni to board the plane, and I remember looking at her smile, thinking how she lived in two worlds—the broken world of her body—and the transcendent world of fulfilling her magnificent purpose. She lived, I deduced, mostly in the world of her purpose. And as her paralyzed body could only look forward, she viewed life in a perpetual state of “What's next?” Joni has achieved incredible wonders and none higher than the next one.

Results of Our Research about P.A.C.E.setters

Here's what we discovered after “tons” of research with people like Joni: By definition, P.A.C.E.setters are high achievers but not necessarily on the world's stage (although some P.A.C.E.setters are famous). P.A.C.E.setters make a *big impact* for themselves and those they can affect. They can be found as leaders of colossal organizations as well as single contributors making a difference. They *thrive* in the most important areas of their life despite challenges. Their relationships are typically strong, however, when these relationships are challenged, they possess the tools to correct any imbalances. And they *help others* achieve their own purpose. In short, P.A.C.E.setters are high achievers, satisfied with life, and they help others (see Figure 1.1).



(Figure 1.1. The P.A.C.E.setter Archetype)

The most significant contributors in our society—those we admire for who they are and what they do—display a surprisingly consistent *modus operandi*. P.A.C.E.setters like Joni are leaders when appropriate, and followers, too—when needed. That’s different from the classic definition of leadership, which states that leaders are always ahead of the pack. P.A.C.E.setters display some of the typical characteristics of leaders, but they know when to step back and let others take charge. In fact, that’s their primary goal as a leader. They enable other P.A.C.E.setters. That takes empathy, wisdom and an overriding desire to see others succeed irrespective of personal pride—and we typically admire these people.

We know what types of people are most admired because people we surveyed to uncover the formula for P.A.C.E.setters were asked *why* they admired someone. Most noted integrity as one the most important foundations, while some used analogous descriptors like “honest,” “trustworthy,” “strong character,” “respectable,” “steadfast,” etc. When we further qualified respondent’s definition of integrity, they referenced qualities that demonstrate sound moral and ethical

principles. Honesty and trust were central hallmarks of integrity referenced by those surveyed.

As long as the respondents were assured that the P.A.C.E.setter behaved in honorable ways even when no one is watching—even in the most trivial of matters, they believed in that person’s integrity; like something as trivial as someone replacing the toilet paper in a stall instead of leaving the roll empty for the next person, taking responsibility for missed deadlines instead of blaming others or circumstances, and not gossiping. People notice these little acts of integrity, even when the person doing them has no idea he or she is being watched.

Although an almost universally admired quality, integrity did not typically explain someone who was recognized as a *high achiever*. When respondents were asked to describe what qualities those they admired as high achievers displayed, they rarely noted the word, “integrity.” Initially we thought that integrity was just assumed, but upon further investigation, that wasn’t true. That’s because people often identify high achievement as making a significant contribution irrespective of personal qualities. We think of high achievers as great inventors, executives, top performers, highly educated, master artists, and winners in a competition. They achieve their goals with a motivation to succeed, and typically they go beyond expectations on a consistent basis, without needing any direction to do so.

Defining the P.A.C.E.setter

In defining the P.A.C.E.setter through studying those we generally admire, and the characteristics and skills required to be like them, we established integrity and achievement as the two foundational requirements most frequently identified through our research.

Another defining characteristic of P.A.C.E.setters was that they exhibit a high internal locus of control, which is directly reflected in their positive attitude; whereas underachievers with an external locus of control tend to be more negative about the world and their standing in it. Those with an internal locus of control believe that they are essentially responsible for the outcomes in their lives. They display the characteristic of self-reliance and believe that few external influences can prevent their achievement—only they can do that.

Research reveals that people with an internal locus of control tend to be more successful because they remain committed to a goal while earnestly believing that they will attain it. These are the people often referred to as steadfast and optimistic. On the flip side, those with an external locus of control believe that influences outside of themselves invariably affect their ability to achieve something of significance—a quality we tend *not* to admire. These are the people often accused of making excuses.

When completing our surveys, people were generally clear as to what high achievement looks like and the descriptors for achievers. However, when we asked people what qualities best described a high achiever *with* high integrity and a healthy attitude, they noted an entirely different set of conditions or requirements. They noted altruistic qualities like self-sacrifice, honesty and generosity in addition to high achievement traits. Most organizations we interviewed consider integrity as a threshold characteristic for employment—if someone doesn't have it, "They cannot be a member." So it's generally implied.

But when consciously coupling the typical definitions of integrity and healthy attitudes (e.g., life satisfaction) with the qualities of achievement, the definition of a successful person takes on a wholly different interpretation that is more socially conscious and altruistically based. High achievement, high integrity, and a good

attitude best described the qualities others “admire.” Over 94% of surveyed respondents listed integrity (and its related characteristics), achievement and a positive attitude in the individuals they most admire when given numerous qualities from which to choose. Hence, we used these three characteristics as the qualifiers for the P.A.C.E.setter, and that’s why P.A.C.E.setters are able to achieve great works while serving the best interests of others with steadfast purpose.

The “Over-Ego” P.A.C.E.setter

Here’s the catch, though: Considering others’ well-being as vitally important to our own well-being runs counter intuitively to our ego or even our super ego (our self-critical conscience). The person who practices integrity *and* achieves something of significance with a confident attitude can override their ego, or selfishness, while maintaining their own interests as well, often as a byproduct of helping others.

P.A.C.E.setters control their ego and find their singular purpose through intense personal integrity and steadfastness of purpose, *by considering themselves as the person they wish to become*, through *pacing*. Pacing is a “neuro programming” form of self-communication that views possibilities as fact and is often used by the P.A.C.E.setter to turn expectations into reality, thus resulting in a type of self-fulfilling prophecy. So instead of only dreaming of their ideal, P.A.C.E.setters actually consider their ideal as an expectation.

They do this through reasoning together self-regarding or egoistic reasons, and other-regarding or altruistic reasons. When morality and self-interest come into head-to-head conflict, P.A.C.E.setters do not view either as being mutually exclusive. They view situations through the prism of achieving the best of both worlds. Thus freed of any

preconceived restrictions, P.A.C.E.setters do not compromise either their own interests or the interests of others. That's because P.A.C.E.setters focus on doing the *right things*, whereas conventional achievers focus on doing things *right*. In other words, P.A.C.E.setters override their ego to achieve something greater than themselves.

They also keep the following question at the forefront of their conscious or subconscious thinking in order to do so: "What would I attempt to do if I knew I could not fail?" The answer serves as their guiding purpose.

P.A.C.E.setter Characteristics

Several characteristics describe the P.A.C.E.setter. They live with intention. They feel comfortable in their own skin. They overcome trials masterfully. They are change-makers. They love life and embrace hope. They are genuinely positive. They give priceless treasures to others while growing their own lasting wealth. They plan well, grow continuously, learn voraciously, and enjoy the freedom to motivate themselves and others through constant renewal. They lead a life of benevolence, leaving behind them positive legacies—and they master their well-being.

So, for the confident P.A.C.E.setter, the question is not just about being someone others can admire. Rather, it's about being the person *they* can admire. P.A.C.E.setters feel confident because they see themselves through the perspective of trying to do what is right for others as well as themselves. They feel good about their abilities and their overall personhood without appearing cocky, because by maintaining a commitment to continuous improvement they're never fully complete with their mission in life.

P.A.C.E.setters display strong character traits like courage, steadfastness, openness and loving-kindness.

By inculcating all of the qualities of a P.A.C.E.setter, the personal statement for these people we admire could be summed up like this: “We” becomes less about “me” and more about “*all*” of “us.” In the process of determining the P.A.C.E.setter’s actions, the question for them always becomes not about “How can I merit the admiration of others” but “How can I be the person *I* would admire as a collective human being?”

The P.A.C.E.setter Leader

Ironically, people whose primary intent is to be admired typically do not fit the P.A.C.E.setter model, and yet the P.A.C.E.setter leader always finds himself or herself admired by others. This happens because at the core of the P.A.C.E.setter’s fabric is a desire to serve the whole of her organization before serving herself. This runs counter to the norm in most organizations, where executives *reward themselves* for sacrificing (e.g., laying off) *employees*, whereas the P.A.C.E.setter leader willingly *sacrifices herself* for *rewarding her employees*. As did Lola Gonzalez, owner of Background Check in Ocala, Florida, who said that she could not bear to fire employees who had worked there for years despite losing one of the company’s major clients, so she stopped paying herself a six-figure salary and got a job for less than half the pay as a social worker.

The result? A reinvigorated organization reversed the downward trend into a 20% profit, thanks in large part to more motivated and dedicated employees due to P.A.C.E.setter Gonzalez’s generosity.



CEO Lola Gonzalez opted to stop paying herself a six-figure salary and got a job for less than half the pay in order to save the jobs of her employees.

Over and over, we found that these kinds of P.A.C.E.setter leaders benefitted from a more committed, enthused and motivated base of workers. Like former Japanese airline president and CEO Haruka Nishimatsu, who gained the admiration of his workforce during the downturn in the airline industry by slashing his own pay three straight years to a \$90,000 salary—less than what his pilots earned—to save company costs and improve revenue, and keep people employed. Compare that to the 380:1-spread between the CEO and average worker pay among the S&P 500 (according to the 2011 research conducted by Executive PayWatch).

We noticed over the course of identifying leaders others admire that the heads of organizations who sacrificed their fortunes, in more instances than not, were deliverers of success later on. Leaders such as FedEx CEO, Fred Smith, and Motorola's co-CEO's Sanjay Jha and Greg Brown who willfully reduced their wages by 20%. Or, Dee Hock, the founder of Visa, who made the ultimate sacrifice by resigning at age 55 in order to prove that organizations should be "management proof."

Six years later, in an acceptance speech as a laureate of the Business Hall of Fame, Hock put it this way: “Through the years, I have greatly feared and sought to keep at bay the four beasts that inevitably devour their keeper—Ego, Envy, Avarice, and Ambition. In 1984, I severed all connections with business for a life of isolation and anonymity, convinced I was making a great bargain by trading money for time, position for liberty, and ego for contentment—that the beasts were securely caged.”

All reaped benefits for their organizations and themselves in making personal sacrifices, demonstrating that self-sacrifice often precedes reward while benefitting others. Indeed, leaders engaging in self-sacrificial behavior are considered more charismatic, effective and legitimate by their followers than self-benefiting leaders (Choi & Mair-Dalton, 1999; De Cremer & Van Knippenberg, 2004; Van Knippenberg & Van Knippenberg, 2005; Yorges, Weiss, & Strickland, 1999). Consequently, self-sacrificial leaders elicit more positive affect, trust, cooperation and improved performance among their followers (De Cremer, 2006; Van Knippenberg & Van Knippenberg, 2005). And the sacrifice has an elevating effect, so after giving up personal value, as when CEOs sacrificed their salary to help save the company and jobs, when the slump ends the CEOs can hike their salaries again, and the chain reaction of positive effects continued throughout the organization.

All of these P.A.C.E.setter leaders, even those who did not hold official positions of authority, but whom others admired, put themselves at risk for the sake of their organization. And this imbues within those they effect a sense of trust and cooperation, and a willingness to follow their leader’s example of self-sacrifice. These P.A.C.E.setter leaders foster a feeling of belonging, where contributors felt safe and protected, and therefore free of the constraints to protect their jobs so that they could express more creativity and promote

others' success without the fear of reprisal. Those who serve with or at the effect of P.A.C.E.setter leaders feel like family, with similar protections as those afforded to children of benevolent parents, who would never consider divorcing their children, or laying off a family member but instead remain steadfastly committed to training, disciplining, coaching and encouraging their loved ones.

Perhaps no better examples of P.A.C.E.setter leadership exist than those of our heroic contributors who sacrifice themselves for the betterment of others—inner city teachers, relief workers in impoverished parts of the world, and embattled soldiers. People like Sergeant Dakota Meyer, who received the United States Medal of Honor for rescuing 36 soldiers under heavy attack in Afghanistan.



United States Medal of Honor recipient and P.A.C.E.setter leader Dakota Meyer (left) shakes hands aboard the assault ship USS Boxer while noting, "I was part of something bigger" (than survival).

Surrounded by ferocious enemy fire, Dakota jumped into a Humvee and drove straight into the killing zone, his head and body exposed to a thunderstorm of fire from AK-47s, machine guns, mortars and rocket-propelled grenades. He wedged the Humvee in the line of fire, jumped out with all of the enemy guns aimed on him, was wounded in the arm, and yet despite believing he would die, Dakota one-by-one delivered all the wounded to safety by going back several times, all because, said the brave soldier, “That’s what you do for a brother...I was part of something bigger,” part of a team “that worked together, lifting each other up and working toward a common goal. Every member of our team was as important as the other.” Spoken like a true P.A.C.E.setter leader.

DISCOVERING THE P.A.C.E FORMULA FOR THRIVING

Over the years, my colleagues and I researched numerous sources while sharing models for behavior that can make anyone who adopts them a P.A.C.E.setter. As the CEO overseeing biotech and biomed companies, an advisor to many charities, an executive with companies like Johnson & Johnson, and a trainer of several thousands, I’ve gleaned countless pearls of wisdom from accomplished P.A.C.E.setters.

As a research team at the strategic development firm TenorCorp, we analyzed thousands of cases spanning the lives of high-profile achievers, like Joni, and private contributors, such as notable volunteers, leaders in companies, education, politics and non-profits, and countless people who command genuine admiration. We asked people who they admired, and why.

We researched several other studies to uncover the traits of high achievers whom people admire, some of which confirmed the growing recognition of “non-cognitive” skills like self-control, sensitivity and

grit. We looked at famous world changers, like Thomas Edison, who said that “genius is mostly just perspiration.” We reviewed volumes of works, such as those conducted by researcher, K. Anders Ericsson, who argues that high achievement mainly results from deliberate practice, about putting in those 10,000 hours of intense training or so.

Our reviews included quotes from high achievers such as Michelangelo who said, “If people knew how hard I worked to get my mastery, it wouldn’t seem so wonderful at all,” as well as contemporary P.A.C.E.setters like Bill Gates, whose success has been linked to extraordinary execution. As the most “admired person in the world,” according to a survey of 14,000 people by the *Times of London*, what qualified Gates as a P.A.C.E.setter, in addition to developing *Microsoft* that had long held the record for the most valuable public company in the world, is that he is one of the most generous philanthropists in the world.

As we studied volumes of works about admired achievers, some researchers such as Yale Law Professors, Amy Chua and Jed Rubenfeld, suggested common traits amongst achievers with some P.A.C.E.setter qualities. They published an article in the New York Times claiming a striking similarity amongst successful groups in America who share three traits: a superiority complex (a deep-seated belief in their exceptionality), a feeling that you or what you’ve done is not good enough, and impulse control. In P.A.C.E.setters we studied, a “superiority complex” was more accurately translated as a resolute confidence in one’s abilities, minus the arrogance that often defines self-seeking (non-P.A.C.E.setter) aspirants. As to the second trait described by Chua and Rubenfeld, “a feeling that you or what you’ve done is not good enough,” translates into a healthy mindset of continuous improvement for the P.A.C.E.setter.

These achievement factors mostly deal with behaviors, rather than skills, though. So we dug deeper as to what common skills could

be developed to create P.A.C.E.setter qualities. We discovered that most people understood the *behaviors* required for them to achieve their highest goals, but not nearly as many possessed the skills or knowledge to get there. Quite honestly, many integrity-based people who aspired to display commensurate qualities with those they admired struggled with the skills necessary to get there.

Finally, there was the question of integrity—how does one develop integrity? We discovered that a healthy attitude combined with the ability to live out one's purpose contributed immensely toward personal integrity, as well as, interestingly, maintaining a high energy level. It turns out that when people feel drained, they find it challenging to function with integrity, and may even give up entirely. People with integrity also feel the need to improve their planning or communication skills, or to adjust their attitude, in order to function at their best potential for the benefit of all concerned.

Of the hundreds of high achievers we analyzed, less than half met the criteria for a P.A.C.E.setter. Again, integrity and a healthy attitude served as equal components to achievement for the P.A.C.E.setter in our study, which translated differently from many achievers who practiced a more self-focused perspective. Some achievers in the non-P.A.C.E.setter category lived with deep dissatisfaction, and some became so self-centered that they almost forgot others shared their world.

True P.A.C.E.setters time and again excelled in four basic areas, with an ongoing commitment to plan, grow, learn, and free themselves to stay motivated. About 40% of the high achievers we studied lacked a high measure of satisfaction in life. Those who valued money or status as their primary goal expressed the least satisfaction. Even more telling was the fact that those who were not actively involved in some form of charity or loving-kindness (e.g., helping the disadvantaged or caring for a loved one) applied negative terms to describe their state

of satisfaction, using phrases like: “I just can’t get enough done,” “Nothing I do seems to last,” “I’m not really sure if I’m making a difference,” “The people I care about really don’t appreciate me,” and “I’m never content.” Satisfaction proved to be the most elusive quality for most high achievers, including even those who attained high levels of status and wealth. So why is satisfaction in life so elusive or complex?

Finding Satisfaction

Researchers like Sonja Lyubomirski at the University of California and others determined that satisfaction with life is comprised of part DNA, part “intentional attitude,” and part life practices. Our genetic make-up has been thought to largely determine our level of happiness or satisfaction. A mere 10% of satisfaction with life resulted from circumstances, and attitude resulted in 40-50% of overall satisfaction. These studies concluded that each of us tend toward a “set point” of satisfaction based on how we’re wired, determining much about how we react to life. The “disruptive force” that can move this set point in a positive direction would be the “intentional activities” we take to create a positive attitude, such as living purposely, helping others, communicating effectively, expressing gratitude, taking care of ourselves, and fostering resilience.

P.A.C.E.setters were able advance their set point by leveraging these types of disruptive forces. What’s interesting is that P.A.C.E.setters view their life as a series of steps rather than viewing the macrocosm of their world. In other words, they remain focused on their goals without getting lost in the constant demands of life. They live, as P.A.C.E.setter and mega-church pastor Rick Warren would say, “a purpose-driven life.” This way they can measure their progress in

achieving something worthwhile without trying to control factors outside of their ability to directly influence them.

P.A.C.E.setters also set goals mostly based on intrinsic factors such as personal development, social contributions, and connection with others—all within their sphere of control. Those who focused on extrinsic goals as wealth, status, or attractiveness over a long period of time found it difficult to stay motivated, and the majority of them eventually felt dissatisfied with their overall wellbeing. This happened in large part because many of these extrinsic goals were either fleeting, elusive, difficult to maintain, or outside of the control of the person striving to achieve them.

Through our research we discovered that the most significant advance in the P.A.C.E.setter's set point toward greater satisfaction in life resulted from faith, and not coincidentally any type of faith. Our unbiased and multi-faith interviewers discovered that many P.A.C.E.setters' belief in Jesus Christ served as a key driving force for finding hope and confidence in any situation, good or bad. Those who overcame extreme obstacles, like Joni Eareckson Tada, stated that their faith as believers allowed them to claim promises beyond their own comprehension. They laid claim to truths or assurances like those found in John 14:27: "I am leaving you with a gift—peace of mind and heart. And the peace I give is a gift the world cannot give. So don't be troubled or afraid." As a statement of belief, these kinds of assurances supplant reason with trust. Demanding less from situations and people, and expecting more from God served as a positive lifestyle choice for the faith-based P.A.C.E.setter.

The P.A.C.E.setter Archetype

Four factors kept appearing in the P.A.C.E.setter archetype during our research. These factors were entirely within the P.A.C.E.setter's control, readily observed by others, and reciprocal in their benefit—so that both the P.A.C.E.setter and those affected by the P.A.C.E.setter enjoyed equal or proportionate rewards.

Purpose, as in establishing goals toward something deemed “significant,” created both satisfaction and achievement in the P.A.C.E.setter. *Attitude*, the disciplined and trained ability to view challenges as opportunities, coupled with the optimism to expect positive results, created a cycle of creative productivity and happiness. *Connection*, using proven communication skills that foster greater harmony between people, created the healthiest form of relationship between people and groups. *Energy*, that sustaining power to persevere no matter what happens, produced a thriving and indomitable spirit by correctly answering the question: “In whom or what do I place my faith?” The qualities of purpose, attitude, connection and energy were highest in the group of high achievers who rated integrity and the right attitude as the foundation for all of their decisions, and described themselves as “very satisfied with life,” were involved in some form of altruism, and who sought God’s authority in their lives. In other words—they were P.A.C.E.setters.

The Four Foundations of a P.A.C.E.setter

Not all of these P.A.C.E.setters were in traditional leadership positions, with followers. Some performed as individual contributors, and others gleaned their influence informally through others who became impressed by their works. These latter types include people such as students who volunteer their time and efforts, stay-at-home parents

who raise exemplary children, and retired people who counsel others with their experience and wisdom.

These P.A.C.E.setters chose to make a big impact on others without needing the position power to do so. Their P.A.C.E.setter skills also spilled over to help countless others with their struggles and aspirations. Those P.A.C.E.setters that held official positions of leadership only served in their role primarily because of the respect they gained through others—not because of some form of political manipulation. And as such, these leader-P.A.C.E.setters fostered healthy, learning organizations with thriving cultures more than their achievement-only peers.

Our study revealed that anyone could become a P.A.C.E.setter by developing the four foundations to achieve a life of significance. While integrity was not something that could be easily trained, an individual with purpose who grew a healthful attitude, communicated optimally in making strong connections, and thrived with energy produced the most integrous life. Coincidentally, these persons also achieved the most, according to those affected by them. By building upon these foundations, both the P.A.C.E.setter and those they influenced experienced mutual benefits and well-being.

We also identified the success skills within each of these four foundations required to potentiate an individual's effectiveness. When fully activated using proven practices, these four foundations invariably lead to the highest level of positive achievement (coupled with integrity) and satisfaction:

1. **Purpose** produces passion, and passion motivates people to excel. For lack of purpose, people slowly drift into a confusing milieu of competing demands that steal away their joy and can lead to defeatism. The key is finding purpose in everything we do. We must begin by living

intentionally, producing a life of abundance, and then analyzing our situation in order to make the big impact. People who not only define their purpose—but also follow a well-defined pathway toward its optimal outcome—thrive. This takes a series of disciplines for making our dreams reality.

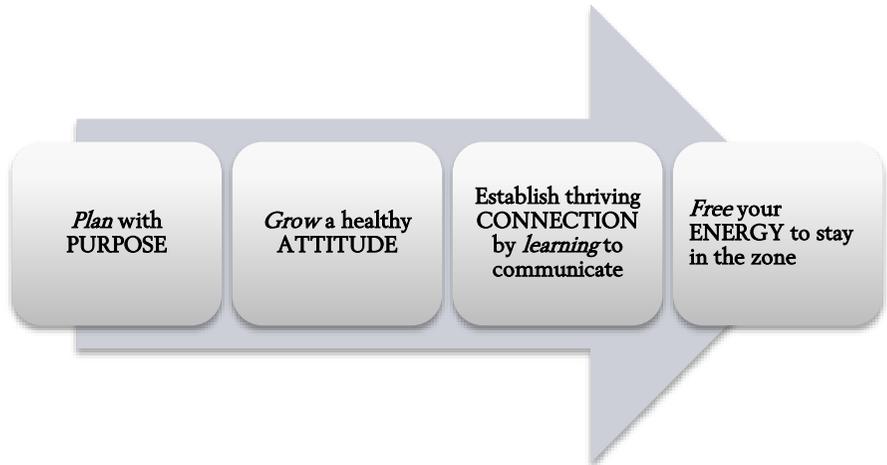
2. **Attitude** plays an essential role toward gaining optimal achievement. A healthy attitude sees the possibilities in life. However, being a possibility thinker doesn't naturally happen. An undeviating attitude of optimism and gratitude requires a reframing of our thoughts that triggers a positive momentum for overcoming trials, resulting in the wisdom to succeed forward. A positive attitude may be the single most important foundation for healthy living, but it is also one of the most difficult ones to maintain in an increasingly demanding world.
3. **Connection** reflects the way in which we relate, and there are five essential skills for effectively connecting with others: Unselfish listening, empathy, adapting, relating and (“harmonic”) negotiation. These represent the most important bridges to connecting us with others, so that we can enjoy mutually beneficial relationships. All effective communication hinges on our ability to L.E.A.R.N.—Listen, Empathize, Adapt, Relate and Negotiate—using subtle techniques that can turn anyone into a phenomenal communicator with strong relationships. Creating a harmonious relationship that resonates with synergy happens when the pinnacle of connection is reached, and this leads to joy.

4. **Energy** ultimately dictates whether we can sustain the momentum for achieving lasting results. Extrinsic habits of eating and exercising efficiently provide us with the energy to perform at our maximum capacity. Then there are the lesser-known intrinsic factors that, according to research, create sustaining energy. Like faith, which is an expression of hope for a better future. The other intrinsic energy producer is “prioritized” rest, which revitalizes and restores. But, it’s not just rest that is needed, rather it’s a paradigm change that will produce more with less. In other words, we can stop striving and start thriving!

These four foundations set the pace for achieving a thriving life. Hence, the acronym P.A.C.E. (for *Purpose, Attitude, Connection* and *Energy*) defines the four essential areas in which all integrous and satisfied achievers must excel:

1. **PURPOSE** begins with an intentional vision and ends with correctly answering the question: “What’s the Big Impact?” by using a no-fail approach to planning through learning as our guide, analysis as our method, and need-satisfaction as the determination that we’ve arrived.
2. **ATTITUDE** focuses on personal growth that starts with developing gratitude and then renews our thoughts and ability to overcome trials and challenges, eventually resulting in the wisdom required to thrive no matter what happens.
3. **CONNECTION** depends on our ability to learn new habits of connection by focusing on others through proven skills to achieve the highest level of relationship, happiness and satisfaction.

4. **ENERGY** involves a healthy and value-centered approach toward maintaining a fast pace that doesn't burn us out, so that we can finish life's marathon "race" with significance, unimpeded by the inevitable obstacles in life (Figure 1.2)



(Figure 1.2. The four stages of P.A.C.E. by using the P.A.C.E. Formula to become a P.A.C.E.setter)

WHEN YOU WERE MADE, THE "MOLD" WAS BROKEN

While these four foundations must be fully developed for anyone to thrive in life, no P.A.C.E.setter can ever achieve someone else's finish. After each of us was made, the "mold" was broken—no one else can assume our exact make-up. Joni's example of someone who overcame horrible tragedies to live a life of tremendous meaning can never be exactly replicated, because of course, there is only one Joni Eareckson Tada...just as there is only one *you*, and there is only one journey specific to you. If we try to be like someone else, we miss the purpose of our own journey and may end up living an unfulfilled life.

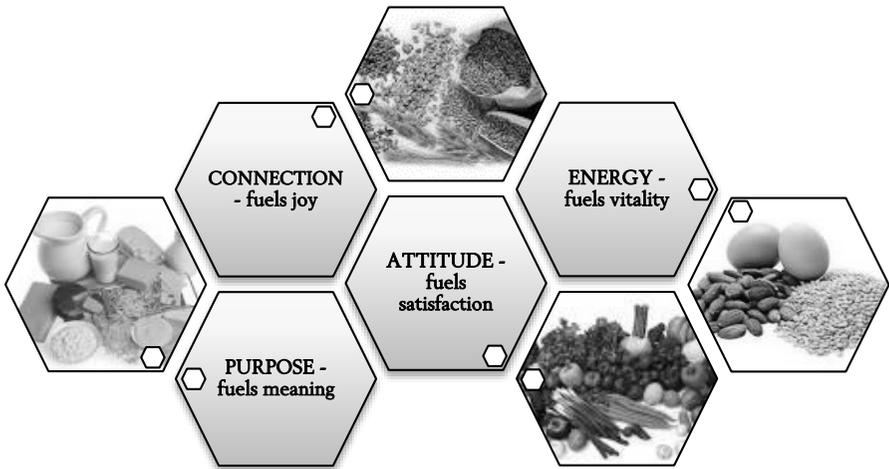
Take for example my friend, Michael, who spent most of his life trying to live out his father's dream. He developed an anxiety disorder associated with cardiovascular disease. Only after he practiced the Mapping In Reverse (MIR) method, which I will explain a little later, did he start living out *his* dream. Now, at the age of close to 80, he can run circles, even figure eights, around people half his age. If we replicate the formula for achievement that assuredly will lead us on unique path while remaining true to our singular personhood, limitless possibilities await us.

The Same but Different

Who we are is reflected in our physical, psychological and spiritual DNA. Most understand the basic principles of the body. The psyche (or mind) is less commonly understood but contains most of the drivers that can or should determine our mission in life, such as our passions, talents and values. Even fewer understand their spirituality. The spiritual self was thought to be too ethereal or incomprehensible by the majority of people we surveyed, and yet spirituality was rated as "important" by almost all of those people. Later we will dig deeper into all of the DNA imprints of our singularity as we build a roadmap to your one-of-a-kind destination, because who better to understand than yourself?

Whereas our design is unique, the pathway to being a P.A.C.E.setter ("someone we admire") is fairly universal. Think if you will, of the P.A.C.E. set of foundations as "nutrients" for your body, mind/psyche, and spirit. Just as there are four basic food groups (fruits & vegetables, grains, dairy and protein) required to supply your bodily functions, there are four basic achievement groups that feed your ability to achieve like a P.A.C.E.setter (purpose, attitude, connection

and energy) as shown in Figure 1.3. In life, purpose fuels meaning, attitude fuels satisfaction, connection fuels joy, and energy fuels vitality.



(Figure 1.3. The basic “food” groups for the body and for being a P.A.C.E.setter)

The four food groups nourish the body, and the four “P.A.C.E.setter” groups nourish your ability to thrive in life. The basic food groups are needed for each person to live a healthy life, however, what kind of life each person chooses to live varies. No one lives the same life, or travels the same journey. Similarly, the basic P.A.C.E.setter groups are needed for each person to live a life of significance, however, their talents, abilities, values, passions, opportunities and purpose largely determine what kind of achievements each person produces.

To achieve a life of significance, we all need to apply the same basic principles, however, the unique journey and destination that define our success will be different. For example, what defines success for a minister may be very different than that for an agnostic. A young

student may consider success differently than a senior retiree, as both will have different aspirations. The charity worker, Mother Teresa, considered her purpose differently than the wealthy industrialist, J. Paul Getty. To begin our process of discovering the success principles for everyone, let's go back to the P.A.C.E. formula, and finally we'll attempt to apply this formula for your unique design.

BEGINNING STEPS TO SET THE PACE

At TenorCorp, we uncovered the core characteristics of P.A.C.E.setters and then developed the foundations upon which these exceptional achievers stand out. The chief commonality amongst all P.A.C.E.setters is that their purpose, attitude, connection and energy foundations are exceptional in comparison to those who struggle. We discovered that P.A.C.E.setters thrive primarily because of their strength in these areas

For each of the P.A.C.E. essentials, there exists a clear roadmap for maximizing potential, and we've established acronyms for each one to help you remember the skills required to build your foundation as a P.A.C.E.setter. During the course of this book, we'll first explain the P.L.A.N. formula for "planning with purpose" through a fresh analytical approach that challenges existing paradigms. At the beginning stages of planning our purpose, the "arbiter" of any activity must be identified, followed by a sequence of identifiers for answering the what, why, how, and when of making a *big impact*.

To develop a consistently positive attitude, we'll describe how to G.R.O.W. your perspective to create a cycle of renewal that not only overcomes obstacles but welcomes them as the most important pathways toward a healthy mindset. High achievers continually seek out their own personal development, often as autodidacts (self-

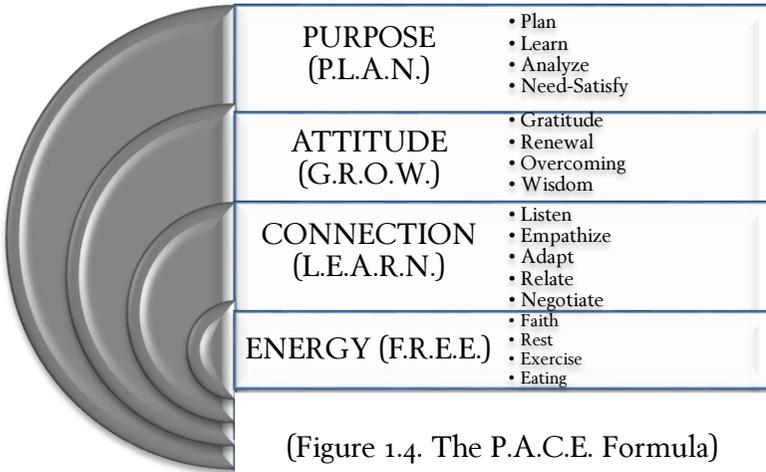
learners). Self-directed personal growth manifests itself through a productive attitude that attracts and motivates others as well as ourselves. The signifier of a healthy attitude is then reflected in wisdom—the most important aspect of success, because wisdom assimilates knowledge with the truth for making good decisions.

At the heart of effective connection we'll explain how to L.E.A.R.N. and unlearn habits in order to engage people through an “ego-peripheral” vantage point. Deferring our agenda in order to genuinely listen to someone calls for a transformation of our perception from a separatist viewpoint of “them and me” to a collective viewpoint of “us” (*We're in this together*). There are five basic skills that must be fully developed in order to achieve a level of harmonious connection. We'll take a look at the “pyramid of connection” to show the various levels of connection, targeting the highest level of connectedness and how to get there.

Finally, we'll give you the means to F.R.E.E. yourself from those energy suckers that have drained your ability to stay in the “zone,” that place where we experience peak performance, sometimes exceeding our natural abilities. Athletes typically get in the zone during game time, with their emotions peaked and their focus unyielding. Individual contributors can free themselves to achieve this same peak state through the substantiated benefits of healthful exercising and eating, with suggestions that don't take a lot of time and won't require you to eat cardboard tasting foods. Then we'll look at what we call the intrinsic energy producers of rest and faith through a fresh perspective. We'll also look at distinct ways to create a passionate form of energy that keeps you motivated toward higher levels of achievement that may change your way of thinking.

What I've just explained represents the P.A.C.E. formula for breakthrough achievement (Figure 1.4). By looking at the achievement factors and skills that cause P.A.C.E.setters we admire to do the things

that merit our admiration, we can now pinpoint the universal characteristics of these P.A.C.E.setters, and how to achieve your own unique definition of success using proven principles.



(Figure 1.4. The P.A.C.E. Formula)

MAPPING IN REVERSE (MIR)

Growing as a P.A.C.E.setter is one of the most worthwhile exercises of your time. We all have 24 hours in a day, and what separates P.A.C.E.setters from dawdlers is *how* they use it. We also have this one life to live on earth, and it's never too late to make it the fulfillment of our dreams.

When our dream—that consuming aspiration, gives way to encroaching responsibilities, we tend to give up on our dream to achieve something more practical. Dreams need not include some grandiose plan to become someone on the world's stage. They simply evoke a passion within when imagined. The desire for it may even draw you to tears. And, they can change over a lifetime, just as my

dream of becoming a journalist at an early age evolved into dream of helping others succeed through my writings and seminars. Experience is a great modifier of our dreams as long as it doesn't dampen the calling that tugs at your heartstring. Our dreams must be nurtured the same way we nurture our bodies, with not just the hope, but with the expectation that someday...it will happen.

That someday can be today, now. We enter our dream as we take the first step from imagination to action. It starts with an action plan. Dreams that turn into reality have a purpose—a destination—a goal. After all, we as human beings are created with an innate desire to do something worthwhile, not just to imagine it.

P.A.C.E.setters typically start with a goal and reverse engineer it. While achievements present some level of satisfaction, they pale if not congruent with our dreams. Envision the best that you wish to be and do—therein resides your dream. Once discovered, work backwards from there. This concept is called Mapping in Reverse (MIR). After you first create the endpoint in your imagination, you draw up a blueprint for getting there.

The key is to flip that blueprint in reverse so that you are starting immediately with the endpoint. In other words, you are doing what you dream about first, and then finding a way to support your continuance and development of the endpoint/dream. In this way you won't become frustrated through the twists and turns of getting there, which causes many people to just give-up on their dream.

MIR is about immediately connecting with your dream. For example, Erin dreamt of writing a book to leave a legacy for her family—so she started writing, without delay. Realizing your dreams does not always necessitate uprooting yourself from job or home. Many choose volunteering as a way in which to immerse themselves in their dream. Sometimes our dream is not a position but rather a change in attitude. P.A.C.E.setter Naomi wished to be more patient,

so she carved out a sabbatical to relieve her stress and worked weekends at a soup kitchen as a means for stabilizing her emotions.

By jumping immediately into the dream we connect the sequence of our steps in reverse beginning with the desired endpoint as our reality. P.A.C.E.setter Steve Wozniak, co-founder of Apple, used MIR after dreaming that he would have a computer someday—so he made one. MIR allows a person who dreams of being a master chef to start cooking classes, or a banker who dreams of being a police officer can start as a police volunteer or by filling out an application for becoming a police officer.

MIR allows people to get real with themselves. Author Po Bronson writes about defining the “New Era,” wherein those who thrive focus on the question of who they really are, and instantly connecting that to work that they truly love. In his article *Choosing What to Do with Your Life*, Bronson recounts the story of a catfish farmer who used to be an investment broker, an academic turned chef, and a Harvard MBA who found his calling as a police officer. These examples of people who stopped waiting and started living out what they truly love give testimony to the fact that all of us can do the same.

The average person spends 40-60 minutes a day waiting, usually for fairly unimportant things such as another person to show-up, or for an event to happen. Waiting too long can lead to a lifetime of regret. Over time, those who endlessly wait for tomorrows waste their todays until they casually accept their situation as inevitable. They become resigned to what seems normal or inevitable. And then instead of living out their dream, someone else hires them to live out theirs.

Have you ever been left wondering, “If I could do it over again, what would I do differently?” Once you’ve got the answer, the response must be to do it. As Lao Tzu said, “The journey of a thousand miles begins with a single step.”

We know this as children, but somehow false rationalization convolutes the concept of just stepping into our purpose or dream. As children we learned to dream big and as adults we learn to accept reality, except, reality need not be in exception to our dreams. In truth, we can enter into our dream without delay by working backwards from its endpoint in order to justify our reality. P.A.C.E.setters plan their dreams, not just their tasks. That's because P.A.C.E.setters qualify all of their plans by defining their purpose first.

If your heart still beats with your dream, even though nothing seems to be happening, keep at it and don't let it go. Other times, you may feel it best to step away for a while and come back when it calls you again or circumstances change. Don't become overly concerned about this or put too much pressure on yourself about clarifying your purpose or dream. Your purpose might indeed be something spectacular, or it may be as simple as treating others with encouragement and caring.

Leaving a Lasting Legacy

If you quit on your dream, how will you ever know if you could have achieved it? Of course, you can never know if just a little more time or effort would have seen the dream come true. The fruits of living your dream could bear out today, or ten years from now. No one really knows. What separates P.A.C.E.setters from others is the fact that they never quit. Quitting was removed from their list of options, even if it meant that their dreams would only benefit the next generation—or those thereafter.

Even when they reached their dream, they created a new one, a new reason for going forward—people like Galileo who invented the telescope, allowing him and generations thereafter to discover the

galaxies. He was largely criticized and even accused of heresy by Pope Urban VIII, who placed him on house arrest until his death.

The famous painter Vincent Van Gogh's 2,000 pieces of art were never discovered until his death—and today they are worth millions (his Portrait of Dr. Gachet was valued recently for \$134 million). Many of these unheralded achievers followed their dreams knowing full well that their dedication might never be recognized, but they never quit—they were willing to leave a legacy for others.

P.A.C.E.setter Florence Nightingale helped revolutionize the service of nursing and the treatment of patients as she volunteered to nurse soldiers during the Crimean War. Martin Luther King Jr. inspired millions of people black and white to aspire for a more equal and just society. Dietrich Bonhoeffer, a Lutheran pastor, was executed in 1945 after being an influential critic of Hitler and Nazism. Emile Zatopek (1922-2000), won three gold medals at the 1954 Olympics for long distance running and served as a principled supporter of Czech democracy, being sent to work in mines for his opposition to the Communist government. Susan B. Anthony (1820-1924) was an active member of the American Anti-Slavery Society, and despite facing hostility, pressed for an amendment to the U.S. Constitution to outlaw slavery while pushing forward the women's suffrage campaign.

For these P.A.C.E.setters, their breakthroughs came *after* they left this world. You don't know when your breakthrough will happen. So don't guarantee your failure by quitting now. You can develop, adapt and change, but never stop. Be content with leaving a lasting legacy for others who may follow after you. Create an inheritance built upon the foundation of your efforts.

Just like a farmer who plants a crop knowing he won't taste its fruits, a legacy is a gift you leave behind for others without any expectation of a return. The values and life lessons that you can impart to those around you can benefit countless others. Just make sure that

your legacy is a labor of love, not a chore. Pass on your talents, the benefits of your work, your inspiration to illuminate the lives of those who come after you.

It's all about giving back, as psychologist Erik Erikson stated poignantly when he said, "I am what survives of me." Doing whatever matters to you should not only be motivated by the desire to accomplish something through a "never-quit attitude" but also by the desire to share it with others. As American philosopher and psychologist William James said, "The greatest use of life is to spend it for something that will outlast it." That achievement may require a change in direction. Maybe your life is not what you wish it to be. Perhaps you need to start making *your* difference now.

Writing Your Signature Purpose

The story of someone who turned around his life illustrates how anyone can start afresh. One crisp morning, a man of great wealth opened his newspaper. As was his daily curiosity, the man reviewed the obituary column to read about the poor souls who had recently departed. One obituary immediately struck him with blood curdling horror—his own. After nearly fainting, the man called the editor to ask why the paper had reported him as dead. "We are so sorry, sir, we reported the death of the wrong person by mistake..." and on and on the editor profusely apologized for upsetting the accomplished gentleman from fashionable society.

After calming his nerves, the man sat down and began contemplating his life. He again picked up the newspaper and decided to fully read the article. The obituary read, "Dynamite King Dies." Another startling commentary read: "He was the merchant of death." The man threw the newspaper down and gasped, wondering to

himself—"Is this how I will be remembered?" The question circled in his head until a resounding "No" blurted from his mouth.

Thoughts of what he had done in his career exploded out of him with mournful lamentations for those who would be affected by his research and discovery. "I will not accept what I have done as my final legacy," he said. From that moment forward, the man dedicated his life's work toward peace. The man's name was Alfred Nobel, the inventor of dynamite, and his legacy is known as the Nobel Peace Prize—the award he funded.

What would you like your legacy to be? Do you need to redefine your values as did Alfred Nobel, or will you be remembered for your generosity and loving-kindness based on your contributions today? The legacy you leave is based on your final chapter—how your story ends, as well as how you got there. And it often requires that you think higher than the environment in which you currently find yourself.

Your legacy comes from the storyline that expresses how you've made a difference.

Thinking about it forces us to consider where we've been, where we are in the present, and where we are going in the future. A positive legacy explains our journey from success to significance. By living our lives with intention, we determine our desired legacy. We make our own world a better place than before we influenced it. We can choose a life of lasting significance over temporary success. It takes determination and purposefulness. Try writing your signature purpose today, *before* the future becomes the past.

Just please understand that nobody's past can dictate his or her future. Don't let the past dictate your future, or who you are as a P.A.C.E.setter. The point is to live according to the wise advice from an old Native American saying: "When you were born, you cried and the world rejoiced. Live your life in such a manner that when you die the world cries and you rejoice."