

A TOOLKIT FOR TEAMS & LEADERS

THE PERFORMANCE 4

Put Clarity to Work.

Four practical tools to create greater clarity, stronger alignment, and more consistent execution.

DIRECTION • IDENTITY • STANDARDS • FEEDBACK

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WELCOME

I built the Performance 4 to help you win.

It's a simple tool to help you get clearer.

With yourself.

Your team.

Your family.

The good news? You don't have to fix everything.

Just start where greater clarity would make the biggest difference.

That's it.

Come back when you need it.

Because clarity isn't something you find once.

It's something you must renew.

— *David*

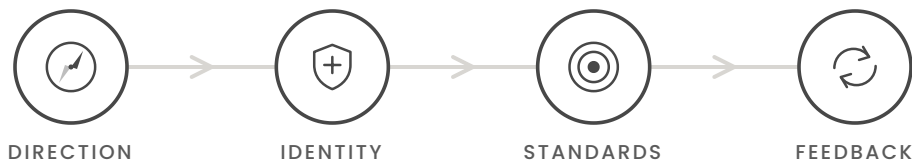
A Method for Consistent Execution

Most execution problems don't begin with a lack of effort.

They begin with a lack of clarity.

The Performance 4 creates clarity around four questions that shape how people and teams perform.

WHERE → WHO → WHAT → HOW



DIRECTION

WHERE are we going?

Are we clear on where we're going?



IDENTITY

WHO do we choose to be?

Who do we choose to be when it matters most?



STANDARDS

WHAT does great look like?

What does great look like — and is it clear?



FEEDBACK

HOW do we bring out the best in each other?

Do we know how to challenge, support, and celebrate each other?

FOUR QUESTIONS. ONE SYSTEM.

Get clear on these four, and execution gets simpler.

HOW TO USE THIS TOOLKIT

Start small. Get clear. Go +1.

You don't need to work through all four areas at once. Start where greater clarity would make the biggest difference.

1

SCORE IT.

Give yourself or your team an honest score from 1–10 across the Performance 4.

The score isn't a judgment. It's a starting point.

2

PICK ONE.

Look at your four scores. Where would greater clarity make the biggest difference right now?

Start there.

3

USE THE TOOL.

DIRECTION	Get clear on where you're going.
IDENTITY	Get clear on who you choose to be.
STANDARDS	Get clear on what great looks like.
FEEDBACK	Have a better conversation about how to bring out the best in each other.

4

GO +1.

Don't ask "How do we get to 10?" Ask "What would make us one point better?"

Choose one adjustment. Take the next step.

5

COME BACK.

Things change. Clarity drifts. Clarity needs to be renewed.

Score it again. Find the next +1.

THE PERFORMANCE 4 SCORECARD

Where are you right now?

You don't need a perfect score. You need an honest one. Rate yourself or your team from 1–10 in each area.

1 — We have significant work to do.

10 — This is clear, consistent, and visible.



DIRECTION

Are we clear on where we're going — and what matters most right now?

1 2 3 4 5 6 7 8 9 10

SCORE: _____ / 10



IDENTITY

Do we show up as who we say we are — and who we want to be?

1 2 3 4 5 6 7 8 9 10

SCORE: _____ / 10



STANDARDS

Do we know what great looks like — and is it clear to everyone?

1 2 3 4 5 6 7 8 9 10

SCORE: _____ / 10



FEEDBACK

Do we know how to challenge, support, and celebrate each other in a way that brings out our best?

1 2 3 4 5 6 7 8 9 10

SCORE: _____ / 10

PICK ONE.

Look at your four scores. Where would greater clarity make the biggest difference right now?

START THERE. Go to that tool. Find your +1.



DIRECTION

THE FORWARD LEAN

It's hard to move forward when you don't know what you're moving toward.

A clear Direction gives you something worth moving toward. It creates a forward pull.

A FILTER

for what matters.

A BEACON

when things get hard.

A FUTURE

worth fighting for.

Direction doesn't make the hard parts disappear. It gives you a reason to move through them.

But clarity fades. Life happens. Priorities shift.
And sometimes, we lose sight of where we're going.

That's why Direction must be renewed.

POWER QUESTION

WHERE are we going?

1**CALL TIMEOUT.**

The demands of today will always compete with the future you're trying to create. Sometimes you have to stop long enough to look forward.

When are we going to make time to get clear on where we're going?

OUR NEXT DIRECTION TIMEOUT:

2**LOOK FORWARD.**

Where do we want to go — and are we clear enough to say it simply?

Don't worry about having the perfect answer. Get clear enough to move forward.

3**USE IT AS A FILTER.**

If that's where we're going:

What matters most right now?

THE DIRECTION TEST

Is where we're going clear enough to guide what we do today? If not, call timeout.

+1**What would make our Direction one point stronger?**

Progress, not perfection. Go +1.



IDENTITY

THE PRESSURE TEST

Pressure reveals identity. The energy you bring matters. The standards you model matter. How you respond when things don't go your way matters.

How you show up affects what happens around you.

POWER QUESTION

Who do I choose to be when it matters most?

1 START WITH YOU.

IMPACT

Who or what is different because I'm here—and what does that remind me about how much I matter?

RENEWAL

What have I done lately to renew myself — and what have I been neglecting?

INNER DIALOGUE

How have I been speaking to myself over the last 7 days?

UNDER PRESSURE

When things get difficult, how have I been showing up — and is that aligned with who I want to become?

2

FROM ME TO WE.

How each of us shows up shapes who we become together.

Think about us at our best.

When we're connected.

When we're performing.

When we're proud of how we're showing up.

What are we like at our best?

How do we treat each other? How do we show up for each other? What do people experience when they're around us?

AT OUR BEST, WE...

3

PROVE IT.

Now make it visible. **What is one behavior that would prove this is who we are?**

ONE BEHAVIOR PEOPLE SHOULD SEE:

DOES IT HOLD?

When pressure rises, do we become more of who we want to be — or less?

+1

What would make our Identity one point stronger?

Progress, not perfection. Go +1.



STANDARDS

THE LINE

Your standard isn't what you say. It's what you consistently accept.

What gets repeated, recognized, corrected — or ignored — becomes normal.

And normal becomes the standard.

Clear standards make great performance repeatable.

POWER QUESTION

WHAT does great look like — and is it clear?

Choose one moment where a clearer standard would make a difference.

Preparation.

Communication.

Follow-through.

Performance under pressure.

THE MOMENT THAT MATTERS:

1

FIND THE GAP.

What do we SAY the standard is?

What have we actually been ACCEPTING?

2

DEFINE GREAT.

What does GREAT look like in this moment?

Would everyone involved give a similar answer? **YES / NOT YET**

DOES IT SHOW?

Would someone know what our standard is simply by watching us?

3

MAKE IT REAL.

What is one thing we can do to make this standard visible and consistent?

Progress, not perfection. Go +1.



FEEDBACK

THE NEXT REP

The purpose of feedback isn't to judge the last rep. It's to improve the next one.

Feedback works best when we know how to bring out the best in each other.

POWER QUESTION

Do we know how to bring out the best in each other?

START WITH A CONVERSATION.

Do you **actually** know how the people around you want to be coached?

Have you ever asked:

ASK THEM

When I need to give you tough feedback, what's the best way to do it?

How hard do you want me to push or challenge you?

When you're not at your best, what's the best way I can support you?

And when something feels off, don't guess. Ask:

Is there anything going on that you want me to know about — or anything you need from me?

And don't only talk about the hard moments:

When you're at your best, how do you want me to recognize or celebrate you?

AND HAVE YOU TOLD THEM?

Have you told the people around you how to get the best out of you?

How to challenge you.

How to support you.

How to recognize you.

Don't make them guess.

WHEN FEEDBACK GETS HARD

Sometimes people need a clear lens for what they're about to hear.

TRY

I'm telling you this because I want to help you get better.

This is about what happened — not who you are.

I'm going to challenge you here because I know you're capable of more.

Then move forward:

What do you need from me on the next rep?

THE FEEDBACK TEST

Do we know how to challenge, support, and celebrate each other in a way that brings out our best? If not, start there.



What is one conversation that would make our Feedback one point better?

Progress, not perfection. Go +1.

YOU DID THE WORK.

You paused long enough to get clearer.

That may sound simple.

But most people never do it.

It's easy to talk about getting better.

You actually did something about it.

You invested in yourself.

In your team.

In the people who count on you.

And that investment is already paying off.

You see things more clearly.

You know what matters.

You know where the work is.

Not because you have everything figured out.

But because you were willing to look honestly, get clearer, and
find your next +1.

You got better.

THAT'S WORTH CELEBRATING.

KEEP GOING.

IF YOU'RE READY TO CONTINUE THE WORK

INSIDE THE HOLLOWAY HUDDLE

THE CLARITY SHIFT

The 7 Decisions That Define Who You Become

Go deeper on the clarity that shapes who you are, where you're going, and how you choose to show up.

SPECIAL OFFER

**Save 25% on your first year
Code: P4TOOL**



Scan to access
your special offer.

KEEP BUILDING.

The Performance 4 isn't something you finish.

It's something you practice.

Come back.

Score it again.

Pick one.

Go +1.

CLARITY NEEDS TO BE RENEWED.

**THE CLEARER YOU ARE,
THE MORE POWERFUL YOU
BECOME.**

PROGRESS, NOT PERFECTION.

LEAD WITH CLARITY.

— *David*

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