

BOOK OF

TWENTY ONE

RULES



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INTRODUCTION

Inspired by the fabulous Velominati we've annointed ourselves as the Performerati, keepers of the human performance rules.

These are the rules. You can choose to respect, uphold, share, nurture and protect them. If you do, then you will be part of a small band of people who choose to pursue excellence in performance.

The alternative is to pursue mediocrity. As ever, performance is a choice.

The Performance Geek is Keeper of the Rules and can be contacted at performancegeek@planetk2.com

RULE #1

IT NEVER GETS EASIER,



YOU JUST PERFORM BETTER

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RULE # 1

**IT NEVER GETS EASIER,
YOU JUST PERFORM BETTER**

You have a duty to be dissatisfied with the status quo, however great that is. You must always look for areas of improvement unless you consider yourself to be the finished article in which case see Rule 20.

RULE #2

**LOVE THE ONE
YOU'RE WITH**

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RULE # 2

LOVE THE ONE YOU'RE WITH

Some choose to become experts at describing the conditions and how tough and unfair they are. As well as needing to refer themselves to Rule 21, it's not that useful. You learn to love the conditions you're in, whatever they are because that's what it takes.

RULE #3

THERE IS A CORRECT ANSWER

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RULE # 3

THERE IS A CORRECT ANSWER

There's no such thing as a stupid question (though some get pretty close) but there are some really stupid answers. Bloke down the pub conversations don't count as evidence however many quizzes you've won. Decades of research is far more trustworthy. Everyone's got an opinion on human performance and motivation. A few of those people actually know what they're talking about.

RULE #4

BE BORING

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RULE # 4

BE BORING

Be great at the basics - raft building, walking over hot coals or breaking arrows has nothing to do with performance. It may be entertaining but if it's entertainment you're after, go to the cinema. Get great at the basics of doing your job, making sure your technical and tactical skills are superb and relevant. Then get great at the other basics - your mentality, your energy levels, your support team and your environment.



RULE #5

TALENT IS OVERRATED,

HARD WORK ISN'T

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RULE # 5

TALENT IS OVERRATED, HARD WORK ISN'T

Everyone has talent, but what you do with it and how you grow it is what makes a difference. Hard work beats talent when talent doesn't work hard. Relying on your strengths is lazy. Knowing them, valuing them, strengthening them and leading with them is the high performance approach to strengths.

RULE #6

YOU'RE ON A TALENT DEVELOPMENT PROGRAMME

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RULE # 6

YOU'RE ON A TALENT DEVELOPMENT PROGRAMME

Whether you like it or not. If you've not been lucky enough to be invited onto a formal programme, then put one together yourself. If you're not invited because you have nothing to offer then see Rule 20.

RULE #7

**DON'T MOTIVATE
PEOPLE**

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RULE # 7

BE BORING

Motivating people is a waste of time and space. Instead help everyone remember why they're doing what they're doing, why they should be confident and to focus on the things they can control.

RULE #8



**IT MAY NOT BE YOUR FAULT,
THOUGH YOU ARE RESPONSIBLE**

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RULE # 8

IT MAY NOT BE YOUR FAULT, THOUGH YOU ARE RESPONSIBLE

Like it or not, you're responsible for your attitude, motivation, development, diet, exercise and ultimately, performance. If someone else is responsible for these things on your behalf, then do something about it, or see Rule 20.

RULE #9

**IF YOU HAVE THE
WORD LEADER IN
YOUR TITLE THEN YOU
ARE DOUBLY RESPONSIBLE**

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RULE # 9

**IF YOU HAVE THE WORD LEADER IN YOUR
TITLE THEN YOU ARE DOUBLY
RESPONSIBLE**

Leadership is a behaviour not a title. You lead through your attitude, your choices, your responses and your body language. Your own feelings are secondary to those you lead. If that seems hard then see Rules 20 and 21.

RULE #10

***IF YOU'RE GOING TO HAVE PARTY
FOOD AT YOUR MEETINGS,
THEN INVITE COCO THE CLOWN***

RULE # 10

**IF YOU'RE GOING TO HAVE PARTY
FOOD AT YOUR MEETINGS, THEN INVITE
COCO THE CLOWN**

Chocolate biscuits, jelly babies, cake - why not give them a party bag too? Have you seen kids at a birthday party? Is that how you want to fuel something that's costing your business a fortune? Really?

RULE #11



**HR'S JOB IS TO LEAD ON
MAKING PEOPLE PERFORM
BETTER, NOT BE HAPPIER**

RULE # 11

**HR'S JOB IS TO LEAD ON MAKING
PEOPLE PERFORM BETTER, NOT BE
HAPPIER**

If you want to just make people happier and make sure they're having fun then fill your boots and enjoy being overtaken by other organisations that are full of people who have a different sort of happiness - the happiness that comes from getting better, not from bringing your dog to work day or going to the company BBQ.

RULE #12

**BEING OBSESSED WITH
MEASURING EVERYTHING
IS A WASTE OF TIME**



RULE # 12

BEING OBSESSED WITH MEASURING EVERYTHING IS A WASTE OF TIME

If you didn't measure it any more, would you miss it? You've got better things to do than measuring stuff that doesn't help you perform better.

RULE #13

**TEAMS IN SEARCH OF A
PURPOSE ARE STRICTLY
FORBIDDEN**

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RULE # 13

TEAMS IN SEARCH OF A PURPOSE ARE STRICTLY FORBIDDEN

If you're on a team and you're not sure what the team purpose is, then sort it out now, or stop calling it a team. Teams in search of a purpose are a waste of space, oxygen and shareholder funds.

RULE #14

**RELENTLESS
POSITIVITY
IS SILLY AND
ANNOYING**

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RULE # 14

RELENTLESS POSITIVITY IS SILLY AND ANNOYING

It may work for you and that's fine. Negative thinking may work for others and that's fine too. The only thing that matters is whether your thinking drives helpful action and performance. Do you really want the person who maintains the next aircraft you fly on to be a relentlessly positive thinker?

RULE #15

waiting *waiting* *waiting*

**EVERYONE HAS A
PERFORMANCE
IMPROVEMENT PLAN**

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RULE # 15

EVERYONE HAS A PERFORMANCE IMPROVEMENT PLAN

If you do a job then getting better at it is a non-negotiable part of your role. Waiting for performance to become rubbish before you get a Performance Improvement Plan makes no sense. If you don't have a Performance Improvement Plan, then see Rule 20.

RULE #16

STICKS ARE FOR DOGS TO CHASE

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RULE # 16

STICKS ARE FOR DOGS TO CHASE

Not to hit people with. Goals are only to be used to increase motivation and performance.

RULE #17

**PERFORMANCE IS
PERFORMANCE.
RESULTS ARE NOT.**



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RULE # 17

PERFORMANCE IS PERFORMANCE.

RESULTS ARE NOT.

Performance is about doing the things you need to do in order to get the things you want. If you want results, then you need to know how to perform. Wanting results by talking about results is like thinking that the best way to get hold of cake is to talk about cake. You're probably better off going down the shops.

RULE #18

INDICATORS ARE NOT TARGETS



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RULE # 18

INDICATORS ARE NOT TARGETS

The clue is in the name. Indicators indicate things - they point out where you are or where you're heading. The fuel gauge in your car is an indicator (and clearly so are the indicators). The place you're travelling to is the target. If you want key result targets then you are to call them KRTs. Otherwise KPIs are KPIs.

RULE #19

BE A BOY SCOUT

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RULE # 19

BE A BOY SCOUT

Be prepared. Great performance means you need to be constantly ready to perform in all conditions. Know what you need to be ready for, what you need to do to be ready and then practice it. Starting now.

RULE #20

**YOUR JOB IS TO
UPHOLD THE
RULES OR FIRE
YOURSELF**

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RULE # 20

**YOUR JOB IS TO UPHOLD THE RULES
OR FIRE YOURSELF**

If you can't or won't then see Rule 21

RULE #21

HITFU

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RULE # 21

HTFU
