

## The Pacesetter Way

It is everyone's individual responsibility to appropriately encourage and help all associates consistently follow these behaviors.

**14. Get What You Tolerate:** Understand that the way you act, communicate, and treat others is generally how that same action will be returned to you. Make it a point to carry yourself with the professionalism that you would both want and expect from others. If you tolerate less than 100%, you can expect to always receive less than 100%.

We get what we tolerate, good or bad. If your child does something wrong and you do not tell him/her it's wrong, then s/he will think it's okay and will do it again. This goes for adults, as well. Often, we complain about someone else's behavior or the way they treat us. It is just as much our responsibility as it is theirs. If we do not tell them it is not okay to act that way, then they will assume it is okay or know that they can continue to get away with it with no consequences. For example, if an associate is habitually late to the office and their manager says nothing, then they will continue coming in late. By not saying anything, the manager has demonstrated that they will accept this behavior.

I'll give another example. The Pacesetter Way #3, Set and Ask for Expectations, demonstrates this duality. It is everyone's responsibility to set clear expectations when requesting something from another. If you do not set clear expectations and someone does not meet your timeframe or do what you need well, you will likely be frustrated. When you continue to do this repeatedly, people will believe they can deprioritize your requests. You are getting what you tolerated in yourself. Same thing goes for the person who does not ask. They are equally as responsible and are getting what they tolerated (the lack of clear expectations) because they did not ask. Sometimes, it is our own behaviors we are tolerating that lead to our frustrations and it is very easy in those situations to point a finger and blame others, when we hold part of the responsibility for the situation occurring.

Let's take this one step further. We all know the phrase "Actions speak louder than words." This applies here. Let's say that I tell everyone that continued education is important and every time an individual asks me if I will approve them taking a class or attending a webinar, I say I can't afford to have you out of the office. I am not sending the message that education and development are important to me. While I said one thing, our team can clearly see that I do not truly believe that education is important because my actions do not support my words.

"One's values are determined by what they tolerate." I heard a speaker recently say this and it strongly struck me. My actions demonstrate what I believe and who I am. They are what I represent. My actions of tolerating or not tolerating behavior also represent my values. If I tolerate one associate being late all of the time and not another or I am late constantly myself, then I cannot say that I value being on time. I also cannot say that I value treating people fairly. When there is a legitimate reason an associate needs a different schedule, then I should change their schedule and hold them accountable to it, if I truly value being on time and fairness to all associates.

I use tardiness a lot through this email because it is an easy example. Get what you tolerate goes for all behaviors and actions. In fact, it should be applied with The Pacesetter Way. The Executive Team at Pacesetter sees The Pacesetter Way as extremely important. I dedicate time writing weekly emails to demonstrate this and I expect our associates to read them. We hold weekly huddles to discuss their importance. However, if I tolerate Associates not following The Pacesetter Way or I do not follow it myself,

then I demonstrate that I truly do not value it. If I do not enforce The Pacesetter Way then some people will not follow it. I cannot complain about their behavior because I tolerated it and did not take action myself. Please remember, "It is everyone's individual responsibility to appropriately encourage and help all associates consistently follow these behaviors."



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