

## The Pacesetter Way

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

**5. Commit to Personal Development:** Challenge yourself to be better. Never be satisfied with the status quo. Ask for feedback regularly and welcome it. Treat mistakes as learning opportunities. Assume your knowledge and skills will not always be sufficient for tomorrow's challenges. Demonstrate a commitment to lifelong learning.

*When I came back to Pacesetter, my plan was to reignite Pacesetter University. That's because I am a firm believer in lifelong learning and personal development. I wanted to make sure that our team had the tools and resources it needed to do this.*

*Personal development is an ongoing journey. The one thing I know with all certainty is that I do not know everything. And with that realization, there is a world of things out there to learn and explore. Some are more relevant to me. But, no matter what, I can learn something new each day and find a way to apply it into my life.*

*I try to learn through both the intentional and unintentional. What do I mean by this? I plan learning events into my life such as reading articles and books, attending webinars, shadowing an individual, going to conferences, or attending a class such as the Operations Strategy one I went to at Kellogg last week. Intentional development and learning is where I specifically identify areas of growth for myself and I find resources to help me grow and learn in those areas.*

*Unintentional learning comes from everyday life. I made a mistake and instead of beating myself up over it, I look for why it happened and learn how to avoid that mistake next time. I find opportunities from failures. I try something new or take a risk and when it goes well, I learn from its success. When I am exposed to something new or different, I ask lots of questions and observe with open eyes and ears. Learning opportunities come about just by paying attention.*

*I have had associates ask me what they should do to develop. They love the specific role they are in and have done it for so many years. There is very little from a skill standpoint they do not know. Development is not only about learning how to do your job better or setting yourself up for the next promotion, it is about growing as an individual. Challenge yourself to find a better way, to try something different and to see a new perspective. Get out of your comfort zone. You will find you are much more capable as an individual than you ever imagined.*

*The world changes faster and faster every day. There are new technologies and new methodologies. Best practices evolve constantly. Individuals and organizations too must evolve. If we aren't constantly learning and developing, then we are behind.*



**Aviva Leebow Wolmer**  
Chief Executive Officer