Received: November 17, 2025 | Accepted: December 22, 2025 | https://doi.org/10.65832/jceh01ab

True Performance Realization's Core Beliefs

Jeremy Carter, NSCA-CSCS*D, ACSM-EP
True Performance Realization

Keywords: Performance; Culture; Pursuit; Overachievement

Abstract

True Performance Realization (TPR) is a human performance organization that exists to enable higher, integrated, true human performance for a greater purpose. Centric to TPR are its core beliefs. The purpose of this article is to describe TPR's core beliefs and describe why TPR's core beliefs are essential in eliciting human performance.

Introduction

Critical to an organization is their vision statement, why statement, and core beliefs. The purpose of this article is to briefly describe the core beliefs of True Performance Realization (TPR). This description will serve as a foundation for those who are applying the values and model of TPR to elicit higher, integrated true human performance for a greater purpose for their clientele.

TPR's First Core Belief

There is a difference between human performance and athletic, sports, or tactical performance: Many people study and pursue athletic performance. However, athletic performance is limited to the on-field success, which is too limiting for our athletes. Accordingly, tactical performance is limited to the "battlefield," which is too limiting for our warfighters. The same sentiment is relevant and valid for our law enforcement personnel and first responders. A prime example of athletic performance can be seen in the Netflix documentary on Johnny Manziel.[1]

Throughout the Netflix documentary, one will see that Manziel was never held accountable for his actions off the field. Furthermore, as long as he was performing on the field (athletic performance), Manziel was enabled to behave in self-destructive ways by those closest to him. The documentary concludes with Johnny Football being drafted in the first round of the National Football League (NFL), being kicked out of the NFL, and spending his millions of dollars recklessly with the intent to commit suicide when he was bankrupt. As a human being, which is more encompassing and greater than an athlete, Manziel needed to be held accountable.

Thus, TPR emphasizes human performance. Would holding Manziel accountable as a college athlete have hindered the football program? Yes, temporarily. However, if any coach believes an athlete scoring touchdowns in the short term is more important than the possibility of the athlete making decisions that are to their own self-destruction in the long-term, then they are a coach in name only because a coach should care about the human, not just the athlete.

Thus, TPR emphasizes complete human performance, which spans the seven dimensions of wellness (i.e., spiritual, physical, intellectual, interpersonal, emotional, environmental, and financial). Thus, TPR applies a holistic, integrated model for eliciting true performance, which spans broader and deeper than fitness, skill acquisition, and short-term success. Of note, the more that you care about the human (not just the athlete), the more discretionary effort, commitment, and pursuit you will receive from your clientele.

TPR's Second Core Belief

Humans should constantly pursue performance and never culminate. We are always unfinished: Many, if not most,

individuals peak in their life. As stated by Geoff Colvin in his book *Talent Is Overrated*, "Extensive research in a wide range of fields shows that many people not only fail to become outstandingly good at what they do, no matter how many years they spend doing it, they frequently don't even get any better than they were when they started."[2] Colvin based his book on the data of various researchers, most notably that of Anders Ericsson.

Ericsson dedicated his life's work to studying what it takes to become an expert, which is summarized in his book, *Peak: Secrets from the New Science of Expertise*.[3] Ericsson routinely noted that most do not become an expert in their endeavors. After studying those at the pinnacle of their field, Ericsson derived that to become an expert, one should apply the concept that he described as "deliberate practice."[4] Deliberate practice can succinctly be described as: (1) developing skills that others have already established and is therefore designed and overseen by a coach, (2) something that builds off of and modifies previously acquired skills, (3) an exercise, drill, or routine outside of one's comfort zone and current abilities and therefore requires maximum effort and is not enjoyable, (4) an activity that requires full attention and is a conscious effort, (5) well-defined with a specific goal(s), (6) work that involves feedback and modification of the effort, and (7) execution that depends on and produces effective mental representations.[5]

Thus, TPR believes that we should never culminate, we are always unfinished, and we must pursue performance. Constantly pursuing performance provides us several benefits, for several reasons. First, pursuing performance enables us to be life-long learners. Second, pursuing performance facilitates resiliency (both to success and failures). Third, pursuing performance allows us to focus on the process, not the outcome. Fourth, by focusing on the pursuit of performance, we can ideally have love of the pursuit over love of the outcome, which allows us to enjoy each day of the pursuit. Fifth, pursuing performance allows us to recognize that we neither are perfect nor have to be, but we can always improve. Lastly, pursuing performance simply prevents stagnation, entitlement, and atrophy.

TPR's Third Core Belief

True success is greater than athletic and occupational success: Many athletes and professionals place their identity in a specific sport or occupation, equating their value to their current or former success. This perception of value is self-limiting, non-resilient, and transient. It is self-limiting because one should identify as more than an athlete, a military service member, a chief executive officer, a medical doctor, etc. Who you are and what you do are two different things.

Identifying as your occupation is non-resilient. Regardless of what one's occupation is currently, that chapter in life will close. If there is no concept of identity beyond occupation, then there is no concept of life beyond occupation. This issue is very common for athletes who identify only as athletes, as they struggle to understand who they are after their chapter in sports is over (i.e., transient). Identifying only with one's occupation is also common within the military. Eric Greitens's book *Resilience: Hard-Won Wisdom for Living a Better Life* —which captures numerous letters between himself and a fellow United States Navy SEAL who is suffering with Post Traumatic Stress Disorder— addresses the importance of identity in "Letter 7."[6]

Stephen Covey provides us guidance on how to account for our identify in his book *The 7 Habits of Highly Effective People* through the second habit, "begin with the end in mind."[7] Covey asks his readers to envision that they are at their own funeral in three years, and to imagine there are to be four speakers at their funeral. Covey asks his readers to determine what traits they want these four speakers to speak on regarding their life.[8] Few individuals would likely want the speakers to reflect on athletic or occupational success (e.g., points scored or money accrued, respectively). Rather, most would likely want the speakers to reflect on their character, their good

deeds, and the impact that they made upon others. Similarly, we should be bigger than a single endeavor (e.g., military, sports, occupation). Notably, there are many athletes whose success on the field enables their success off the field, where they use their status, money, and fame to help others, such as those who earn the Walter Payton NFL Man of the Year Award, which recognizes those NFL players who made the greatest contribution to their communities. The recipients of this award (as well as similar athletic service awards) prove that true success is greater than athletic and occupational success.

TPR's Fourth Core Belief

Experience, position, and talent are all overvalued, overrated, and incorrectly emphasized: We often—though inaccurately—correlate experience with expertise. However, experience does not equal expertise or expert performance. In the 969-page reference book on the subject, *Expertise and Expert Performance*, we see that whether experience is in the medical field, musical arts, drawing, writing, chess, math, anticipation, memory, or individual and team athletic performance, etc., experience alone does not lead to expertise.[9] One reason that experience does not equal expertise is that a majority of people perform in a mediocre manner; over twenty years of performing, they have merely accrued twenty years of mediocre experience. A second reason why experience does not lead to expertise is because there is no framework, process, feedback, or obvious reason for an individual to continue to increase their level of performance. As stated, "The way we should view experience is as whether or not one's experience is that of a low performer, average performer, or a high performer . . . Let us never confuse a driven, hardworking, and problem-solving individual who possesses little experience to be less than an individual with more experience of being average."[10]

Additionally, it is common for those in hierarchal organizations (e.g., military) to defer to a person of positional power as being infallible. However, positional status can easily be overvalued, overrated, and incorrectly emphasized—just as experience and talent are.[11] Maxwell believes there are five levels of leadership, with positional power being the lowest.[12] In essence, we should never consider the effort, production, and performance of a lower-ranking individual within an organization to be innately less than the effort, production, and performance of a higher-ranking individual in an organization.

It is common in our society for us to look at those in the pinnacle of their field and simply state that they are more talented. Colvin's entire book is dedicated to the concept that talent is overrated.[13] Either through unfamiliarity, jealously, or willing ignorance, we do not correlate a top achiever's performance with diligent and purposeful effort. Anders provides us a framework on how we can achieve higher levels of performance, without talent being in the equation.[14] One example that he provides is the different career paths between JaMarcus Russel, a highly talented quarterback drafted in the first round of the NFL and released from the NFL within three years, and Tom Brady, a sixth-round draft pick, who is perhaps the greatest quarterback in NFL history.[15]

To the reader, genetics and innate ability (talent) may both be viewed as influencing performance. In the book, *The Sports Gene: Inside the Science of Extraordinary Athletic Performance*,[16] a strong case is made that both genetics and work lead to the level of demonstrated performance. However, as we cannot control our genetics or innate ability, we should focus on what we can control (i.e., our efforts). Of note, Ericsson believes the only fixed trait that we cannot offset as with practice is height, with greater height being desired for certain sports (e.g., basketball) and shorter height being desirable for others (e.g., gymnastics).[17]

"A collection of talented individuals without personal discipline will ultimately and inevitably fail. Character triumphs over talent."
—James Kerr

TPR's Fifth Core Belief

Through continuous, holistic, and strategic pursuit, we can increase our performance: It is possible to increase our performance, regardless of where one is in their pursuit. However, we must have a continuous, holistic, and strategic pursuit to increase our performance, especially the more experienced that one is in an endeavor. Figure 1 demonstrates three different examples of performance over time.

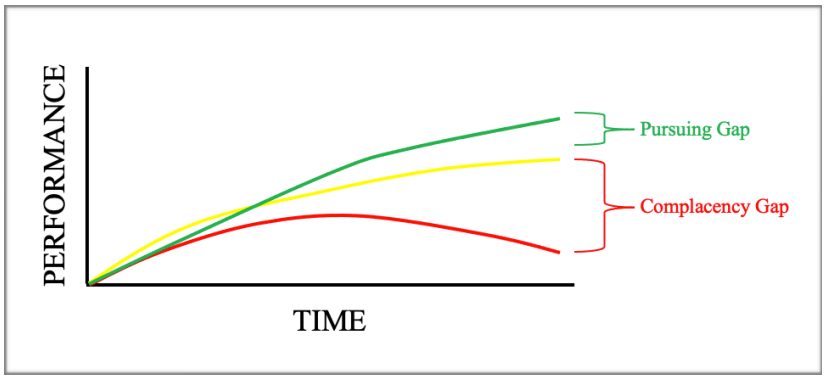


Figure 1: Performance Over Time—Complacency and Pursuing Gaps (red line represents an average person, team, or organization; yellow line represents an atypical person, team, or organization; green line represents an exceptional person, team, or organization).

The red line demonstrates what many people experience in their endeavors (e.g., athletics, careers, academics). Early on in an endeavor, they have increased performance, but there is a point where they reach their peak. Because many people and entities are not willing to put forth the effort to maintain or increase their performance, they atrophy in their performance levels. For example, Colvin states "More experienced doctors reliably score lower on tests of medical knowledge than do less experienced doctors; general physicians also become less skilled over time at diagnosing heart sounds and X-rays. Auditors become less skilled at certain types of evaluations."[18]

Colvin additionally expresses, "Extensive research in a wide range of fields shows that many people not only fail to become outstandingly good at what they do, no matter how many years they spend doing it, they frequently don't even get any better than they were when they started."[19] This observation is supported by Ericsson, who states, "Research has shown that, generally speaking, once a person reaches that level of 'acceptable' performance and automaticity, the additional years of 'practice' don't lead to improvement. If anything, the doctor or teacher or the driver who's been at it for twenty years is likely to be a bit worse than the one who's been doing it for only five . . ."[20]

The yellow line represents the atypical person or entity who is increasing their performance over time. These individuals are continually learning, experimenting, failing, and improving. The gap between the average entity and the atypical entity is the complacency gap. The difference in the atypical entity and the average entity can be summarized as complacency by the average entity. There is nothing special about the atypical entity, other than the fact that they can resist complacency.

However, the green line represents the exceptional entity. James Kerr notes that "the challenge is to always improve, to always get better, even when you are the best. Especially, when you are the best."[21] Ericsson believes that "the creative, the restless, and the driven are not content with the status quo, and they look for ways to move forward, to do things that others have not."[22] When you read the books by Coach Nick Saban (head coach of seven national football college championships)[23] and Coach Bill Belichick (head coach of six Superbowl championships),[24] or watch their HBO documentary, *Belichick & Saban: The Art of Coaching*,[25] it is clear that these legendary coaches were always pursuing the next peak. Coach Saban and Coach Belichik's relentless and deliberate pursuit created their legacies and set the standard for excellence.

Note that in Figure 1 the green line (exceptional person, team, or organization) does not peak; however, the line becomes asymptotic; meaning that, over time, the rise in performance is less pronounced. This shift signifies that as one increases

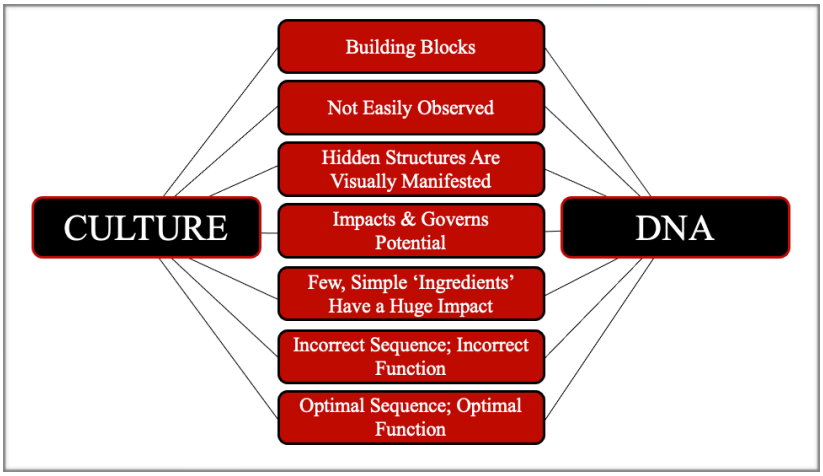


Figure 2: How Culture Is Akin to DNA.

their level of performance, they must put greater effort and time into continuing to increase their performance. The relentless pursuit of one's performance as it becomes asymptotic is what enables those who become the pinnacle to in fact reach the pinnacle.

"Great performance is not reserved for a preordained few. It is available to you and to everyone."

—Geoff Colvin

TPR's Sixth Core Belief

There is a difference between a philosophy and a culture. A philosophy is words; a culture is the unit's DNA: Most every athletic program, military unit, and organization has a self-proclaimed winning culture. These entities have the right words posted throughout their organization, but they are not living these words. Thus, these words are only a philosophy, not a culture; the words are not a part of their DNA. As stated, "The reader should note that there is a difference between a philosophy and a culture. A philosophy is merely words, but a culture is what truly matters since the culture is the unwritten norms and rules of an organization."[26]

Jim Collins has concluded that great organizations have six key attributes, with a culture of discipline being one.[27] Collins recommends that great organizations routinely build a culture of freedom, responsibility, and self-discipline, avoid tyranny, and focus equally on what to do and what not to do.[28] Kerr affirms that "[if you] focus on getting the culture right; the results will follow."[29] Coyle believes that "group culture is one of the most powerful forces on the planet" and to have a strong culture, the organization needs to build in safety (e.g., creates belonging), share vulnerability (e.g., develops "mutual risk drive trusting cooperation"), and establish a purpose.[30]

TPR believes culture is akin to DNA. Like DNA, one cannot see culture but can see its manifestations.[31] Figure 1, modified from previous works,[32] demonstrates the similarities between DNA and culture.

TPR's Seventh Core Belief

To grow, we must be vulnerable, uncomfortable, challenged, humble, and ambitious, while provided the necessary ingredients for success: One cannot grow without being vulnerable, uncomfortable, challenged, humble, or ambitious —or without being provided the necessary ingredients for success. To get the most from an athlete, you must know them; their goals, desires, weaknesses, and self-perceived limitations. These aspects can outweigh the athlete in them, as these dynamics come from a greater portion of their person; but the knowledge needed is only available through vulnerability. Thus, athletes must be vulnerable to truly grow, which requires trust throughout the organization. Therefore, "growth . . . does not immediately occur in an individual or unit when new relationships occur; rather a level of trust, thus vulnerability, must be cultivated. Once a level of vulnerability via trust is established between the leader and led, growth can occur."[33]

Progress cannot occur when we are comfortable, and so, we have to embrace and pursue being uncomfortable to continue developing as humans. The discomfort needed for growth is greater than what we experience

in the weight room or physical fitness, and it spans several domains—to include cognition, skills, abilities, leadership, and will. We must be challenged to grow. Without challenges in our life, we will stagnate, at best, and —more likely—we will atrophy. Regarding medical doctors, Ericsson said, "It turns out that most of what doctors do in their day-to-day practice does nothing to improve or even maintain their abilities; little of it challenges them or pushes them out of their comfort zones," which is why "doctors who have been in practice for twenty or thirty years do worse on certain objective measures of performance that those who are just two or three years out of medical school."[34]

"Comfort is the enemy of progress."
—P. T. Barnum

Growth also cannot occur without being both ambitious and humble. Humility is a strength, not a weakness. As stated by Kerr, "Humility allows us to ask a simple question: how can we do this better?"[35] The book *Humbitious: The Power of Low-Ego, High-Drive Leadership* speaks to how one can be ambitious and humble at the same time, as author Amer Kaissi believes that both humility and ambition is needed for leaders.[36] The pursuing athlete needs ambition. Yet, the athlete's ambition is better for the team if their ambition is first for the team, then for themselves.

However, being vulnerable, uncomfortable, challenged, humble, and ambitious is not enough for growth. Humans must be provided the necessary ingredients for success (e.g., opportunities, feedback, guidance, accountability). Without these ingredients, humans will fail to grow.

TPR's Eighth Core Belief

Humans who overachieve do so through their pursuit when nobody is watching or mandating: In today's cultures, when we see success by others, we typically state their overachievement is due to their talent (innate ability). As discussed earlier, talent is overvalued, overrated, and incorrectly emphasized. Thus, TPR believes that humans who overachieve do so through their pursuit when nobody is watching or mandating.

A great example of this is the story of Kobe Bryant. Throughout his career, Kobe Bryant won five National Basketball Association (NBA) Championships, an Olympic Gold Medal, was eleven times all-NBA first team, four times NBA all-star's game Most Valuable Player (MVP), two times NBA Finals MVP, and nine times all-defensive NBA first team.[37] When you hear Kobe Bryant's peer talk about him, nobody talks about how outgoing, nice, social, or vocal he was. Kobe Bryant's peers routinely say that nobody outworked him.

While there are many stories about Kobe Bryant's relentless pursuit towards excellence, one story stands out that can be seen in the Netflix documentary *The Redeem Team*.[38] In this documentary, the viewer sees various other professional NBA players on the U.S. National Team talking about returning to their hotel rooms following a night out on the town in Las Vegas. When these players are returning from the Vegas night life, they encounter Kobe Bryant going to the hotel gym to workout. In short, Bryant's vast achievements were gained through his relentless pursuit of excellence when nobody was watching or mandating.

"This is the fundamental truth about any sort of practice: If you never push yourself beyond your comfort zone, you will never improve."
—Anders Ericsson

TPR's Ninth Core Belief

We must define, emphasize, measure, acknowledge, and correct (DEMAC) everything that we value in our preparation: Within the TPR system, we believe that "if you are not measuring a variable, then it must not be important."[39] A practical yet still prime example is how a strength coach cannot state that they care about developing strength in their athletes if they are not measuring and recording it. Measurements and assessments should not only be tangible

issues (e.g., leg strength, sprint times, accuracy, knowledge), but also intangible matters (e.g. culture). Hubbard states that "[measuring] the intangible could even be the single most important determinant of success or failure . . ."[40]

The DEMAC Approach was developed to install change in a culture.[41] The DEMAC Approach starts off by clearly and concisely defining the trait that you want to develop throughout your preparation. Without a unifying, agreed upon, and known definition of a trait, you cannot truly elicit its development, as there will be too much variance in the preparation. Furthermore, clearly defining a trait increases resiliency in an organization, as others can carry out the vision without direct input from the leader.

Following clearly and concisely defining a trait, you must emphasize the trait. Kotter believes that the number-one failure present in an organization that is trying to drive change is allowing too much complacency,[42] which is why we must uniquely and repeatedly emphasize our vision of the future. Coyle believes that leaders need to "be ten times as clear about your priorities as you think you should be,"[43] as the leaders' priorities are significantly more important to them than the rest of the organization.

However, defining and emphasizing the change needed is not enough, we must measure our pursuit—both our successes and setbacks. Regarding our successes and setbacks, we must be "genuine, timely, and appropriate" in our acknowledgement and correction of our successes and setbacks, respectively.[44] If an organization values leadership, accountability, discipline, and other less tangible issues, then TPR believes you should apply the DEMAC Approach to facilitate change optimally. To reiterate, "If you are not measuring a variable, then it must not be important."[45]

TPR's Tenth Core Belief

The purpose of preparation is realization: The reader should note that within the TPR system, the term preparation is used. Training can be thought of as replication, while education can be thought of as understanding. Furthermore, practice is traditionally limited to event specific sessions. Done correctly, preparation is fully encompassing, spanning twenty-four hours per day, 365 days per year. Preparation includes training, education, and practice, as well as film sessions, mental rehearsals, studying, nutrition, hydration, sleep, prehabilitation, rehabilitation, restoration, and much more.

Often, athletes view a training day as the training session, such as one hour of resistance training in the off season. However, this negates the 23:1 rule, meaning there are twenty-four hours in one day, and the twenty-three hours spent not training govern how effective the one hour is spent training (e.g., strength, conditioning, practicing). A simple illustration of this principle would be how an individual who is trying to lose weight will not have optimal results if they spend one hour per day training, combined with twenty-three hours of a poor diet, low physical activity, and not sleeping. Therefore, TPR applies a holistic preparation strategy, referred to as "Strategic Preparation."

The purpose of preparation is realization. *Realization* is a term used in the strength and conditioning profession to describe heightened readiness. Realization occurs when one reduces the training load to stimulate recovery to induce positive adaptations from the training. Simply stated, we do not lift weights to lift weights; we lift weights to increase our strength for the purpose of realization for and during competition, which requires restoration. Accordingly, we do not practice to practice; we practice to increase our fitness, skills, and cognition for the purpose of realization for and during competition, which additionally requires restoration. Of note, the TPR model attempts to achieve Performance Realization, which the author is defining as the heightened holistic, integrated, and harmonized readiness and preparedness of the influencers of performance.

Conclusion

There are many ways to elicit heightened performance. TPR uses various unique concepts (e.g., Strategic Preparation, Performance Realization, DEMAC Approach) to facilitate performance, and should be thought of as one way to prepare for events, not the only way to prepare for events. Centric to the TPR Model is TPR's Core Beliefs.

Author's Biography

Jeremy Carter (featured right) is the Founder, Owner, and President of True Performance Realization (TPR), and serves as the Editor-in-Chief for the *TPR Applied Journal*. With over eighteen years of experience in human performance, Jeremy has earned numerous certifications, including the National Strength and Conditioning Association (NSCA) Strength and Conditioning Specialist with Distinction and the American College of Sports Medicine (ACSM) Certified Exercise Physiologist. He is a current reviewer for the NSCA's *Strength and Conditioning Journal* (*SCJ*), a founding member and editor for the *Journal of Sport and Human Performance*, and a recipient of the NSCA's *SCJ*'s 2023 Editorial Excellence Award.



References

1. Ryan Duffy, "Untold: Johnny Football" (Los Gatos, CA: Netflix, 2023).
2. Geoff Colvin, *Talent Is Overrated: What Really Separates World Class Performers from Everybody Else* (NY: Portfolio/Penguin, 2018), 3.
3. Anders Ericsson and Robert Pool, *Peak: Secrets from the New Science of Expertise* (NY: Houghton Mifflin Harcourt Publishing Company, 2016).
4. K. Anders Ericsson, "The Differential Influence of Experience, Practice, and Deliberate Practice on the Development of Superior Individual Performance of Experts," in *The Cambridge Handbook of Expertise and Expert Performance*, 2nd ed., eds. Anders Ericsson, Robert R. Hoffman, Aaron Kozbelt, and A. Mark Williams (Cambridge, UK: Cambridge University Press, 2018), 745–69.
5. *Peak*, 98–100.
6. Eric Greitens, *Resilience: Hard-Won Wisdom for Living a Better Life* (NY: First Mariner Books, 2016), 79–94.
7. Stephen R. Covey, *The 7 Habits of Highly Effective People: Power Lessons in Personal Change* (NY: Simeon & Schuster, 2013).
8. *Ibid*, 103–4.
9. *The Cambridge Handbook of Expertise and Expert Performance*, 2nd ed., eds. Anders Ericsson, Robert R. Hoffman, Aaron Kozbelt, and A. Mark Williams (Cambridge, UK: Cambridge University Press, 2018).
10. Jeremy Carter, "Talent: We Do Not Need It—Eleven Challenges to Talent Management 2030," *Marine Corps Gazette* 108, no. 11 (2024): 44–50.
11. Ibid.
12. John C. Maxwell, *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential* (NY: Center Street, 2011).
13. *Talent Is Overrated*.
14. *Peak*, 180–242.
15. Ibid, 236.
16. David Epstein, *The Sports Gene: Inside the Science of Extraordinary Athletic Performance* (NY: Penguin Random House LLC, 2014).
17. "The Differential Influence of Experience, Practice, and Deliberate Practice on the Development of Superior Individual Performance of Experts," 745–69.
18. *Talent Is Overrated*, 4.
19. Ibid, 3.
20. *Peak*, 13.
21. James Kerr, *Legacy: What the All Blacks Can Teach Us About The Business of Life* (London: Constable, 2015), 6.
22. *Peak*, 206.
23. Nick Saban with Brian Curtis, *How Good Do You Want to Be? A Champion's Tips on How to Lead and Succeed* (NY: Ballantine Books, 2007).
24. Bill Belichik, *The Art of Winning: Lessons from My*

Life in Football (NY: Avid Reader Press/Simon & Schuster, 2025).
25. Ken Rodgers, "Belichick & Saban: The Art of Coaching" (NY: HBO, 2019).
26. Jeremy Carter and Thomas Ochoa, "The Relationship Between Enlisted and Officers Part 2: Developing the T-Shape Culture," *Marine Corps Gazette* 107, no. 12 (2023): 32–36.
27. Jim Collins, *Good to Great: Why Some Companies Make the Leap . . . and Other's Don't* (NY: Harper Business, 2001).
28. Ibid, 124.
29. *Legacy*, 10.
30. Daniel Coyle, *The Culture Code: The Secrets of Highly Successful Groups* (NY: Bantam Books, 2018), XVIII, XIX.
31. Jeremy Carter, "Culture: The DNA of an Organization," *Marine Corps Gazette* (Accepted).
32. Ibid.
33. Jeremy Carter, "A Critical and Devastating Gap in Our Leadership Traits, Principles, Evaluations, Ethos, and Culture: The Problem with Solutions," *Marine Corps Gazette* 108, no. 7 (2024).
34. *Peak*, 18.
35. *Legacy*, 15.
36. Amer Kaissi, *Humbitious: The Power of Low-Ego, High-Drive Leadership* (Canada: Page Two, 2021).
37. ESPN, accessed November 16, 2025, https://www.espn.com/nba/player/bio/_/id/110/kobe-bryant.
38. Jon Weinbach, "The Redeem Team" (Los Gatos, CA: Netflix, 2022).
39. Jeremy Carter, "Achieving the Culture We Pursue: The DEMAC Approach," *Marine Corps Gazette* (February 2026): WE11–WE16.
40. Douglas W. Hubbard, *How to Measure Anything: Finding the Value of "Intangibles" in Business*, 3rd ed. (Hoboken, NJ: John Wiley & Sons, Inc., 2014), 4.
41. "Achieving the Culture We Pursue: The DEMAC Approach."
42. John P. Kotter, *Leading Change* (Boston, MA: Harvard Business Review Press, 2012), 4.
43. *The Culture Code*, 229.
44. "Achieving the Culture We Pursue: The DEMAC Approach."
45. Ibid.



What if Sisyphus, punished by the gods to roll a boulder uphill for eternity, did not view the punishment as a curse? What if Sisyphus viewed it as a challenge, a pursuit? If Sisyphus had a different perspective, would each day not be a condemnation to endure, but a challenge to overcome?

For a different perspective on preparation and performance, contact True Performance Realization at:
president@trueperformancerealization.com

https://www.trueperformancerealization.com/

Artwork by A. Asfar