Gonzalez
LEADERSHIP LAB

EXECUTIVE BRIEF / VERSION 1.0 / 2026

The Performance Architecture Model™

A structured decision method for allocating performance investment across capability, behavior, and operating infrastructure.

THE CORE IDEA

Architecture before activity.

Classify the signal. Diagnose the system. Match the investment. Design reinforcement. Govern what changes.

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Diagnose before you design.

A request for training may signal a capability gap. It can also expose unclear decisions, inconsistent leadership behavior, weak reinforcement, or a measurement problem. PAM moves through five connected decisions before scope is set.

01

WHAT KIND OF PROBLEM IS THIS?

Signal Classification

Classify the visible issue: capability, incentive, governance, leadership behavior, process, or cultural friction.

02

WHERE IS THE BREAKDOWN?

System Diagnosis

Locate the constraint in clarity, capability, reinforcement, accountability, or measurement.

03

WHAT RESPONSE IS PROPORTIONATE?

Capital Allocation

Select a level of investment - Clarify, Activate, or Institutionalize - based on the diagnosis.

04

HOW WILL PRACTICE HOLD?

Reinforcement Design

Define cadence, ownership, leadership touchpoints, and feedback loops for adoption in real work.

05

WHAT IS CHANGING?

Measurement & Governance

Name meaningful indicators, accountable owners, and review points so the response can be adjusted.

Right-size the investment.

Capital Allocation is step three. The right level follows the evidence, the stakes, and the organization's ability to sustain the response.

LEVEL I

Clarify

Create a shared picture of the issue, establish a baseline, and align on the decisions to make.

LEVEL II

Activate

Put a structured response into real workflows with defined application and reinforcement.

LEVEL III

Institutionalize

Embed ownership, governed reinforcement, and measurement in the leadership rhythm.

PERFORMANCE AREAS THE METHOD MAY EXAMINE

Strategy clarity / Change governance / Capability adoption
Manager accountability / Outcome sustainment

These are areas to inspect, not additional PAM steps.

ILLUSTRATIVE DECISION

If the initial request is 'train our managers,' first test whether managers lack skill or whether expectations, incentives, accountability, and reinforcement are creating inconsistent execution. The scope should follow that diagnosis; training alone may not address the constraint.

BRING A REAL PERFORMANCE CHALLENGE

Explore the model online or schedule a Leadership Capacity Conversation.

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