



PILOT EDITION · v1.0 · CONFIDENTIAL

# 40

## A Leadership Discipline.

The forty-day journal  
for protecting decision quality under pressure.

*Because Every Pivot Demands Precision.*

Rheal Solutions® · Spring 2026 Pilot Cohort

## HOW TO USE THIS JOURNAL

### A daily discipline, in five short moves.

This journal is your daily companion to the lab — built to be read in five to ten minutes on your phone, tablet, or laptop, and revisited at the end of the week. Tap any field to type your answer; entries save with the file. Designed mobile-first — print only if you must.

<b>Anchor</b>	A short line — original or curated — to set the day's frame.
<b>Reflection</b>	One question. Type three sentences. The field expands as you write.
<b>Discipline</b>	A small, specific action. Done by sundown, not next week.
<b>Signal &amp; note</b>	Tap a level (low / medium / high). Type anything to surface in Thursday's pulse.

## THE RELEASE CADENCE

### One artifact. Six weekly steps. Thursday pulse.

You hold the full forty days now. The discipline of the lab is the discipline of staying with the current week — not reading ahead. Each Monday you receive a one-page **Week Pack** with the week's frame and a prompt informed by the prior pulse. We meet for the live **Thursday pulse** at 12:15 – 12:55 PM ET. The Signal Map illuminates one chamber at a time — Energy, then Environment, then Identity — and reveals fully at Day 30 and again at Day 40. Resist the temptation to skim past Day 34; the Week 6 session lands harder unspoiled.

## ON DISCRETION · ON ACCESSIBILITY

**The Vegas rule.** What you type here is yours. What is shared in the lab is the cohort's. No recording, no transcript, no AI summary. The only exception is the Day-40 Synthesis, which becomes part of the v1.0 manuscript only with your written consent. **On accessibility:** all fillable fields work in any modern PDF reader on phone, tablet, or desktop. Type into the fields and they save with the document; the underline grid is a fallback for printed copies.

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THE THREE DISCIPLINES

What this journal trains.

**RESTRAINT**

**Govern Energy**

Manage the currency of judgment. Pace the day so the right thought arrives.

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**ALIGNMENT**

**Insert Friction**

Slow the wrong reaction before it becomes a wrong decision. Friction with direction.

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**PRECISION**

**Protect Judgment**

Choose with fewer words, fewer steps, a tighter line. Move with precision before the next decision.

These three are introduced one at a time across the forty days. They are revealed together at Week 6 as **FLEX.FOCUS.FIRE.™** — the operating signature you will leave the cohort with. Restraint becomes Flex. Alignment becomes Focus. Precision becomes Fire.

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## THE SIGNAL LIBRARY

### What this journal trains you to read.

Four signals. One still center. Across the forty days you will learn to read each one before it becomes a reaction — and to **PAUSE** at the center before you act.



**Energy** - what your body is telling you

How your body shows pressure first.



**Environment** - what the room is telling you

How the room shapes the decision.



**Identity** - what your story is telling you

How the story you carry distorts the call.



**PAUSE** - the still center; assess before you act

The discipline that lets the rest become visible.

## PAUSE · THE STILL CENTER

Before you respond, **PAUSE**. Hold the still center long enough to scan, assess, and choose.

### SCAN AND ASSESS

- What thoughts and feelings rise to the surface?
- What's triggering my reaction?
- Is there a pattern?
- How do I interrupt the pattern?

### SIGNALS CASCADE

Signals do not operate in isolation. Example:

- Pressure (environment)
  - fatigue (energy)
  - defensiveness (identity)
  - urgency (behavior)
  - poor decision

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## THE SIGNAL LIBRARY · DETAIL

### Six signals per category — the full reference.

#### Energy — what your body is telling you

**Fatigue** *(Mental / Physical)*

Depleted energy, reduced cognitive bandwidth.

*Distortion:* shallow thinking, impatience

**Irritability** *(Emotional Reactivity)*

Reduced patience, quick frustration.

*Distortion:* strained relationships → poor judgment

**Restlessness** *(Inability to Settle)*

Constant need to move, respond, or act.

*Distortion:* avoidance of reflection → impulsive action

#### Environment — what the room is telling you

**Pressure** *(Performance / Stakeholder)*

Board expectations, investor demands, deadlines.

*Distortion:* compresses thinking → urgency → rushed decisions

**Stakes** *(High Consequence Decisions)*

Decisions tied to reputation, revenue, or people impact.

*Distortion:* increases fear of being wrong → decision deferral

**Visibility** *(Being Watched / Evaluated)*

Executive presence, board exposure, public accountability.

*Distortion:* triggers identity protection → performative leadership

#### Identity — what your story is telling you

**Defensiveness** *(Protecting ideas, decisions, or reputation)*

Resistance to challenge or input.

*Distortion:* blocks feedback → narrows perspective

**Image Management** *(Performative Leadership)*

Leading for perception vs truth.

*Distortion:* prioritizes appearance → misaligned decisions

**Decision Paralysis** *(Inability to commit)*

Delayed action due to fear of being wrong.

*Distortion:* delays progress → compounds pressure

**Overwhelm** *(Cognitive Load)*

Too many inputs, decisions, or demands.

*Distortion:* scattered thinking → poor prioritization

**Distraction** *(Fragmented Attention)*

Multitasking, interruptions, lack of focus.

*Distortion:* incomplete thinking → decision errors

**Depletion Masked as Productivity** *(False Confidence)*

"I'm pushing through" / high output despite exhaustion.

*Distortion:* degraded judgment over time

**Volatility** *(Change / Uncertainty)*

Market shifts, organizational change, ambiguity.

*Distortion:* creates instability → over-control or paralysis

**Praise / Recognition** *(Positive → Risk)*

Visibility, success, affirmation.

*Distortion:* inflates ego → reduced listening → overconfidence

**Scarcity** *(Time / Resources / Attention)*

Limited time, bandwidth, or support.

*Distortion:* accelerates urgency → prioritization breakdown

**Over-Control** *(Tightening grip on decisions, people, or outcomes)*

Reduced delegation, fewer voices in the room.

*Distortion:* reduces team input → limits decision quality

**Decision Deferral** *(Avoidance)*

Postponing decisions under the guise of "needing more clarity."

*Distortion:* disguised avoidance → erodes trust

**Over-Talking** *(Proving Competence)*

Dominating conversations, explaining excessively.

*Distortion:* suppresses other perspectives → weakens judgment

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## SECTION I

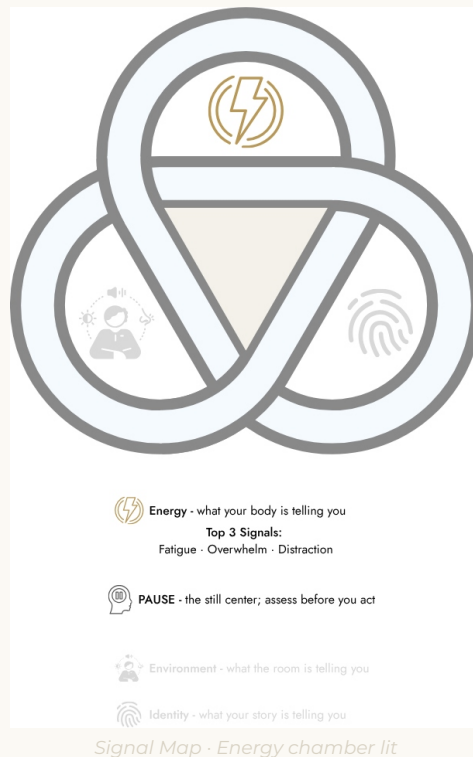
# Interrupt the Pattern

Days 1–8 · Notice the signal before reacting to it.

Before any new discipline can take hold, the old pattern has to be named. This first stretch is not about fixing — it is about seeing. You will start with what your body is telling you: **fatigue**, **overwhelm**, and **distraction** are the three energy signals that surface earliest and most reliably. Catch them before they become a reaction. The first chamber of the Signal Map lights this stretch.

### THIS SECTION'S DISCIPLINE

## Notice the signal.



# 01

DAY 01 OF 40  
Interrupt the Pattern

ANCHOR

“Common sense ain’t all that common.”

— *Daddy*

REFLECTION

Where in your last 72 hours did you assume everyone in the room was operating from the same common sense as you? What did the assumption cost?

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DISCIPLINE · TODAY'S MOVE

Before you act today, write the sentence: ‘I am the one deciding this.’ Then proceed.

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SIGNAL CHECK

Tracking: **ENVIRONMENTAL**

low     medium     high

COHORT NOTE · THURSDAY PULSE

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 02

DAY 02 OF 40  
Interrupt the Pattern

**ANCHOR**

“Every closed eye ain’t asleep.”

— *Granny*

**REFLECTION**

Who is watching the room you are leading more closely than you have noticed? What are they seeing that you cannot afford to miss?

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**DISCIPLINE · TODAY'S MOVE**

Identify one inbound request today that you will neither solve nor escalate. Let it sit until tomorrow.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 03

DAY 03 OF 40  
Interrupt the Pattern

**ANCHOR**

**“God gave you two ears and one mouth for a reason.”**

— Family wisdom

**REFLECTION**

In your last hard conversation, what was the ratio of your listening to your speaking? What would have changed if it had been reversed?

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**DISCIPLINE · TODAY'S MOVE**

Slow one decision today by ten minutes. Notice what shifts in the room when you do.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT,** or **REWRITE.**

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# 04

DAY 04 OF 40  
Interrupt the Pattern

**ANCHOR**

**“The quieter you become, the more you can hear.”**

— Rumi

**REFLECTION**

What is your calendar teaching you to be good at? Is it the same thing your role requires?

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**DISCIPLINE · TODAY'S MOVE**

Audit one recurring meeting today. Keep it, kill it, or change its purpose. Decide before the next instance.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT,** or **REWRITE.**

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# 05 DAY 05 OF 40 Interrupt the Pattern

**ANCHOR**

**“Be still, and know that I am God.”**

— *Psalm 46:10*

**REFLECTION**

Where today did you mistake motion for leadership? What would stillness have produced that motion did not?

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**DISCIPLINE · TODAY'S MOVE**

Choose one recurring trigger — a name in your inbox, a tone in a meeting — and pre-write your response to it.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 06

DAY 06 OF 40  
Interrupt the Pattern

**ANCHOR**

**“Listen, or your tongue will make you deaf.”**

— Cherokee proverb

**REFLECTION**

Name the one pattern from this week you most want to interrupt. Use one sentence. No softening.

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**DISCIPLINE · TODAY'S MOVE**

Write the pattern on a card. Carry it for the next seven days.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT,** or **REWRITE.**

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# 07

DAY 07 OF 40  
Interrupt the Pattern

**ANCHOR**

“Stop walking around like a lost marble in high weeds.”

— GrandDaddy

**REFLECTION**

Where in your week are you moving without a line? Pick one. Name where you are actually going.

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**DISCIPLINE · TODAY'S MOVE**

Decline one thing today, in writing, without explanation beyond a single sentence.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT,** or **REWRITE.**

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# 08

DAY 08 OF 40  
Interrupt the Pattern

**ANCHOR**

“And this too shall pass.”

— Ancient Persian proverb

**REFLECTION**

What current pressure are you treating as permanent that will likely look small in ninety days?  
What does that knowledge change about how you respond today?

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**DISCIPLINE · TODAY'S MOVE**

Write the date you expect this pressure to lift. Keep the note. Check it then.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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## SECTION II

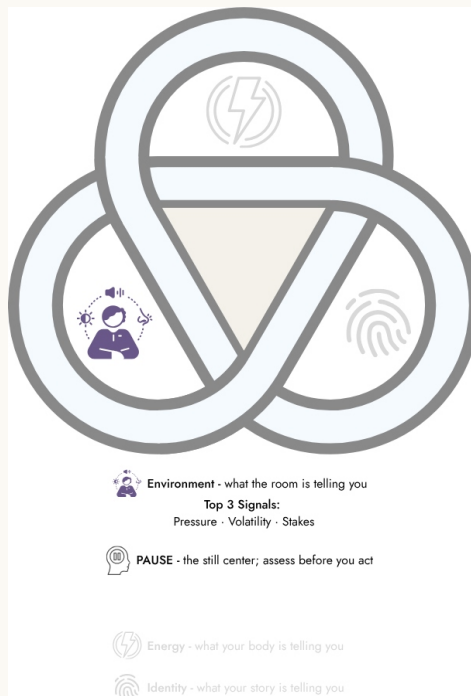
# Govern Energy

Days 9–20 · Manage the currency of judgment.

Most leadership failures are not failures of intellect. They are failures of pacing. With Energy under your gaze, the room comes into view next: **pressure**, **volatility**, and **stakes** are the three environmental signals that bend judgment fastest. This section builds the muscle of slowing down a half-beat — long enough to read the room before it reads you. The Environment chamber lights this stretch.

### THIS SECTION'S DISCIPLINE

Restraint — govern energy.



Signal Map · Environment chamber lit

# 09

DAY 09 OF 40  
Govern Energy

**ANCHOR**

“Caring for myself is not self-indulgence; it is self-preservation, and that is an act of political warfare.”

— Audre Lorde

**REFLECTION**

Where have you treated your own restoration as a luxury you would get to later? What is the leadership cost of that delay?

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**DISCIPLINE · TODAY'S MOVE**

Block one hour this week for restoration that has no agenda. Defend it like a board meeting.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 10

DAY 10 OF 40  
Govern Energy

**ANCHOR**

“The leader who cannot say no in the small moments will not say it in the large ones.”

**REFLECTION**

Where this week did a small yes set up a larger no you will have to recover from?

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**DISCIPLINE · TODAY'S MOVE**

Practice one clean no today, said in eight words or fewer.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 11

DAY 11 OF 40  
Govern Energy

ANCHOR

“Peace comes from within. Do not seek it without.”

— Buddha

REFLECTION

What outside event are you waiting on for permission to be steady? What if the steadiness arrives first?

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DISCIPLINE · TODAY'S MOVE

Begin one meeting today by taking three breaths before you open your mouth. Watch what changes.

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SIGNAL CHECK

Tracking: **IDENTITY**

low     medium     high

COHORT NOTE · THURSDAY PULSE

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 12

DAY 12 OF 40  
Govern Energy

**ANCHOR**

**“Better a patient person than a warrior.”**

— *Proverbs 16:32*

**REFLECTION**

What did pressure reveal about you this week — to others, and to yourself?

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**DISCIPLINE · TODAY'S MOVE**

Have one honest five-minute conversation today with a peer about what the pressure is showing.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT, or REWRITE.**

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# 13

DAY 13 OF 40  
Govern Energy

**ANCHOR**

“Restraint, practiced daily, becomes presence.”

**REFLECTION**

Where did your restraint this week change a room? Where did your reaction shrink one?

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**DISCIPLINE · TODAY'S MOVE**

Enter one meeting today three minutes early. Sit. Say nothing until you must.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 14

DAY 14 OF 40  
Govern Energy

**ANCHOR**

**“Stay ready so you don’t have to get ready.”**

— *Community wisdom*

**REFLECTION**

What have you been preparing in fits and starts that a steady daily practice would have made automatic by now?

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**DISCIPLINE · TODAY’S MOVE**

Choose one daily practice today. Do it for fifteen minutes — same time, same place, no exception.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 15

DAY 15 OF 40  
Govern Energy

**ANCHOR**

“Strategy without sacrifice is not strategy. It is a wish list with deadlines.”

**REFLECTION**

What is your current strategy actually asking you to give up? Have you said it out loud to your team?

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**DISCIPLINE · TODAY'S MOVE**

Name one thing today that your strategy requires you to stop doing. Tell the person who will be affected.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT,** or **REWRITE.**

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# 16

DAY 16 OF 40  
Govern Energy

**ANCHOR**

“Let go and let God.”

— *Black church wisdom*

**REFLECTION**

What are you gripping that has stopped responding to grip? What might release produce that pressure has not?

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**DISCIPLINE · TODAY'S MOVE**

Hand one outcome back today — to a teammate, a process, or a power higher than your own. Note what changes in your shoulders.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 17

DAY 17 OF 40  
Govern Energy

**ANCHOR**

“Alignment is not agreement. It is a shared definition of what done looks like.”

**REFLECTION**

On your most important current initiative, can three people define done in the same sentence? Test it.

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**DISCIPLINE · TODAY'S MOVE**

Send one message today defining done in one sentence for your team's top initiative.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 18

DAY 18 OF 40  
Govern Energy

**ANCHOR**

**“When the roots are deep, there is no reason to fear the wind.”**

— African proverb

**REFLECTION**

What practice or principle has rooted you long enough that the current wind cannot move it? Name it. Stand on it.

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**DISCIPLINE · TODAY'S MOVE**

Write your three deepest leadership roots in one sentence each. Put them somewhere you will see tomorrow.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 19

DAY 19 OF 40  
Govern Energy

**ANCHOR**

“If you are the smartest person in the room, you are in the wrong room — or you are not listening.”

— *Adapted*

**REFLECTION**

Whose judgment have you stopped seeking that you used to trust? Why?

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**DISCIPLINE · TODAY'S MOVE**

Schedule one 20-minute call this week with the person whose dissent you most need.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT, or REWRITE.**

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# 20

DAY 20 OF 40  
Govern Energy

**ANCHOR**

**“God may not come when you want Him, but He’s always right on time.”**

— *Black church wisdom*

**REFLECTION**

Where have you mistaken a delay for a denial? What did the wait teach that an immediate answer would not have?

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**DISCIPLINE · TODAY'S MOVE**

Name one delayed answer in your current work. Write what the delay is producing — in you, in your team, in the decision itself.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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## SECTION III

# Insert Friction

Days 21–30 · Slow the wrong reaction before it becomes a wrong decision.

Friction, used well, is not resistance. It is the small, deliberate pause that aligns a decision to your actual priorities. In this stretch the deepest signals light up: **defensiveness, over-control, and image management** are the three identity signals that distort judgment most quietly — they wear the costume of competence. The Identity chamber lights this stretch.

### THIS SECTION'S DISCIPLINE

Alignment — insert friction.



# 21

DAY 21 OF 40  
Insert Friction

**ANCHOR**

**“Does it have to be done, or does it have to be perfect?”**

— *Mama Martin*

**REFLECTION**

Which of your current deliverables is being slowed by a perfection no one is asking for? What would 'done' actually unlock?

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**DISCIPLINE · TODAY'S MOVE**

Ship one thing today at 80%. Note what was lost — and what was gained.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT, or REWRITE.**

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# 22

DAY 22 OF 40  
Insert Friction

**ANCHOR**

**“If you wanna fly, you got to give up the shit that weighs you down.”**

— Toni Morrison, *Song of Solomon*

**REFLECTION**

What are you carrying — habit, story, relationship, role — that is no longer making you airborne? What does putting it down cost? What does keeping it cost more?

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**DISCIPLINE · TODAY'S MOVE**

Name the one thing you will put down by the end of this week. Tell one person who will hold the line with you.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 23

DAY 23 OF 40  
Insert Friction

**ANCHOR**

**“If you have to force it, it’s probably not the right way.”**

— *Family wisdom*

**REFLECTION**

Where is your vision out ahead of your team's capacity to execute? What is the bridge?

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**DISCIPLINE · TODAY'S MOVE**

Pick one part of your vision today and translate it into next week's calendar — concretely.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 24

DAY 24 OF 40  
Insert Friction

**ANCHOR**

“Between stimulus and response, there is a space. In that space is our power to choose our response.”

— Viktor E. Frankl

**REFLECTION**

Which of your current decisions is unpopular only because the future it protects is invisible?

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**DISCIPLINE · TODAY'S MOVE**

Write a single paragraph today describing the future your hardest decision protects.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 25

DAY 25 OF 40  
Insert Friction

**ANCHOR**

“When in doubt, take it out.”

— Mommy

**REFLECTION**

What is in your current plan, calendar, or message that is there only because it has always been there? What is removing it making room for?

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**DISCIPLINE · TODAY'S MOVE**

Cut one item today from a plan or document you own. Send the leaner version. Watch what no one misses.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 26

DAY 26 OF 40  
Insert Friction

**ANCHOR**

“The function of art is to do more than tell it like it is — it’s to imagine what is possible.”

— bell hooks

**REFLECTION**

Where in your role have you been describing the present accurately and imagining the future too cautiously? What would the imagined version sound like out loud?

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**DISCIPLINE · TODAY'S MOVE**

Write one paragraph today describing what is possible — not what is plausible. Send it to the one peer who will not flinch.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT, or REWRITE.**

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# 27

DAY 27 OF 40  
Insert Friction

**ANCHOR**

“You do not rise to the level of your goals. You fall to the level of your systems.”

— James Clear, *Atomic Habits*

**REFLECTION**

Which of your current systems is producing the leadership you actually want? Which is producing something else?

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**DISCIPLINE · TODAY'S MOVE**

Change one default today — a recurring slot, a notification, a standing report. Make it serve the discipline.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 28

DAY 28 OF 40  
Insert Friction

**ANCHOR**

“Attention is the beginning of devotion.”

— Mary Oliver

**REFLECTION**

Where you place your attention is what you are practicing devotion to. What does this week's attention reveal about what you actually believe matters?

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**DISCIPLINE · TODAY'S MOVE**

Block ninety minutes this week for the work that deserves your devotion. Defend the block in writing if it is challenged.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 29

DAY 29 OF 40  
Insert Friction

**ANCHOR**

“Do the best you can until you know better. Then when you know better, do better.”

— *Maya Angelou*

**REFLECTION**

Where have you recently learned something that should change a behavior — and the behavior has not yet caught up? What is the gap costing?

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**DISCIPLINE · TODAY'S MOVE**

Pick the one behavior. Change it once today. Tell the person it affects.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 30

DAY 30 OF 40  
Insert Friction

**ANCHOR**

“You have power over your mind — not outside events. Realize this, and you will find strength.”

— *Marcus Aurelius, Meditations*

**REFLECTION**

What outside event are you spending judgment on right now that you cannot move? What can you move instead?

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**DISCIPLINE · TODAY'S MOVE**

Identify one thing today that is yours to govern and one that is not. Spend your energy only on the first.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT, or REWRITE.**

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## SECTION IV

# Protect Judgment

Days 31–37 · Defend clarity when stakes rise.

Precision is what is left after the noise has been removed. By now the patterns are visible — you can see Energy, Environment, and Identity at once, and feel where PAUSE belongs. The whole field is lit. The work this stretch is to choose with fewer words, fewer steps, a tighter line — and to test whether the discipline holds when it is hardest.

### THIS SECTION'S DISCIPLINE

Precision — protect judgment.



*Signal Map · The whole field, fully lit*

# 31

## DAY 31 OF 40 Protect Judgment

**ANCHOR**

**“Don’t let your mouth write a check your behind can’t cash.”**

— *Community wisdom*

**REFLECTION**

What recent commitment did your mouth make that the rest of you is now negotiating with? What would have changed if you had paused first?

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**DISCIPLINE · TODAY'S MOVE**

Before any commitment today, take twenty-four hours. Send the answer tomorrow.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT,** or **REWRITE.**

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# 32

DAY 32 OF 40  
Protect Judgment

ANCHOR

“Whatever the work is, do it with everything you have — but only the work that is yours.”

REFLECTION

What work have you been carrying that belongs to someone else? What work belongs to you that you have been outsourcing?

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DISCIPLINE · TODAY'S MOVE

Hand one item back today. Pick up one item that was yours all along.

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SIGNAL CHECK

Tracking: **ENERGY**

low     medium     high

COHORT NOTE · THURSDAY PULSE

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 33

DAY 33 OF 40  
Protect Judgment

**ANCHOR**

“Where there is no counsel, plans fail.”

— Proverbs 11:14

**REFLECTION**

On your most consequential decision in flight, whose counsel have you not yet sought? What is the cost of asking? What is the cost of not?

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**DISCIPLINE · TODAY'S MOVE**

Send one message today inviting counsel from the person whose dissent you most respect.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 34

DAY 34 OF 40  
Protect Judgment

**ANCHOR**

“Iron sharpens iron.”

— Proverbs 27:17

**REFLECTION**

Where is the discipline now paying you back — in clarity, energy, or speed?

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**DISCIPLINE · TODAY'S MOVE**

Write one sentence today describing the leader you are becoming. Date it.

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**SIGNAL CHECK**

Tracking: **ENERGY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 35

DAY 35 OF 40  
Protect Judgment

## ANCHOR

“When you strut, you stumble.”

— *Grandma Allie*

## DAY-35 INTEGRATION REFLECTION

Three labeled fields. One synthesis line. A few sentences in each.

### RESTRAINT — *Govern Energy*

Where has restraint stopped costing you and started paying you? And — where might you strut about it and stumble?

### ALIGNMENT — *Insert Friction*

Where has friction, designed on purpose, produced alignment you couldn't have negotiated? And — where are you still mistaking agreement for alignment?

### PRECISION — *Protect Judgment*

Where has precision protected someone who depends on your clarity? And — where is your precision still a performance, not yet a practice?

## SYNTHESIS · CARRY ONE INTO DAY 36

Which of the three is now most yours — and where is it still a project? Carry both into Day 36.

### SIGNAL CHECK

Tracking: **IDENTITY**

low     medium     high

### COHORT NOTE · THURSDAY PULSE

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

# 36

DAY 36 OF 40  
Protect Judgment

**ANCHOR**

**“The time is always right to do what is right.”**

— Dr. Martin Luther King Jr.

**REFLECTION**

What standard have you walked past in the last week that the discipline now requires you to address? What will you do about it before this cohort closes?

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**DISCIPLINE · TODAY'S MOVE**

Address one standard today, in person if possible, in writing if not.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT, or REWRITE.**

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# 37

DAY 37 OF 40  
Protect Judgment

**ANCHOR**

“God don’t like ugly... and He ain’t too fond of pretty either.”

— Mommy

**REFLECTION**

Where have you been performing the leadership instead of practicing it? What does the practiced version look like, and who would notice the difference?

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**DISCIPLINE · TODAY'S MOVE**

Choose one practice you will keep beyond this cohort. Schedule it for the next ninety days now.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP, CUT,** or **REWRITE.**

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RESERVED FOR WEEK 6

# Hold here.

*Restraint becomes Flex. Alignment becomes Focus. Precision becomes Fire.*



**Energy** - what your body is telling you



**Environment** - what the room is telling you



**Identity** - what your story is telling you



**PAUSE** - the still center; assess before you act

*The Field, Fully Lit*

Open after your facilitator's signal in Week 6.

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## SECTION V

# Pivot with Precision

Days 38–40 · Move with precision before the next decision.

These last three days are not a closing ceremony. They are a commissioning — a deliberate handoff from the lab to the rest of your leadership life. The map you have learned to read becomes the field you operate in. FLEX.FOCUS.FIRE.™ activates as the operating signature. You will name what you are taking with you and what you are leaving behind.

### THIS SECTION'S DISCIPLINE

Restraint becomes Flex. Alignment becomes Focus. Precision becomes Fire.



*Signal Map · The whole field, fully lit*

# 38

DAY 38 OF 40  
Pivot with Precision

**ANCHOR**

**“Ubuntu — I am because we are.”**

— African philosophy (Nguni)

**REFLECTION**

What did this discipline become because of the people around you — peers, elders, the cohort, the ones who came before? Name them.

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**DISCIPLINE · TODAY'S MOVE**

Send one message today to a person who carried you through this stretch. Tell them what they made possible.

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**SIGNAL CHECK**

Tracking: **IDENTITY**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 39

DAY 39 OF 40  
Pivot with Precision

**ANCHOR**

“Every pivot demands precision. Every precision demands a discipline.”

— Rheal Solutions®

**REFLECTION**

What is the single sentence you would tell yourself on Day One, knowing what you know now?

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**DISCIPLINE · TODAY'S MOVE**

Write it. Send it to a peer who is starting a hard pivot of their own.

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**SIGNAL CHECK**

Tracking: **ENVIRONMENTAL**

low     medium     high

**COHORT NOTE · THURSDAY PULSE**

Anything to surface? Tag **KEEP**, **CUT**, or **REWRITE**.

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# 40

DAY 40 OF 40  
Pivot with Precision

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**ANCHOR**

**“You have the power to start your day over at any point... so do it, and finish strong.”**

— *Mama Dorothy*

**REFLECTION**

It is the last page. The discipline is yours now. Where will you start the next day over — and finish strong?

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**DISCIPLINE · TODAY'S MOVE**

Block sixty uninterrupted minutes. Bring this journal. Write the Day-40 Synthesis on the next page. This one is the deliverable.

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## THE FIELD, FULLY LIT

Forty days ago this map was shape only. You can now read every signal.

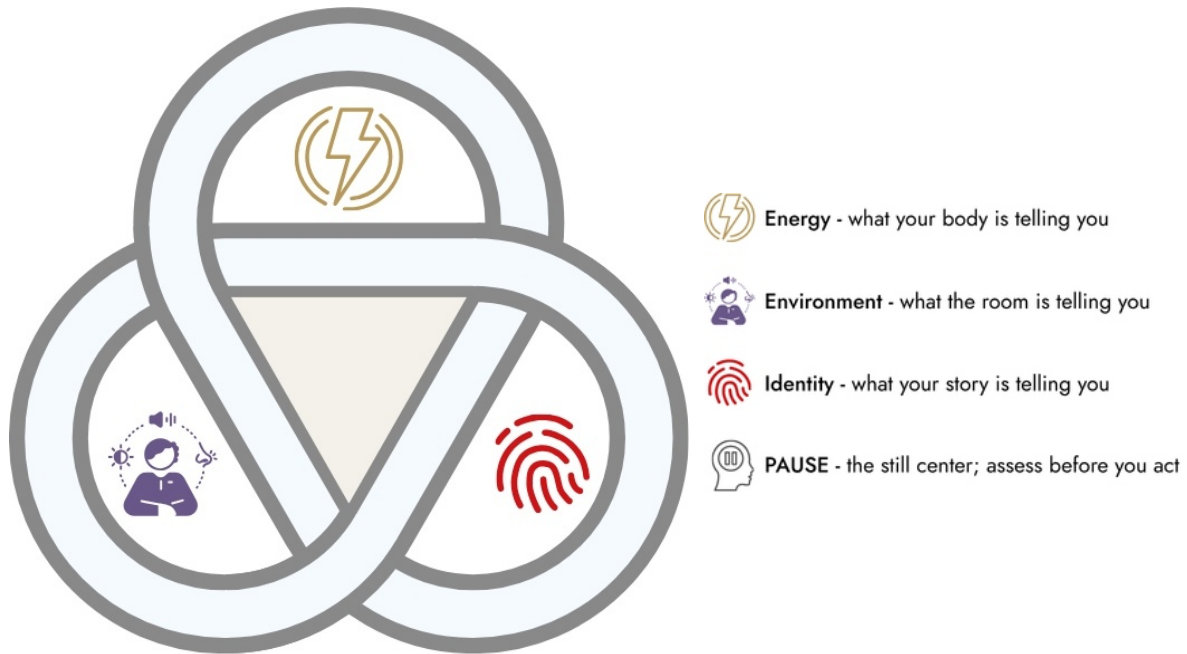


Figure 1 - Signal Map, fully lit — with legend

↓ Continue → the three disciplines

## THE THREE DISCIPLINES

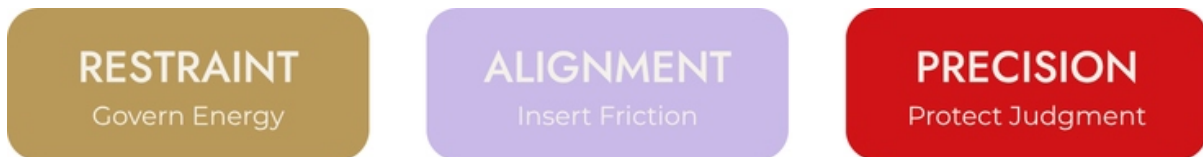


Figure 2 - Restraint · Alignment · Precision

↓ Become → the operating signature

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**THE OPERATING SIGNATURE**

*Forty days. Three disciplines. One signature.*



*Figure 3 · FLEX · FOCUS · FIRE*

*Carry it into the next ninety days.*

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**DAY-40 SYNTHESIS**

**The deliverable.**

These five questions become the input to your final cohort conversation and, with your consent, the v1.0 manuscript. Take sixty uninterrupted minutes. Type directly into the fields below — they save with the document.

1. Which of the three disciplines is now most yours? Describe it as you would a habit, not a goal.

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2. Where did the discipline most change a decision? Name the moment, the cost avoided, the cost paid.

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3. What practice will you carry into the next 90 days? Why this one and not another?

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4. What pattern from Day 1 is now retired? What is replacing it?

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5. What one sentence would you add to the v1.0 journal — for the next cohort?

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## ABOUT RHEAL SOLUTIONS®

### Decision-quality leadership for executives in motion.

Rheal Solutions® designs leadership disciplines for senior leaders operating under sustained pressure. **40: A Leadership Discipline™** is the flagship lab — a forty-day operating discipline for protecting decision quality, governing energy under pressure, and moving with precision before the next decision. Revealed at Week 6 as **FLEX.FOCUS.FIRE.™**.

## ATTRIBUTION

Curated anchor lines are drawn from public-domain or fair-use sources, attributed where used. Specific texts referenced in this edition include: Audre Lorde, Toni Morrison (*Song of Solomon*), bell hooks, James Clear (*Atomic Habits*), Maya Angelou, Marcus Aurelius (*Meditations*), Viktor E. Frankl, Mary Oliver, Rumi, Buddha, Cherokee proverb, and Dr. Martin Luther King Jr. Family-elder anchors are personal attributions to the heroes and ancestors of the Rheal Solutions® founder. Scripture references are noted by book, chapter, and verse. Adaptations are noted in line.

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*Because Every Pivot Demands Precision. · Rheal Results™*

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