SECOND IN COMMAND CLUB · LESSON 5 TOOL

# The Mountain *Map*

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This is the simplest tool in the book, and, if used honestly, perhaps the most powerful. The Mountain Map is a single-page exercise done by both Dreamer and Driver separately and then shared. Its purpose is to make visible the two mountains that are always in the room: the one you are moving together, and the personal one each of you is moving on your own.

When Jake finally understood Sara's mountain, the women she wanted to develop, the program she wanted to build, the entire dynamic shifted. What had looked like an obstacle became the alignment. The Mountain Map creates that moment on purpose, before the partnership drifts into misunderstanding.

> *Complete this exercise separately, then share your answers.*

PART ONE

## The Shared Mountain

In one sentence: what is the mountain we are moving together?

What does it look like when we have moved it? What has changed in the world?

What is the biggest obstacle between us and that mountain right now?

PART TWO

## Your Personal Mountain

What is the mountain you are trying to move in your own life, independent of this business?

How does this partnership contribute to that mountain? Where does it create friction with it?

What would you need from this partnership to feel like it is helping you move your personal mountain, not just someone else's?

PART THREE

# The Alignment Question

Where do your shared mountain and your personal mountains point in the same direction?

Where do they point in different directions? What does that mean for how you work together?

## Both Perspectives

| DREAMER PERSPECTIVE | DRIVER PERSPECTIVE |
| --- | --- |
| You reach your goals by helping others reach theirs. This is not a philosophy, it is an operating principle. When the Dreamer can see the Driver's personal mountain and actively contribute to it, the partnership develops a quality that cannot be manufactured: meaning.<br><br>The Dreamers who keep great Drivers for a decade are not the ones who pay the most or offer the best title. They are the ones who make the Driver feel like their personal mountain matters, that this partnership is not a detour from their own dream but a road directly toward it.<br><br>Sara did not stay for the salary. She stayed because Jake finally looked her in the eye and said: I see your mountain, and I want to help you move it. | Most Drivers have never been asked to draw their personal mountain. They have been asked about career goals in performance reviews, but that is not the same thing. A career goal is a step. A mountain is a destination that changes the landscape permanently.<br><br>Know your mountain. Say it out loud, to yourself first, and then to your Dreamer when the relationship is strong enough to hold it. A Driver who cannot articulate their own mountain will eventually begin to feel like they are moving someone else's, and no level of compensation fully compensates for that feeling over time.<br><br>Tom was ready to move a new mountain and Rusty was not. If either of them had used this tool, had named that truth out loud while there was still time, they might have found a way to move both mountains side by side. They did, in the end. Just later than they should have. |