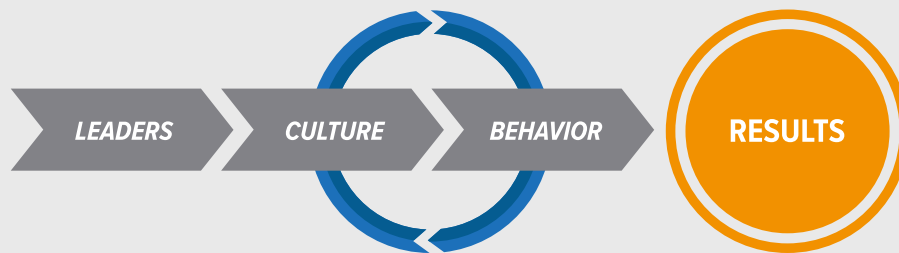


# THE **R**FACTOR

## THE PERFORMANCE PATHWAY™



***Leaders create the culture that drives the behavior that produces results.***

The performance of an organization rises or falls on how people choose to behave. Behavior — what people do and how well they do it — is at the heart of producing great results. Strategy, technology, budget, and process efficiency are essential for operating the business, but behavioral discipline is required for success. Nothing impacts performance more powerfully than culture. Nothing impacts culture more powerfully than leadership.

Culture's job is to drive the behavior called for by the strategy. Strategy determines an organization's direction and plan of action. Culture determines an organization's level of engagement, energy, and execution. Culture is not just a poster that hangs on the wall. Culture is what people believe, how they behave, and the outcomes they produce. Written statements help clarify the culture, but documents don't build culture, people do.

***Execution happens at the intersection of culture and strategy.***

In every organization, each person has a sphere of ownership. Each person is responsible for their 20 Square Feet of performance. The way people manage their 20 Square Feet is what determines the culture and drives execution. Inside their 20 Square Feet people have control. Outside they have impact and influence.

The challenge is to equip people to take ownership of their 20 Square Feet.

**YOUR ORGANIZATION**

**YOUR TEAM**

**YOUR 20 SQUARE FEET**

## DISCIPLINE VS DEFAULT

Inside your 20 Square Feet you behave one of two ways — Discipline or Default. Disciplined behavior is intentional, purposeful, and skillful. Default behavior is impulsive, autopilot, and resistant.

When people operate with discipline in their 20 Square Feet, they work smarter, team better, learn faster, communicate more clearly, and are more resilient.

When people operate on default, they get hijacked by the power of impulse, caught in the gravitational pull of old habits, and stuck in the ruts and routines of the comfort zone.

The simple truth is that disciplined action is the foundation of success in life and at work. The harder truth is that being disciplined does not come naturally. It must be learned and practiced.

# DISCIPLINE

- *Intentional*
- *Purposeful*
- *Skillful*

# DEFAULT

- *Impulsive*
- *Autopilot*
- *Resistant*

Consistent discipline-driven behavior begins with implementing a simple, powerful framework into your life — a system for being intentional about the way you think, make decisions, and act:

# E + R = O

Event + Response = Outcome

The key to producing results is not the events or circumstances you encounter, but how you choose to respond. That's why it's called **The R Factor**.

You are constantly making R Factor decisions. Every day you choose how to respond to the events you experience and the outcomes you want to achieve. You choose what actions you will take (or not take) in pursuit of your goals. You choose whether to give up or persevere through the obstacles you encounter. You choose how to interact with people

at work and family at home. You choose whether your attitude is discipline-driven or default-driven. The choices you make are the most powerful factor in your journey through life.

Organizations are constantly changing. Technologies emerge, competitors arise, and markets transform. Programs and initiatives come and go. The heart of performance will always be found in how people manage the R.

## THE R FACTOR SKILL SET

The six disciplines provide you with a toolbox for managing the R with intention, purpose, and skill. The daily application of these disciplines determines the quality of outcomes you produce.



### R1: Press Pause

Before you respond, think and gain **clarity**. Slow down impulse, get off autopilot, and escape the grip of ineffective habits. Clarify the E you have, the O you want, and the R you need.



### R2: Get Your Mind Right

Create a disciplined mindset that **energizes** you to respond effectively to the situations you experience. Know how to get into a productive mental state, and how to get out of a negative one. Harness your emotions to work for you, not against you.



### R3: Step Up

Take the **action** required for the outcome you want. Step Up and do what needs to be done. When the situation demands it, elevate your R. Your response is most important when the event is most challenging.



### R4: Adjust & Adapt

Things change, so be **flexible**. As you make decisions and take action, monitor the outcome and adjust appropriately. If you aren't getting the O you want, don't blame the E, change your R.



### R5: Make a Difference

Your R is an E for others. Pay attention to the **impact** you are having on the organization where you work and the people around you. Manage your attitude, action, and words to maximize your impact.



### R6: Build Skill

Develop the R Factor habits and skills necessary for the life you want. R6 is the discipline that determines the level of competence you build in the other five. Pursuing the best version of you is about **growth**.