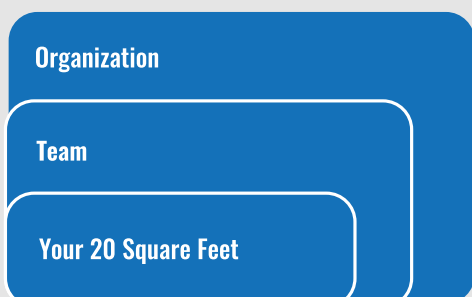


THE **R** FACTOR

Two realities shape the performance of every organization.

#1 Behavior Skills Drive Job Skills

The ability of people to apply their job specific knowledge in a productive manner is largely dependent on their behavior skills. How people communicate, make decisions, manage their attitude, deal with stress, and interact with others are behavior skills that determine how well they apply their job skills. Task-specific knowledge and technical skill is essential. But the biggest drains on performance in most organizations are behavior-related issues. Behavior is the one thing that affects everything.



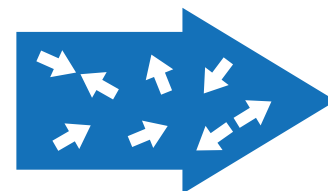
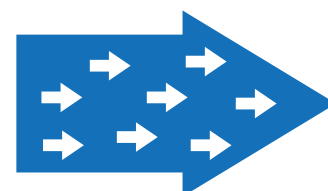
#2 Everyone Matters

Building and sustaining an exceptional culture requires intentional effort from everyone. 20 Square Feet is a metaphor that expresses the reality that every person in the organization has a sphere of ownership. The way each person behaves—the way each person manages their 20 Square Feet—is what determines your culture and ability to execute. When it comes to culture, everything speaks and everyone matters. There is no such thing as a culturally neutral attitude or action.

Execution is the intersection of strategy and culture.

When culture is strong, people are fully engaged and work together for the success of the organization. They communicate and collaborate. They solve problems. They innovate and pursue continuous improvement. They navigate change. They produce superior results.

In an organization with a less-than-effective culture, engagement levels are low, and people and teams are not aligned. They pursue different and sometimes conflicting agendas. Communication and teamwork are poor and problems do not get resolved. People resist change. Achieving goals is a struggle.



Manage the R.

The performance of an organization rises or falls on behavior. Winning behavior is intentional, on-purpose, and skillful. It is *Discipline-driven*. But it's easier to be impulsive, on-autopilot, and resistant. This is *Default-driven*.

When people operate with Discipline they take ownership of their 20 Square Feet. They team better, work harder, 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, or 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 constantly practiced.

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

- *Intentional*
- *On-purpose*
- *Skillful*

DISCIPLINE

DEFAULT

- *Impulsive*
- *On-autopilot*
- *Resistant*

E + R = O

Event + Response = Outcome

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

You are constantly making R Factor decisions. You choose what actions you will take in pursuit of your goals. You choose whether to give up or persevere through the inevitable obstacles you experience. You choose how to interact with colleagues at work and family at home. Every day you make decisions about how to respond to the stuff of life. 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 Disciplines

The Six Disciplines provide you with a system for Managing the R with intention, purpose, and skill. The daily application of these disciplines, not the circumstances you face, determines the quality of outcomes you produce.



R:1 PRESS PAUSE

Before you Respond, think and gain clarity. Get off autopilot. Clarify the O you want, the E you have, and the R you need.



R:2 GET YOUR MIND RIGHT

Pay attention to your inner response. Create the necessary mindset for responding with discipline to situations you face. Know how to get into a productive emotional state, and how to get out of a negative one.



R:3 STEP UP

Take the action you need for the outcome you want. When the situation requires it, elevate your response. Your response is most important when the event is most challenging.



R:4 ADJUST & ADAPT

Things change, so be flexible. As you make R Factor decisions and take action, monitor the outcome and adjust appropriately.



R:5 MAKE A DIFFERENCE

Your R is an E for others. Create value and give other people a great experience. Your R is deeply personal, but rarely private.



R:6 BUILD SKILL

How you manage the R determines the quality of your life. Build the R Factor habits and skills necessary for the life you want.