The performance of a business and team is driven by behavior. Winning behavior is intentional, on-purpose, and skillful. It is above the line and discipline-driven. Unproductive behavior is impulsive, on-autopilot, and resistant. It is below the line and default-driven.

The simple truth is that getting and staying above the line is the foundation of success everywhere. The hard truth is that getting and staying above the line does not come naturally. It has to be taught, learned, and constantly practiced.

Discipline-driven behavior begins by implementing a simple, powerful system into the way you think and act:

\[ E + R = O \]

**Event + Response = Outcome**

Life confronts you with Events outside your control. But Outcomes are not determined by the Events you experience. Outcomes are determined by how you Respond. You cannot control Events. You can control how you Respond. The more discipline within your Response, the more productive the Outcomes you create. We call it *The R Factor*.

**Bottom Line:** The biggest variable in every organization is behavior, not circumstances. \( E+R=O \) is the physics of discipline-driven behavior. Your job is to be exceptional at it.

What follows is a system for developing discipline within yourself, your team, or your organization in how you Respond to anything, anywhere, anytime – daily situations, challenging goals, disruptive change, and unexpected circumstances.
The R Factor Disciplines

E+R=O and the following six disciplines provide the system for a consistently discipline-driven Response.

**R:1 Press Pause.**
Before you Respond, slow down. Use time to think. Focus on what you want to accomplish and understand the situation. Get off autopilot. Be exceptionally clear about the Event you are experiencing and the Outcome you are pursuing.

**R:2 Get Your Mind Right.**
Pay attention to the thoughts and feelings directing your inner Response. Get into a productive mindset by taking ownership of what you focus on, the story you tell yourself, and the emotions you feel.

**R:3 Step Up.**
Respond, right now, with discipline. Engage in the best possible Response given the Outcome you want and the situation you’re in. Your Response requires the most discipline when the Outcome is most important and the Event is most difficult.

**R:4 Adjust & Adapt.**
Get good at responsive and proactive change. Life requires you make adjustments whether you’re ready or not. Success goes to those who are adaptable.

**R:5 Make a Difference.**
Create great experiences for others. Your attitude and behavior are deeply personal but rarely private. What you do has a profound impact on the people around you. Your R is an E for others.

**R:6 Build Skill.**
Be intentional about how you develop habits. Your behavior patterns have you on a path. Develop the skills that take you where you really want to go.

*Average people wing it. Good people have a plan. Exceptional people use a system.*