

Video clip # 19

Success in any endeavor really begins at the
84th percentile on the bell curve.

6 slides with builds.

Leadership: Nature vs. Nurture

It really doesn't matter if a person is more naturally hardwired for success as a leader (nature) or if they "more developed" the ability over time (nurture).

What does matter is that when they are a mature adult (by **age 30**) do they consistently demonstrate the desired leadership attributes.

The “R” Factor Assessments

We believe that consistent performance can be simply best explained through a combination of **Talent** or demonstrated ability that is “amplified” by and with the combination of **Drive** and **Practice discipline** factors.

The “**R**” **factor** assessments provide an evidence based evaluation framework to estimate overall capability and performance.

The ultimate impact for organizations is that when they align and match the appropriate talent of their leaders with the pre-determined complexity of their assigned roles, they increase their overall odds of success from **3:1 against to 3:1 in their favor**.

What is your Personal Success Profile?

Success Profile **(R) = T (D + P) with O and E**

Talent: Not enough vs. Just enough with amplification

R = **Results** (measurable outcomes and/or comparable performance to an established standard)

T = **Talent** (unique demonstrated ability, physical, mental endowments, aptitude)

D = **Drive** (work ethic, extraordinary discretionary effort and/or determination to achieve a goal, standard or milestone)

P = **Practice discipline** (mental discipline, prioritization, focus on goals, the consistency of doing the right things - right)

O = **Opportunity** (the access to available tools, expertise, resources, equipment and facilities to advance to a high level)

E = **Encouragement** (the enriching culture of the organization/environment and positive feedback (praise) provided through instruction and coaching)

Can **D**rive and **P**ractice discipline factors also be rate limiting? **YES**

While it is “easier” to understand (and for most people to accept) how most physical attributes or **Talent** can be “rate limiting” as people age. It is very difficult for people to accept that **Drive** (work ethic/determination factors) and **Practice Discipline** (consistency factors) are also “rate limiting.”

Can't anyone, at any time just flip the switch on and become intensely motivated to achieve and be willing to put in the extra **10%** to **50%** to effort? Can't everyone just wake up tomorrow and be highly disciplined to eat correctly, set ambitious goals, plan and study intently to learn?

It appears not.

Video clip # 19 A

Success in any endeavor really begins at the 84th percentile on the bell curve.

Left brain table orientation.

12 slides with builds.

Self Evaluation: Workplace and Athletic versions

Quick Assessment: *The short form and long form versions of the Success Profiles leadership performance “R” factor.*

*Determine a fair and objective assessment of your **T**alent, **D**rive and **P**ractice discipline factor levels.*

The Total Distribution of Performance by any Measure

“Left Brain” Excel Table Orientation with Success Profiles “R” Factor

Each “R” Factor level is described by the combination of **T**alent, **D**rive and **P**ractice discipline

Relative "Success Profile" Levels (Zones) Considering Multiple Factors								
Success Profile R - Code	Formula	Talent Level	Drive Level	Practice Discipline	Expected performance level	Athletic Competition Level	Simple Grade Range	Workplace Performance Level
R ¹⁰	T ⁴ (D ⁴ + P ⁴)	Extraordinary	Intense	Uncompromising	99 th percentile	Elite Level	AAA	Extraordinary
R ⁹	T ³ (D ³ + P ³)	High	High	High	97 th to 98 th percentile	National Level - NCAA Division I	AA	Exceptional
R ⁸	T ² (D ³ + P ³)	Above average	High	High	96 th to 97 th percentile		AA	
R ⁷	T ³ (D + P) ³	High	High but not in both		92 nd to 95 th percentile		A	
R ⁶	T ² (D + P) ³	Above average	High but not in both		89 th to 91 st percentile + Two Std. dev.	College - Div I	A-	Very good
R ⁵	T ² (D ² + P ²)	Above average	Above average	Above average		NCAA - Div II or I		
	T ³ (D + P)	High	Average	Average		NCAA - Div II		
R ⁴	T (D ² + P ²)	Average	Above average	Above average	85 th to 88 th percentile + Two Std. dev.	NCAA - Div III	B+	
	T ² (D + P) ²	Above average	Above average			Jr. College		
R ³	T ³ (D + P) ⁻¹	High	Below average			Jr. College		
R ²	T (D + P) ²	Average	Above average		70 th to 84 th percentile + One Std. dev.	HS or Local	B	Good performance
	T ² (D + P)	Above average	Average	Average			B-	
R	T (D + P)	Average	Average	Average	Average 31 st to 69 th % tile	Healthy Recreational	C	Average performance
R ⁻¹	T (D + P) ⁻¹	Average	Below average		16 th to 30 th percentile - One Std. dev.	Unfit	D	Below average
	T ⁻¹ (D + P)	Below average	Average	Average				
R ⁻²	T ⁻¹ (D ⁻¹ + P ⁻¹)	None	None	None	Bottom 15% - Two Std. dev.	Unhealthy & Unfit	F	Failing

The Total Distribution of Performance by any Measure

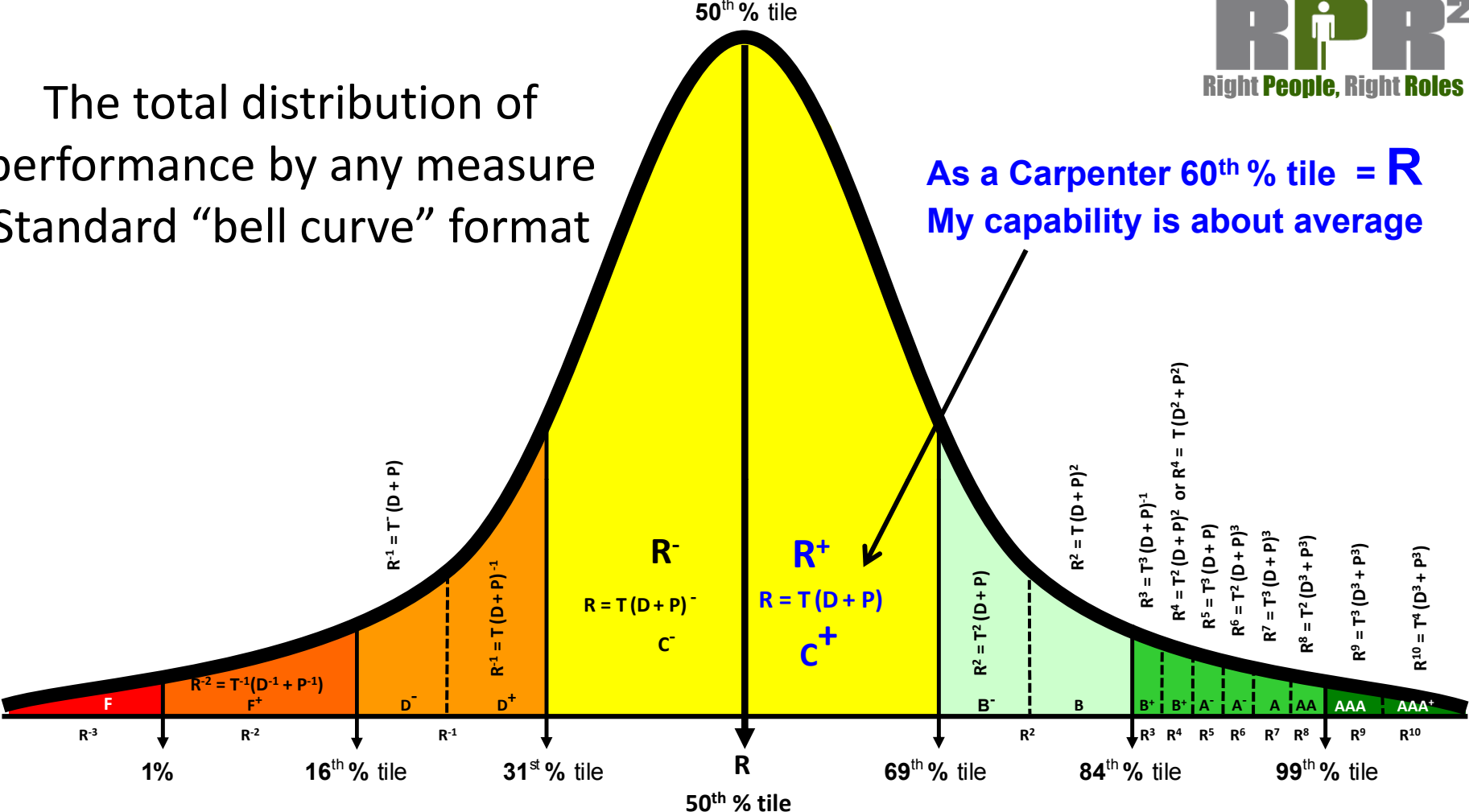
“Left Brain” Excel Table Orientation with Success Profiles “R” Factor

Example # 1: **R** = Average **T**alent, Average **D**rive and Average **P**ractice discipline

Relative "Success Profile" Levels (Zones) Considering Multiple Factors								
Success Profile R - Code	Formula	Talent Level	Drive Level	Practice Discipline	Expected performance level	Athletic Competition Level	Simple Grade Range	Workplace Performance Level
R	$T (D + P)$	Average	Average	Average	Average 31 st to 69 th % tile	Healthy Recreational	C	Average performance
R⁻¹	$T (D + P)^{-1}$	Average	Below average		16 th to 30 th percentile - One Std. dev.	Unfit	D	Below average
	$T (D + P)$	Below average	Average	Average				
R⁻²	$T^{-1}(D^{-1} + P^{-1})$	None	None	None	Bottom 15% - Two Std. dev.	Unhealthy & Unfit	F	Failing

The total distribution of performance by any measure Standard "bell curve" format

As a Carpenter 60th % tile = R
My capability is about average



- Income < \$7,499
- Unemployable
- < 9th Grade Education
- Not enrolled in School
- Income \$7,500-\$12,499
- Unemployed
- 9th to 12th Non-Grad
- Tends to be a Dropout
- Income \$12,500-24,999
- Entry - Level Worker
- HS Graduate or GED
- Non - HS Athlete
- Income \$25,000-\$64,999
- Staff to Supervisory Role
- College - Non-Bachelors
- HS Athlete "participant"
- Income \$65,000-\$99,999
- Some capacity of Mgmt
- Bachelors Degree
- HS Varsity Athlete
- Income \$100,000-\$249,999
- Management - Director or Vp
- Masters Degree
- College Athlete
- Income \$250,000 +
- Chief Executive Officers
- Professional or Doctorate
- Elite Athlete

The Total Distribution of Performance by any Measure

“Left Brain” Excel Table Orientation with Success Profiles “R” Factor

Example # 2: **R²** = Above average **T**alent (**T²**), Average **D**rive and Average **P**ractice discipline or Average **T**alent, Above average **D**rive or **P**ractice discipline

Relative "Success Profile" Levels (Zones) Considering Multiple Factors								
Success Profile R - Code	Formula	Talent Level	Drive Level	Practice Discipline	Expected performance level	Athletic Competition Level	Simple Grade Range	Workplace Performance Level
R²	$T(D + P)^2$	Average	Above average		70 th to 84 th percentile + One Std. dev.	HS or Local	B	Good performance
	$T^2(D + P)$	Above average	Average	Average			B-	
R	$T(D + P)$	Average	Average	Average	Average 31 st to 69 th % tile	Healthy Recreational	C	Average performance
R⁻¹	$T(D + P)^{-1}$	Average	Below average		16 th to 30 th percentile - One Std. dev.	Unfit	D	Below average
	$T^-(D + P)$	Below average	Average	Average				
R⁻²	$T^-(D^{-1} + P^{-1})$	None	None	None	Bottom 15% - Two Std. dev.	Unhealthy & Unfit	F	Failing



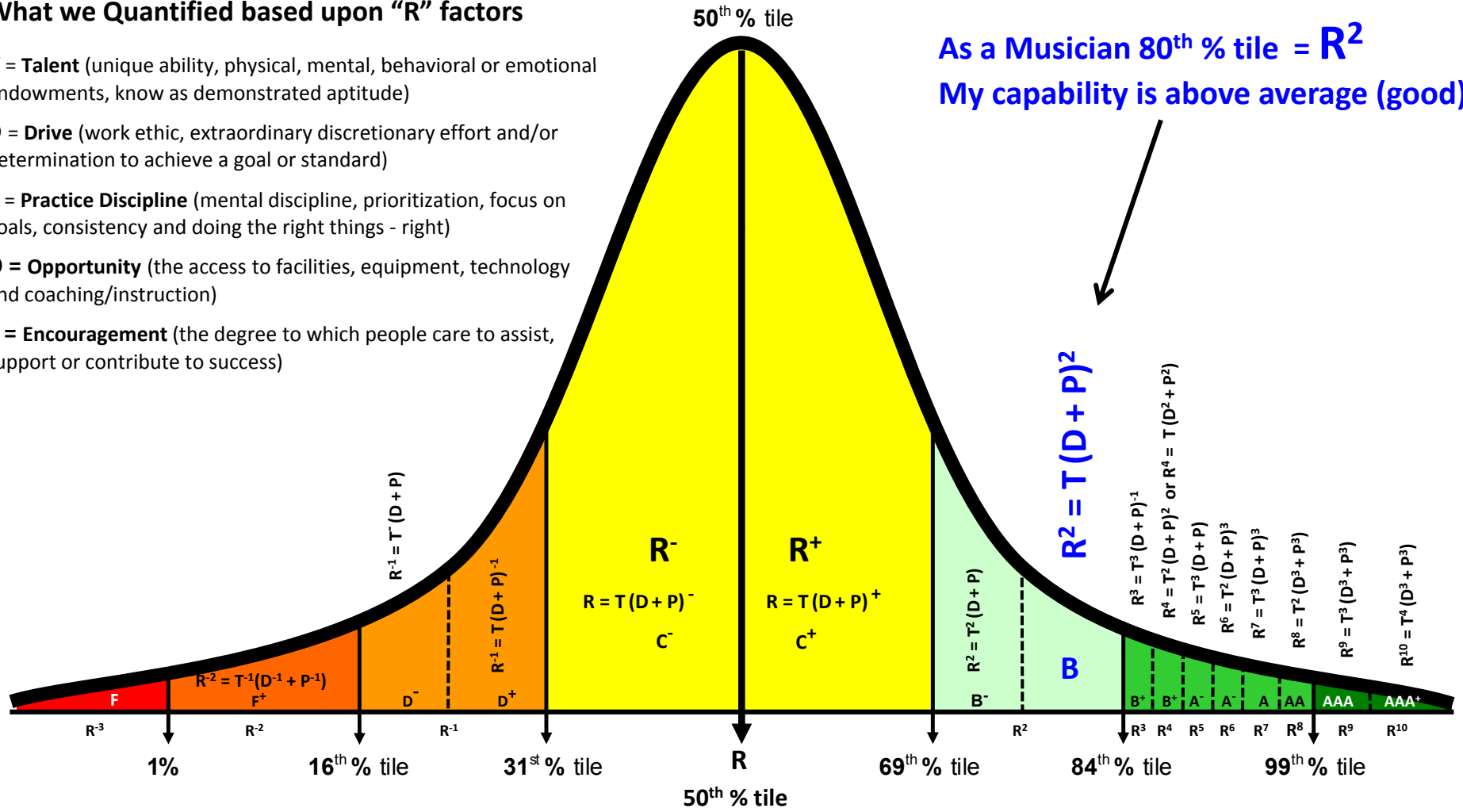
The Total Distribution of Performance by any Measure

“Right Brain” Bell Curve Orientation with Success Profiles “R” Factor

Example # 2: **R**² = Average **T**alent, Above average **D**rive or Above average **P**ractice discipline

What we Quantified based upon “R” factors

- T = Talent** (unique ability, physical, mental, behavioral or emotional endowments, know as demonstrated aptitude)
- D = Drive** (work ethic, extraordinary discretionary effort and/or determination to achieve a goal or standard)
- P = Practice Discipline** (mental discipline, prioritization, focus on goals, consistency and doing the right things - right)
- O = Opportunity** (the access to facilities, equipment, technology and coaching/instruction)
- E = Encouragement** (the degree to which people care to assist, support or contribute to success)



The Total Distribution of Performance by any Measure

“Left Brain” Excel Table Orientation with Success Profiles “R” Factor

Example # 3: **R⁴** = Above average **T**alent (**T²**), Above Average **D**rive or **P**ractice discipline or Average **T**alent, Above average **D**rive (**D²**) and Above Average **P**ractice discipline (**P²**)

Relative "Success Profile" Levels (Zones) Considering Multiple Factors								
Success Profile R - Code	Formula	Talent Level	Drive Level	Practice Discipline	Expected performance level	Athletic Competition Level	Simple Grade Range	Workplace Performance Level
R ⁶	T ² (D + P) ³	Above average	High but not in both		89 th to 91 st percentile + Two Std. dev.	College - Div I	A-	Very good
R ⁵	T ² (D ² + P ²)	Above average	Above average	Above average		NCAA - Div II or I		
	T ³ (D + P)	High	Average	Average	NCAA - Div II			
R ⁴	T(D ² + P ²)	Average	Above average	Above average	85 th to 88 th percentile + Two Std. dev.	NCAA - Div III	B+	
	T ² (D + P) ²	Above average	Above average			Jr. College		
R ³	T ³ (D + P) ⁻¹	High	Below average		Jr. College			
R ²	T(D + P) ²	Average	Above average		70 th to 84 th percentile + One Std. dev.	HS or Local	B	Good performance
	T ² (D + P)	Above average	Average	Average			B-	
R	T(D + P)	Average	Average	Average	Average 31 st to 69 th % tile	Healthy Recreational	C	Average performance
R ⁻¹	T(D + P) ⁻¹	Average	Below average		16 th to 30 th percentile - One Std. dev.	Unfit	D	Below average
	T ⁻¹ (D + P)	Below average	Average	Average				
R ⁻²	T ⁻¹ (D ⁻¹ + P ⁻¹)	None	None	None	Bottom 15% - Two Std. dev.	Unhealthy & Unfit	F	Failing

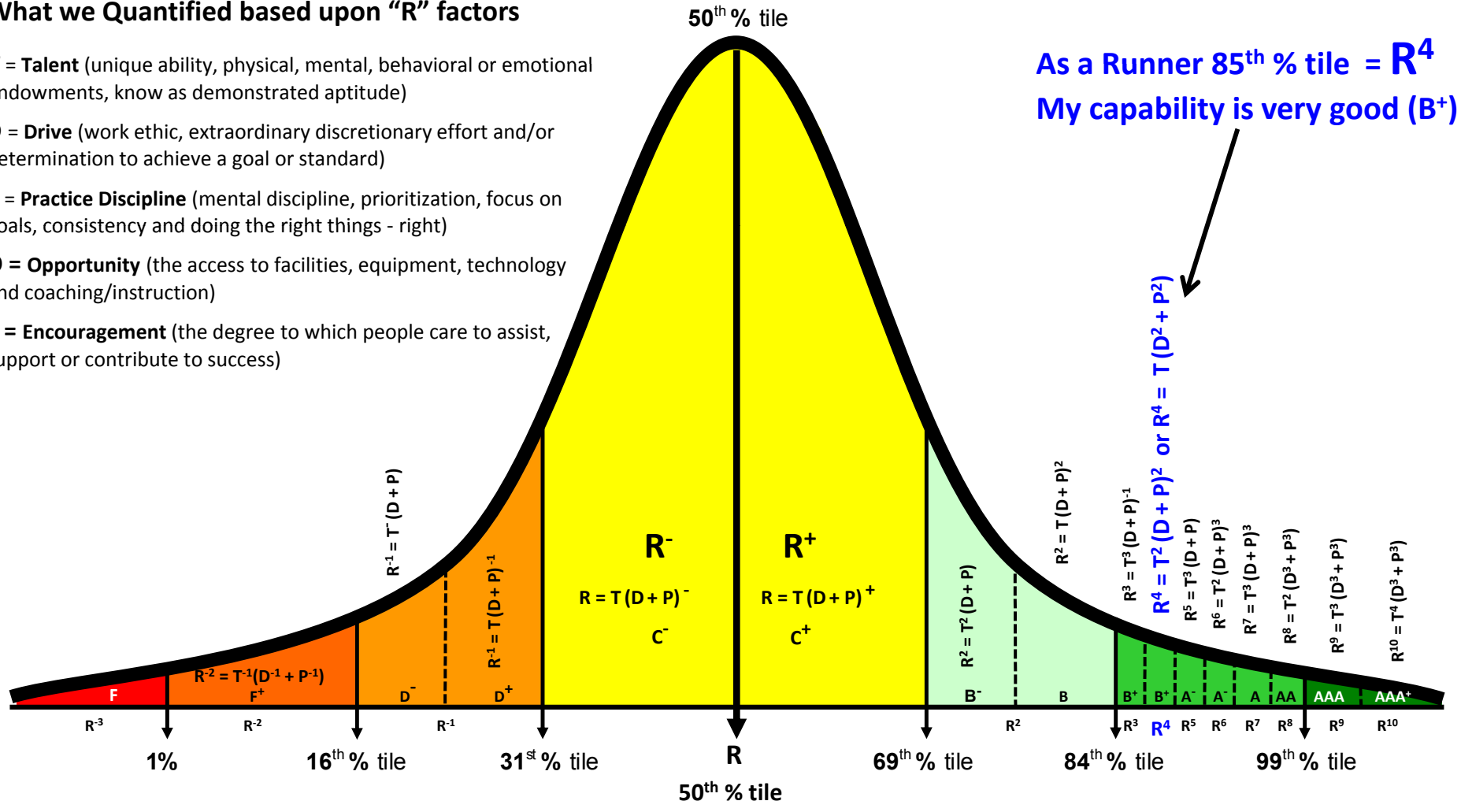
The Total Distribution of Performance by any Measure

“Right Brain” Bell Curve Orientation with Success Profiles “R” Factor

Example # 3: **R⁴** = Above average **T**alent (**T²**), Above Average **D**rive or **P**ractice discipline or Average **T**alent, Above average **D**rive (**D²**) and Above Average **P**ractice discipline (**P²**)

What we Quantified based upon “R” factors

- T = Talent** (unique ability, physical, mental, behavioral or emotional endowments, know as demonstrated aptitude)
- D = Drive** (work ethic, extraordinary discretionary effort and/or determination to achieve a goal or standard)
- P = Practice Discipline** (mental discipline, prioritization, focus on goals, consistency and doing the right things - right)
- O = Opportunity** (the access to facilities, equipment, technology and coaching/instruction)
- E = Encouragement** (the degree to which people care to assist, support or contribute to success)



As a Runner 85th % tile = **R⁴**
My capability is very good (**B⁺**)

The Total Distribution of Performance by any Measure

“Left Brain” Excel Table Orientation with Success Profiles “R” Factor

Example # 4: **R⁸** = Above Average **T**alent (**T²**), High **D**rive (**D³**) and High **P**ractice discipline (**P³**)

Relative "Success Profile" Levels (Zones) Considering Multiple Factors								
Success Profile R - Code	Formula	Talent Level	Drive Level	Practice Discipline	Expected performance level	Athletic Competition Level	Simple Grade Range	Workplace Performance Level
R ¹⁰	T ⁴ (D ⁴ + P ⁴)	Extraordinary	Intense	Uncompromising	99 th percentile	Elite Level	AAA	Extraordinary
R ⁹	T ³ (D ³ + P ³)	High	High	High	97 th to 98 th percentile	National Level - NCAA Division I	AA	Exceptional
R ⁸	T ² (D ³ + P ³)	Above average	High	High	96 th to 97 th percentile		AA	
R ⁷	T ³ (D + P) ³	High	High but not in both		92 nd to 95 th percentile		A	
R ⁶	T ² (D + P) ³	Above average	High but not in both		89 th to 91 st percentile + Two Std. dev.	College - Div I	A-	Very good
R ⁵	T ² (D ² + P ²)	Above average	Above average	Above average		NCAA - Div II or I		
	T ³ (D + P)	High	Average	Average		NCAA - Div II		
R ⁴	T (D ² + P ²)	Average	Above average	Above average	85 th to 88 th percentile + Two Std. dev.	NCAA - Div III	B+	
	T ² (D + P) ²	Above average	Above average			Jr. College		
R ³	T ³ (D + P) ⁻¹	High	Below average			Jr. College		
R ²	T (D + P) ²	Average	Above average		70 th to 84 th percentile + One Std. dev.	HS or Local	B	Good performance
	T ² (D + P)	Above average	Average	Average			B-	

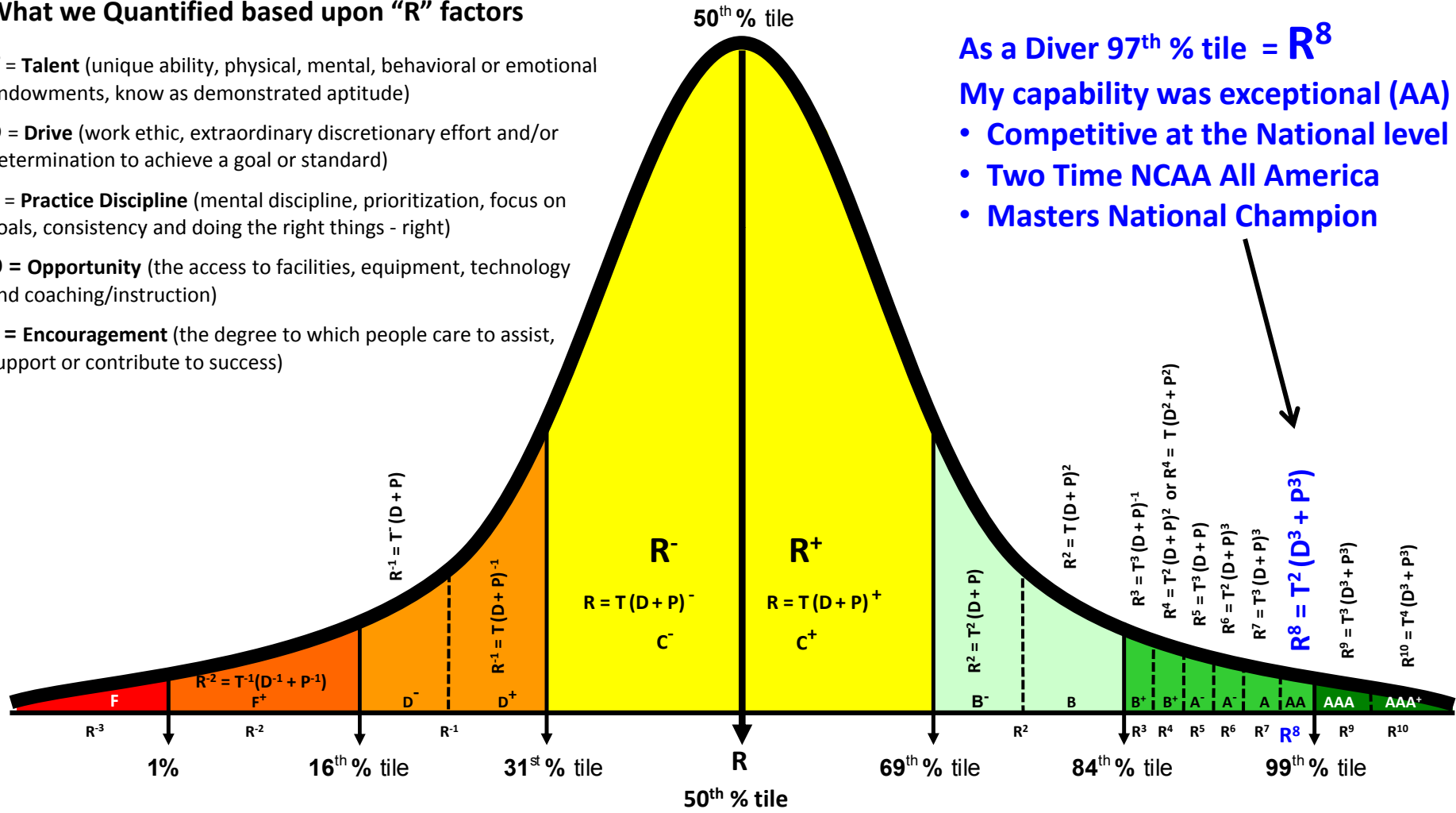
The Total Distribution of Performance by any Measure

“Right Brain” Bell Curve Orientation with Success Profiles “R” Factor

Example # 4: **R⁸** = Above Average **T**alent (**T²**), High **D**rive (**T³**) and High **P**ractice discipline (**P³**)

What we Quantified based upon “R” factors

- T = Talent** (unique ability, physical, mental, behavioral or emotional endowments, know as demonstrated aptitude)
- D = Drive** (work ethic, extraordinary discretionary effort and/or determination to achieve a goal or standard)
- P = Practice Discipline** (mental discipline, prioritization, focus on goals, consistency and doing the right things - right)
- O = Opportunity** (the access to facilities, equipment, technology and coaching/instruction)
- E = Encouragement** (the degree to which people care to assist, support or contribute to success)



As a Diver 97th % tile = **R⁸**
 My capability was exceptional (AA)
 • Competitive at the National level
 • Two Time NCAA All America
 • Masters National Champion

The Total Distribution of Performance by any Measure

“Left Brain” Excel Table Orientation with Success Profiles “R” Factor

Example # 5: **R⁹** = High **T**alent (**T³**), High **D**rive (**D³**) and High **P**ractice discipline (**P³**)

Relative "Success Profile" Levels (Zones) Considering Multiple Factors								
Success Profile R - Code	Formula	Talent Level	Drive Level	Practice Discipline	Expected performance level	Athletic Competition Level	Simple Grade Range	Workplace Performance Level
R ¹⁰	T ⁴ (D ⁴ + P ⁴)	Extraordinary	Intense	Uncompromising	99 th percentile	Elite Level	AAA	Extraordinary
R ⁹	T ³ (D ³ + P ³)	High	High	High	97 th to 98 th percentile	National Level - NCAA Division I	AA	Exceptional
R ⁸	T ² (D ³ + P ³)	Above average	High	High	96 th to 97 th percentile		AA	
R ⁷	T ³ (D + P) ³	High	High but not in both		92 nd to 95 th percentile		A	
R ⁶	T ² (D + P) ³	Above average	High but not in both		89 th to 91 st percentile + Two Std. dev.	College - Div I	A-	Very good
R ⁵	T ² (D ² + P ²)	Above average	Above average	Above average		NCAA - Div II or I		
	T ³ (D + P)	High	Average	Average		NCAA - Div II		
R ⁴	T (D ² + P ²)	Average	Above average	Above average	85 th to 88 th percentile + Two Std. dev.	NCAA - Div III	B+	
	T ² (D + P) ²	Above average	Above average			Jr. College		
R ³	T ³ (D + P) ⁻¹	High	Below average			Jr. College		
R ²	T (D + P) ²	Average	Above average		70 th to 84 th percentile + One Std. dev.	HS or Local	B	Good performance
	T ² (D + P)	Above average	Average	Average			B-	

The Total Distribution of Performance by any Measure

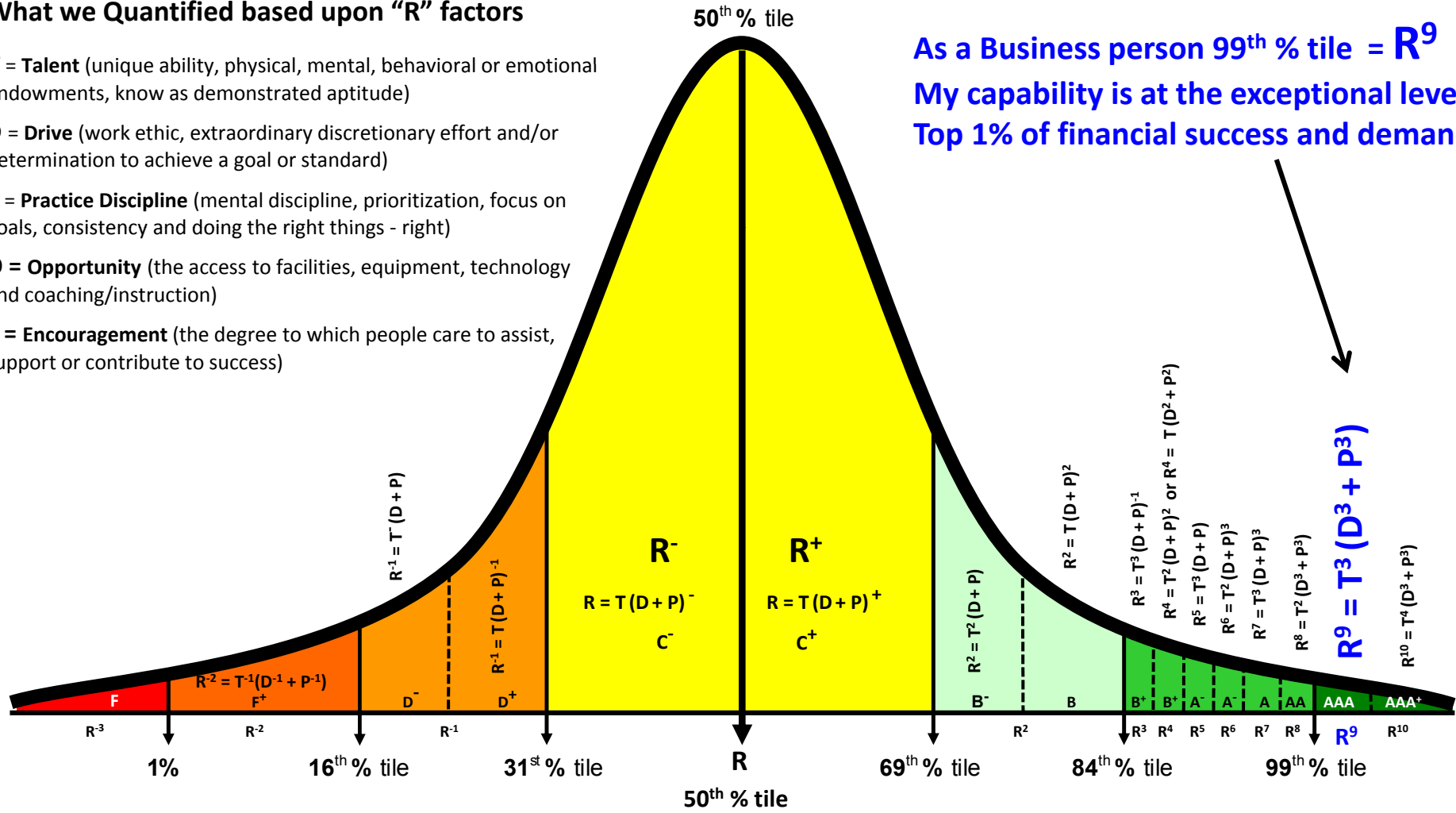
“Right Brain” Bell Curve Orientation with Success Profiles “R” Factor

Example # 5: **R⁹** = High **T**alent (**T³**), High **D**rive (**T³**) and High **P**ractice discipline (**P³**)

What we Quantified based upon “R” factors

- T = Talent** (unique ability, physical, mental, behavioral or emotional endowments, know as demonstrated aptitude)
- D = Drive** (work ethic, extraordinary discretionary effort and/or determination to achieve a goal or standard)
- P = Practice Discipline** (mental discipline, prioritization, focus on goals, consistency and doing the right things - right)
- O = Opportunity** (the access to facilities, equipment, technology and coaching/instruction)
- E = Encouragement** (the degree to which people care to assist, support or contribute to success)

As a Business person 99th % tile = **R⁹**
 My capability is at the exceptional level
 Top 1% of financial success and demand



Video clip # 19 B

The R factor success profile as it pertains to management and leadership roles.

4 slides with builds.

The Total Distribution of Performance by any Measure - "Right Brain"

Proportionate Orientation with Success Profiles "R" Factor

What we identified based upon factors

T = Talent (unique ability, physical, mental, behavioral or emotional endowments, know as demonstrated aptitude)

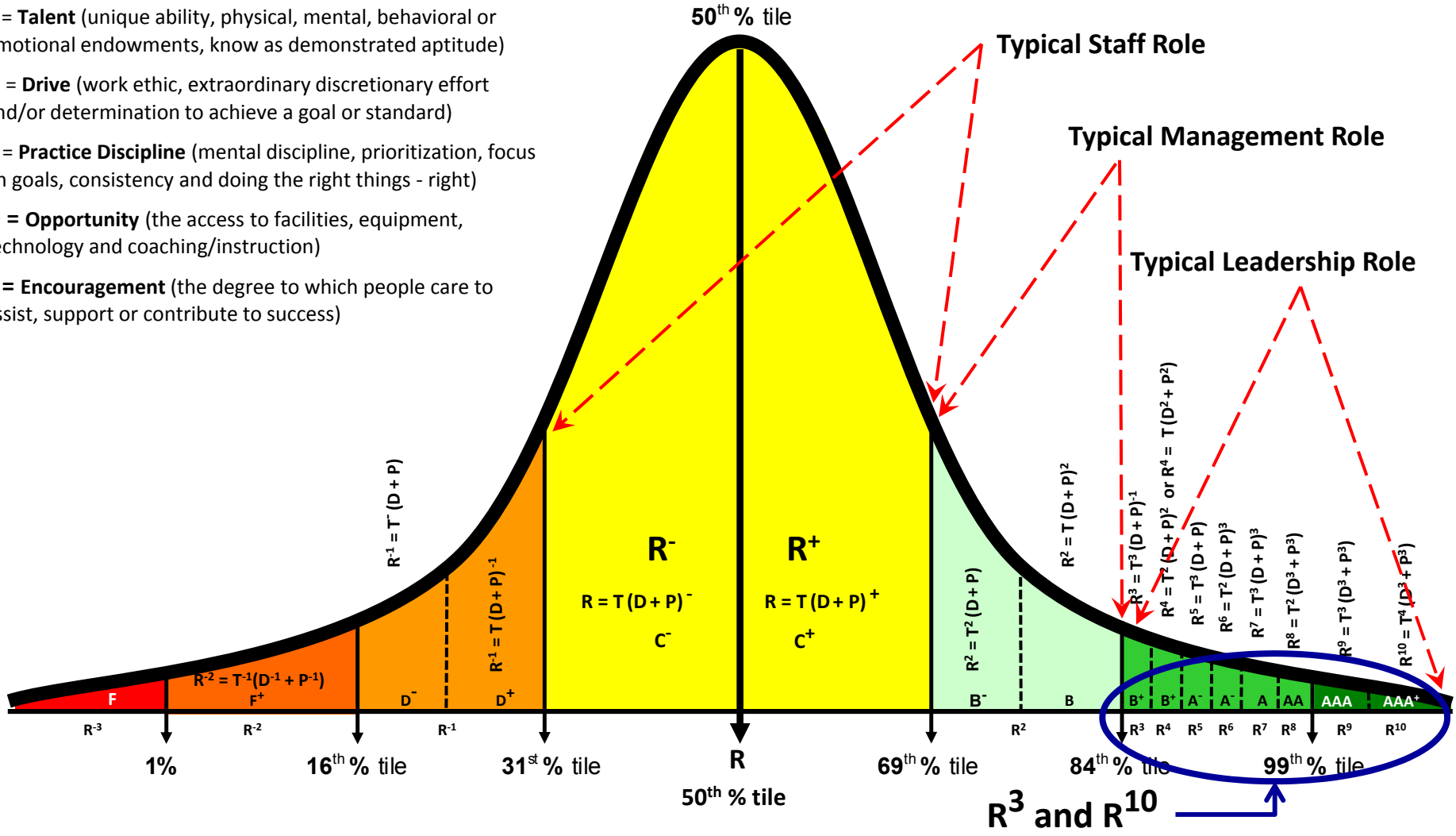
D = Drive (work ethic, extraordinary discretionary effort and/or determination to achieve a goal or standard)

P = Practice Discipline (mental discipline, prioritization, focus on goals, consistency and doing the right things - right)

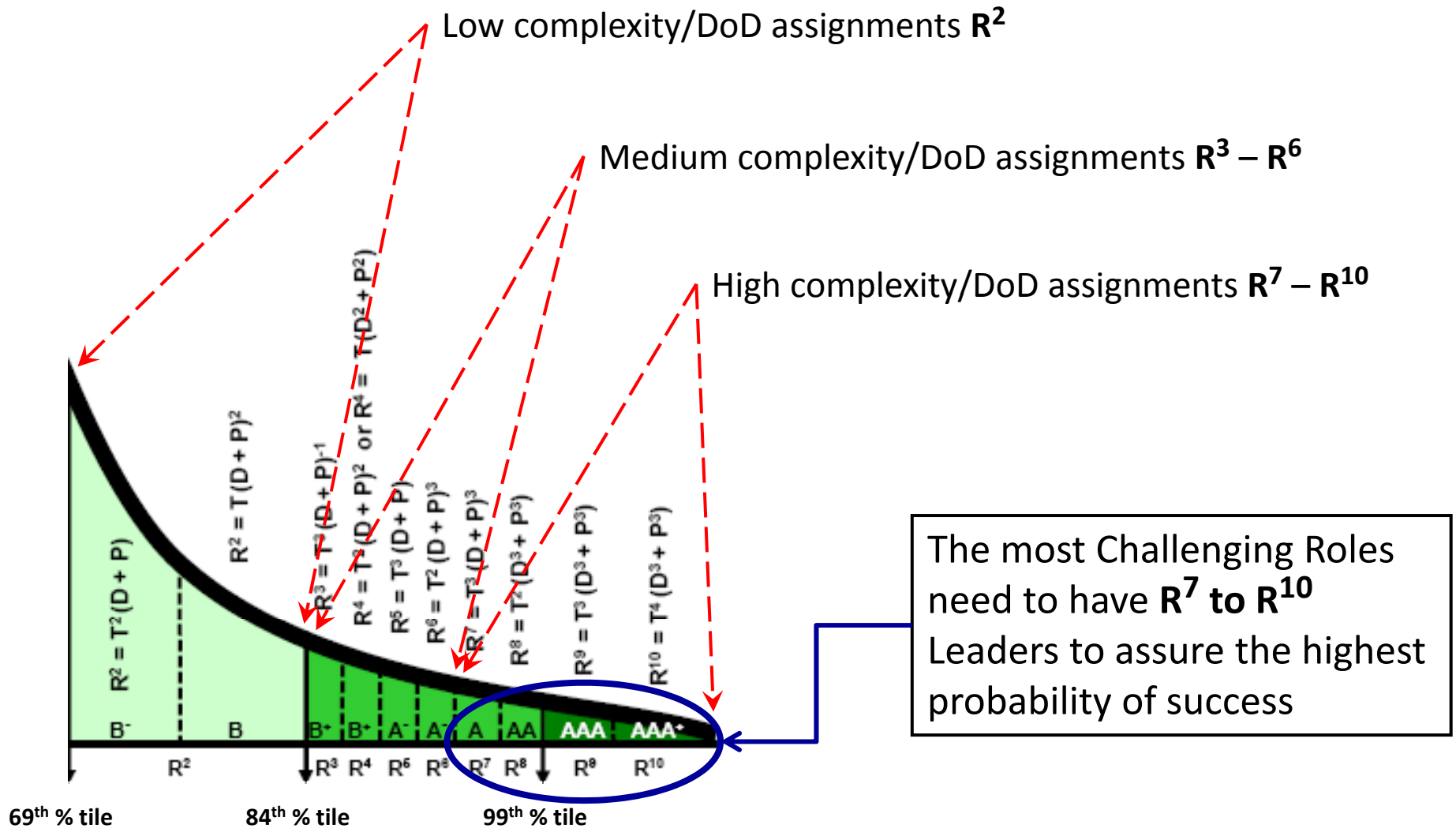
O = Opportunity (the access to facilities, equipment, technology and coaching/instruction)

E = Encouragement (the degree to which people care to assist, support or contribute to success)

Your Success Profiles "R" Factor = _____



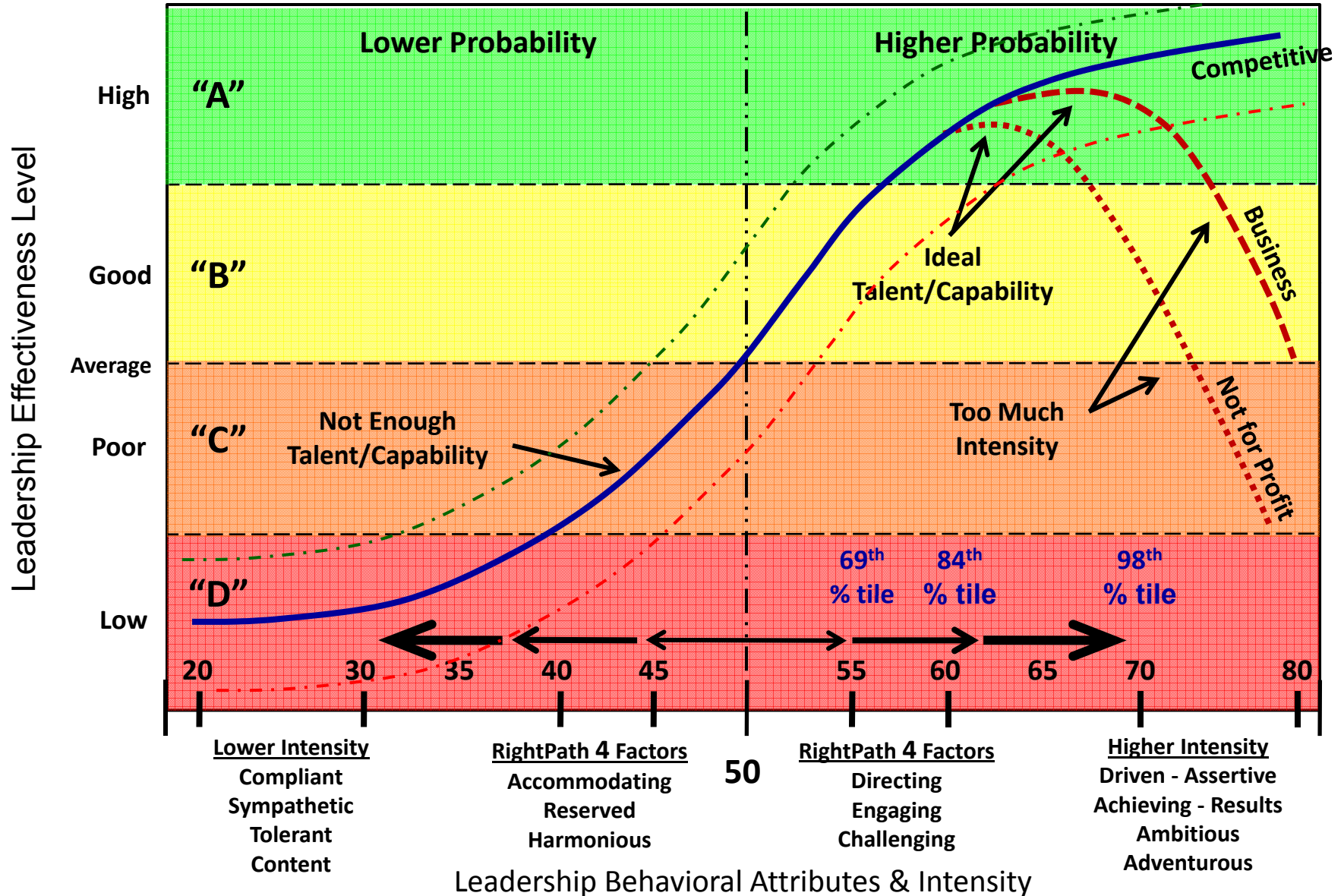
The Desirable Manager and Leader Appointment with an “R” Factor that Creates High Odds of Success in Leadership



“Not Enough”

The “Just Enough” Behavior Phenomenon of Leadership Effectiveness

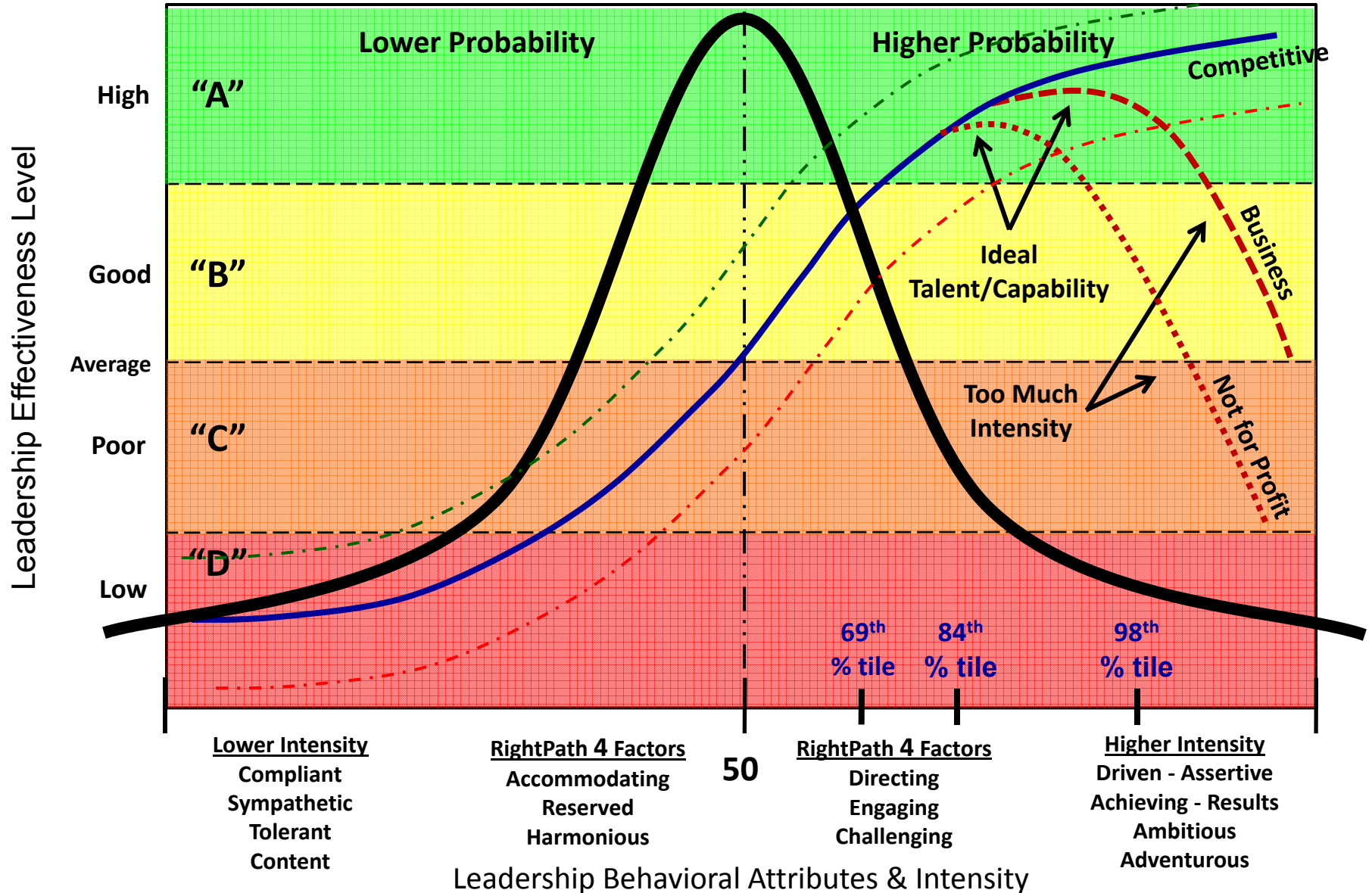
“Too Much”



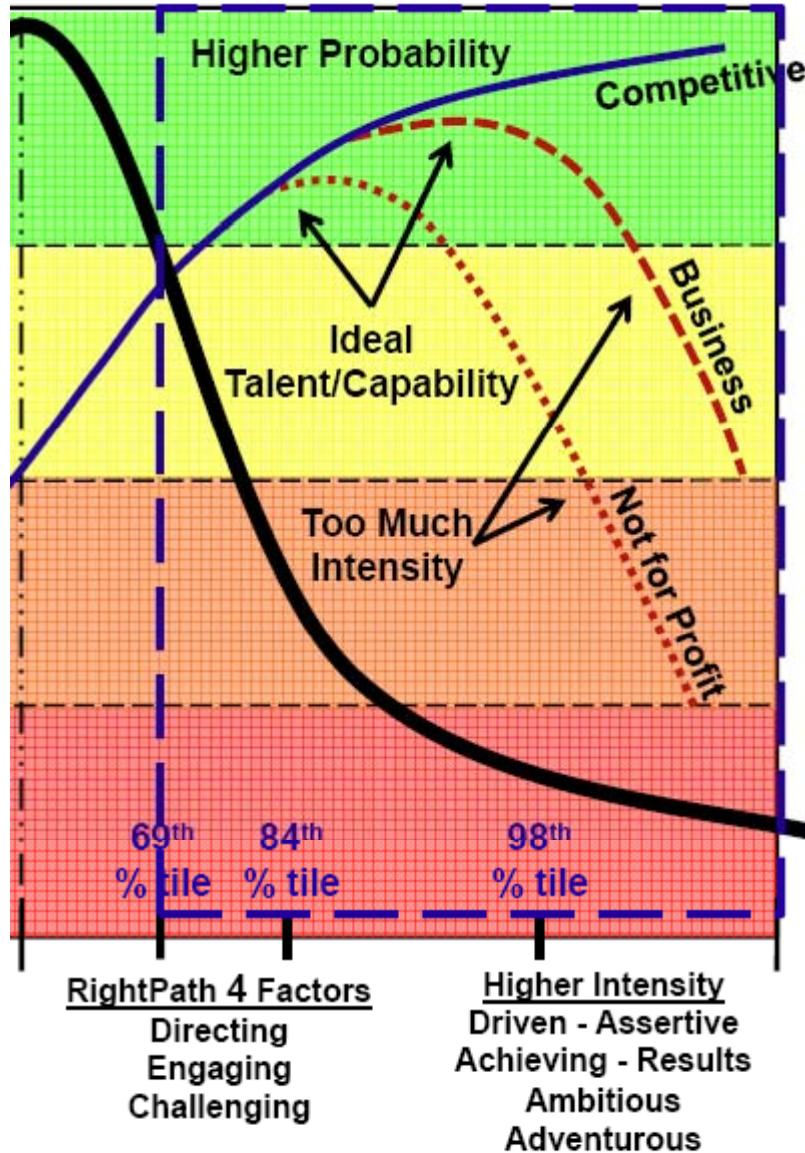
“Not Enough”

The *“Just Enough”* Behavior Phenomenon of Leadership Effectiveness

“Too Much”



Every Organization is Seeking the Same People



The Most Desirable Leadership Attributes for Healthcare (the Sweet spot)

Results focused with a moderate level of :

1. Drive and Ambition
2. Achievement Orientation
3. Objective Orientation
4. Adventurous Nature

People Skills with the confidence to be:

1. Directing to lead others and take responsibility
2. Engaging to build teamwork
3. Challenging to strive for high standards
4. Consistency to do the right things – right