



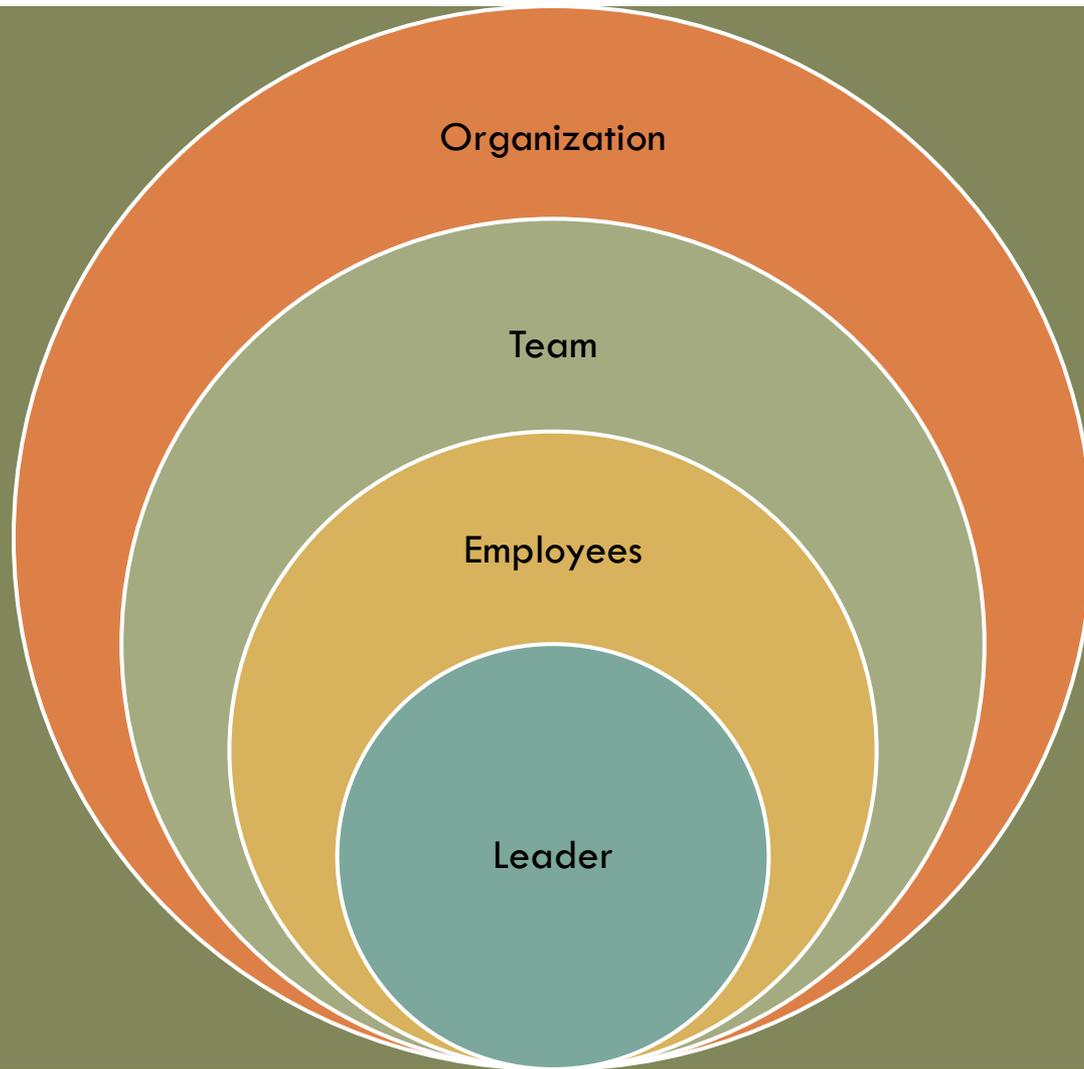
National Association of
Development Organizations

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KEY CHARACTERISTICS OF HIGH PERFORMING ORGANIZATIONS (& PEOPLE)

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Layers of High Performance



High Performing Leadership Traits

- Positive attitude
- Courage & confidence
- Discipline
- Imagination
- Initiative
- Emotional Intelligence
- Patience
- Perseverance
- “Purpose”
- Trust

A Leader's "Purpose"

- Where are we going?
- How will we get there?
- What are our goals?
- How will we measure goal achievement?

High Performing Employee

- Strong communication skills
- Takes initiative
- Understands the mission
- Knows the customer/community
- Looking to improve/grow
- Builds relationships
- Engaged
- Gives/receives feedback

Traits: Performer or High Performer?

ACHIEVER/REGULAR PERFORMER	OVERACHIEVER/HIGH PERFORMER
Meets expectations	Exceeds expectations
Job security, little chance of promotion	Probable job security and chance of promotion
Likes the Predictable	Likes High Risk/High Reward
Needs continual direction	Avoids asking for help
Needs managing	Needs managing

Getting Results in Teams & Orgs



Characteristics of HP Teams

Team Members:

Share a common purpose / goals

Build relationships for trust and respect

Balance task and process

Plan thoroughly before acting.

Involve members in clear problem-solving & decision making procedures

Respect and understand each others' "diversity"

Value synergism and interdependence

Emphasize and support team goals

Reward individual performance that supports the team.

Communicate effectively

Practice effective dialogue instead of debate

Identify and resolve group conflicts

Vary levels and intensity of work.

Provide a balance between work and home.

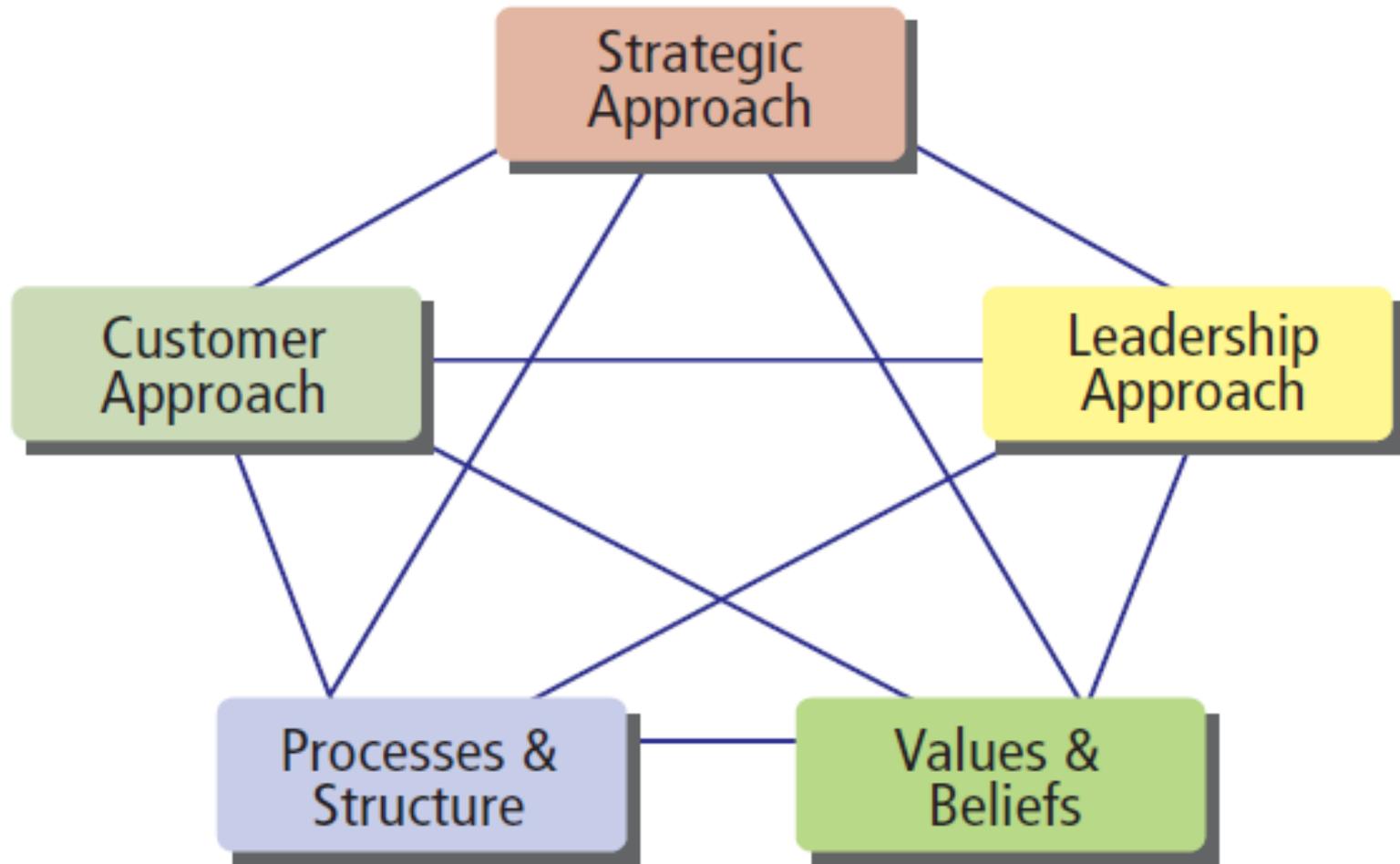
Critique the way they work as a team, regularly and consistently

Practice continuous improvement

Keys to High Performance Organizations

- Proactive
- Contact with the customer
- Autonomy & entrepreneurship
- Hands-on management
- Simple & lean staff
- Demanding leadership at all levels
- Consistent alignment
- Choosing “and” not of “or”
- Collective decision making
- Communicating core values/purpose
- Distinct capabilities
- Guiding vision
- Development of new competencies
- Innovation
- Employee empowerment & sense of ownership
- Courage
- Process & metrics
- Recognition & celebration
- Creating new business or partnerships
- Abandoning the outdated structures & processes

INTERACTIVE COMPONENTS OF HIGH-PERFORMANCE ORGANIZATIONS



From Overholt, Granell, Vicere, Jargon 2006

Strategy

Practices Where High Performers Furthest Outstrip Low Performers

- Organization-wide performance measures match the organization's strategy.
- Organization's strategic plan is clear and well thought out.
- Employees act in ways that are consistent with the behaviors needed to execute the strategic plan.

Customer Approach

Practices Where High Performers Furthest Outstrip Low Performers

- Organization uses customer information as the most important factor for developing new products and services.
- Organization accurately targets its customers' long-term needs.
- Organization exceeds customers' expectations.

Leadership

Practices Where High Performers Furthest Outstrip Low Performers

- Everyone is clear about the organization's performance expectations.
- Management promotes the person who has the best skills and knowledge to do the job.
- Employees believe that their behavior affects the organization.

Processes & Structure

Practices Where High Performers Furthest Outstrip Low Performers

- Organization's performance measures are clearly defined.
- Employees receive the training and instruction necessary to do the job properly.
- Organization keeps current with state-of-the-market technological advances.

Values & Beliefs

Practices Where High Performers Furthest Outstrip Low Performers

- The organization emphasizes a readiness to meet new challenges.
- A shared value that keeps the organization together is commitment to innovation.
- Most employees think the organization is a good place to work.



Thank You for Coming

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