



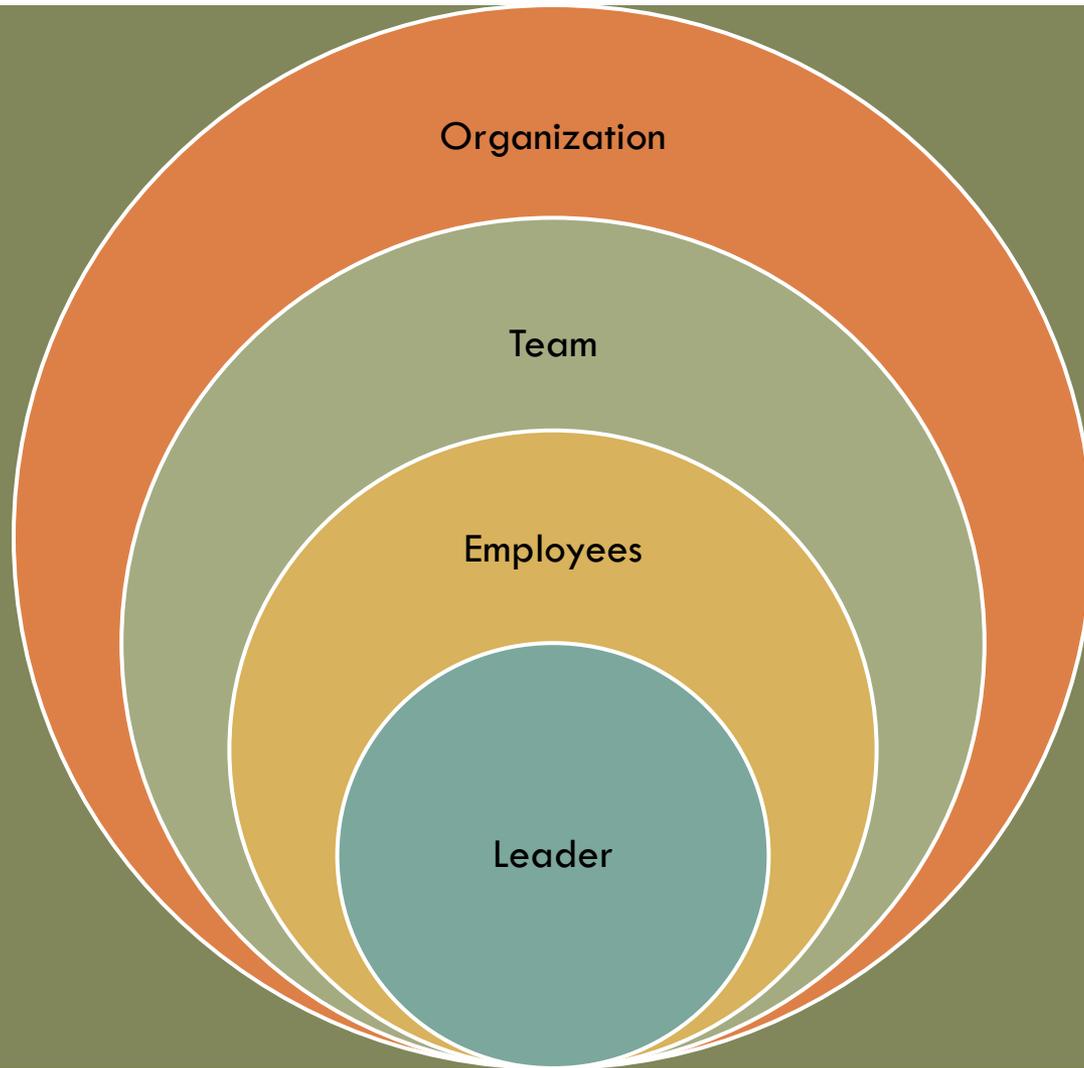
National Association of  
Development Organizations

2011 Annual Conference

# 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"

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- 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?

| <b>ACHIEVER/REGULAR PERFORMER</b>        | <b>OVERACHIEVER/HIGH PERFORMER</b>            |
|--|---|
| 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.

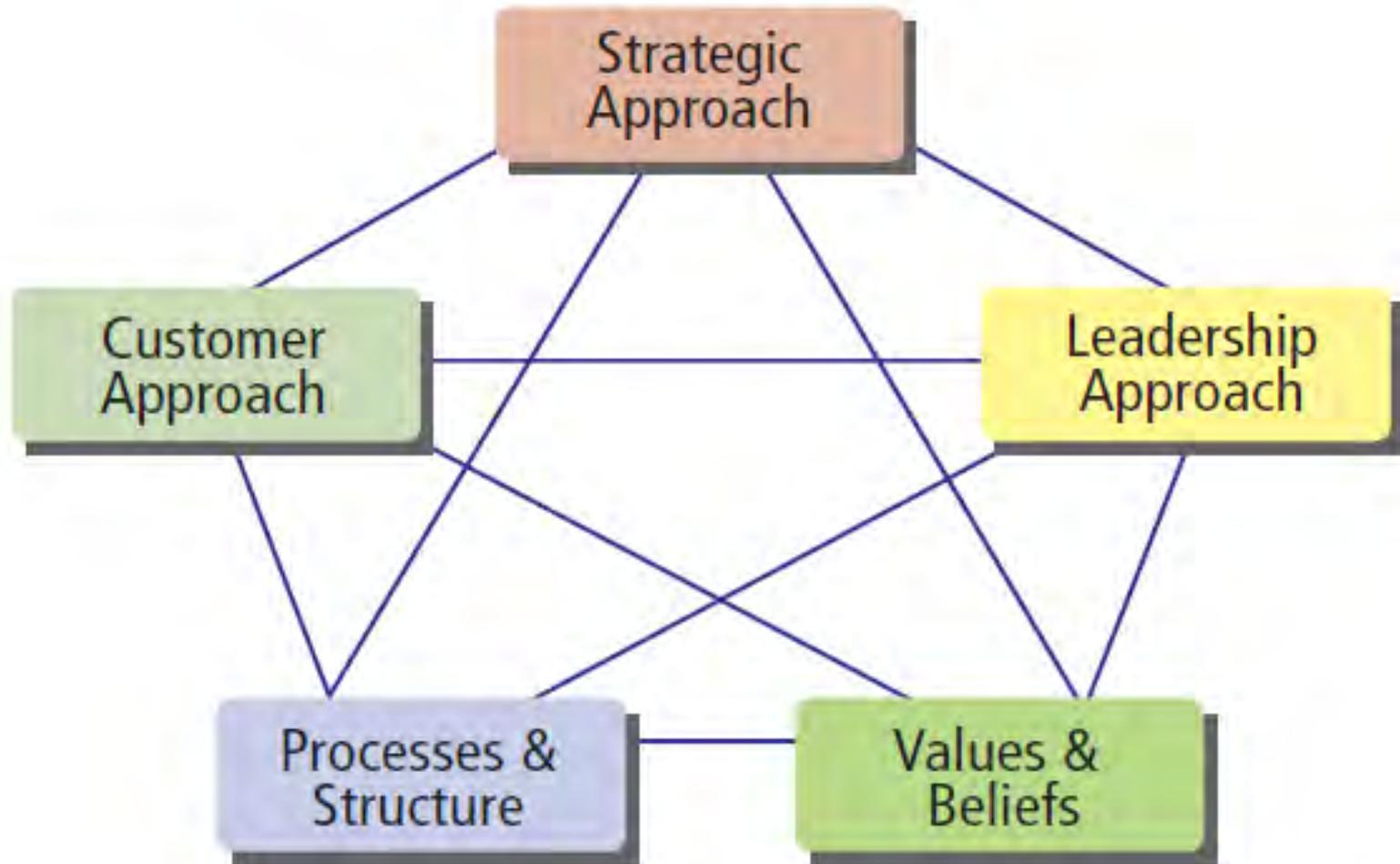
Critique the way they work as a team, regularly and consistently

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

Dr. Monica Scamardo

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