KEY CHARACTERISTICS OF HIGH PERFORMING ORGANIZATIONS (& PEOPLE)

Presented by Dr. Monica Scamardo
monica@variateconsulting.com
Layers of High Performance

- Organization
- Team
- Employees
- Leader
High Performing Leadership Traits

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

From Laurel Delaney, Globaltrade.com
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?

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

From S. Graves, President of Coaching by Cornerstone
Getting Results in Teams & Orgs

- Results
- Accountability
- Commitment
- Crucial Communications
- Trust

P. Lencioni, 2002
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

by Reid Moomaugh & Associates
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

Toward a Theory of High Performance, HBR 2005
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.

from How to Build a High Performance Organization, AMA
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.
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
www.variateconsulting.com
512.914.6484