

What is High-Performance Today?

PRIMACY OF PURPOSE

Fundamentally, organisations need to profoundly understand and appreciate WHY they exist - this creates meaning and drives the right behaviours through knowing that our efforts have significance; that they matter



URGENCY OF ALIGNMENT

In our uber-competitive and dynamic environment, no organisation can flourish unless everyone is working towards the same goals and serving the same Purpose



COMPETITION FOR CX

Every organisation competes on customer experience. A HPO will be one that can quickly understand what customers value and find novel ways to create a meaningful experience



LEARNING OVER KNOWING

Successful organisations will be those that learn the fastest, not those that know the most. As knowledge is increasingly commodified, it will no longer be enough to be a learning organisation - instead we will compete on our speed of learning



BUILDING RESILIENCE & WELLBEING

In a volatile and uncertain world the thinking and learning region of the brain can shut down. To make good decisions and respond well, we must build emotionally & cognitively fit workplaces



FLEXIBLE & ADAPTABLE WINS

In an accelerated landscape, adaptability must be a core skill. Successful organisations will be those that can adapt most easily to changes in their environment; those that can quickly learn what customers value and use this as an input into the design of new ways to serve them



EMPATHY & CURIOSITY - NEW WORKPLACE CURRENCIES

The more our world is automated the more important these superpowers become. Our ability to understand what is valued, and create value, resides in our empathy and curiosity



ARE YOU READY FOR THE FUTURE?

	Product	→		Experience
	Broadcast	→		Conversation
	Hierarchies	→		Networks
	Scale	→		Speed
	Efficiency	→		Adaptability
	Robustness	→		Resilience
	Controlling change	→		Enabling change
	Silos	→		Collaboration
	Systems	→		Flexible delivery
	Preventing failure	→		Incorporating it
	Planning	→		Experimenting
	Privacy	→		Transparency
	Controlling	→		Empowering
	Data	→		Insights
	Profit	→		Purpose



**Performance
Pyramid**

Purpose

Why you exist

Vision

What you want to be

Objectives/Goals

Track progress towards Vision

Strategies

How you achieve your Objectives/Goals

Business Plan

Step by step roadmap to achieve the Vision

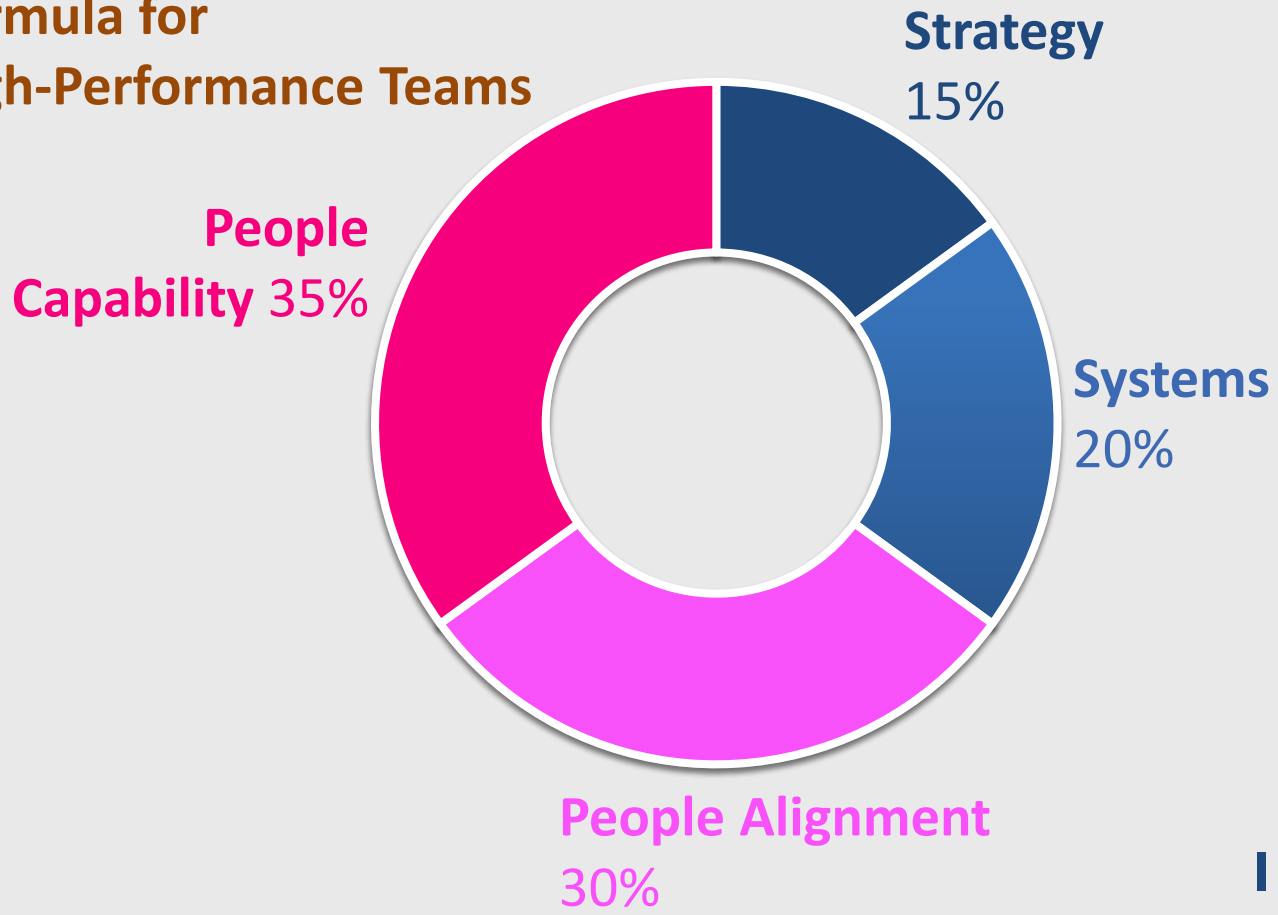
Value Propositions

How you add value to customers

Culture

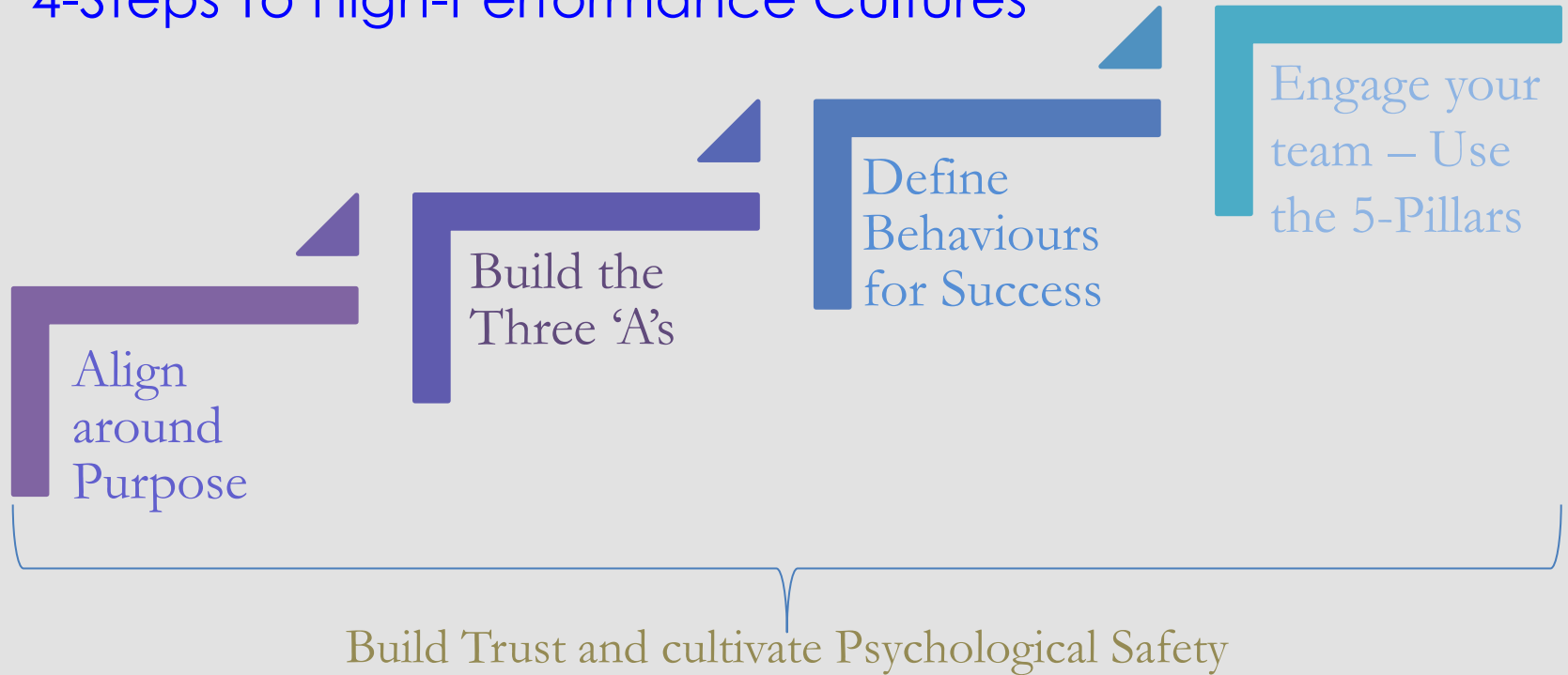
Your collective capacity to create value; your behaviours and actions; how you do your work

Formula for High-Performance Teams

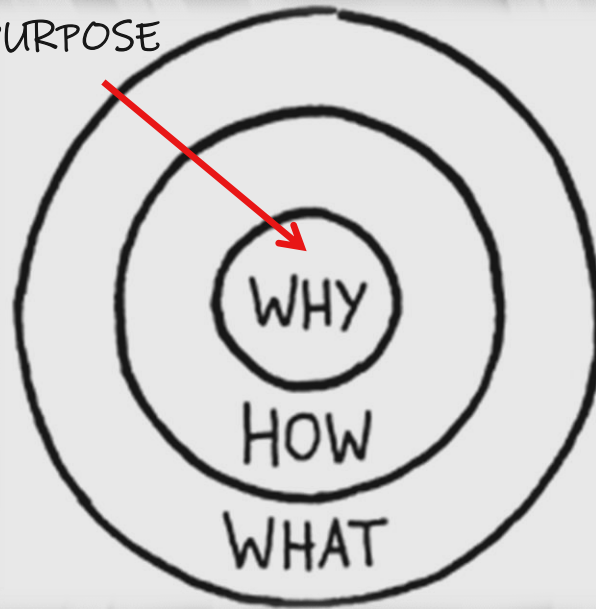


Tom Peters

4-Steps To High-Performance Cultures



PURPOSE



Creates
meaning

Engages team
members

Inspires
behaviour

Drives
results

HIGH-PERFORMANCE CULTURES – THE 3-As



Revenue
growth

682%
166%



Employment
growth

282%
36%



Net-income
growth

756%
1%

- Organisations with performance enhancing cultures
- Organisations without performance enhancing cultures

TEAM ENGAGEMENT



People don't leave an organisation, they leave their boss

IMPACT OF POOR ENGAGEMENT

16%
are actively
disengaged

60%
are just
turning up

24%
of workers
are engaged

Poor engagement costs Australian economy > \$54b a year

IMPACT OF STRONG ENGAGEMENT

Advocate &
speak positively
about the team
/
Greater
Connection

87%
less likely
to leave
/
Greater
Commitment

Perform
20%
better
/
Greater Effort

↓ ↓ ↓
People find ways to do their job better - drives productivity & performance

FIVE PILLARS OF GREAT ENGAGEMENT



L&D – People need to grow and build skills



Give people a chance to share their views – let them know their opinions count



Clarify the Purpose & direction of the business – let people know the mission & where you are heading



Provide honest feedback & define expectations – let people know what you want them to do



Explain links between work people do and team success – let them know why their work matters



Talk about your value proposition – let people know what is great about your team

Psychological Safety – Leaders make people feel safe

CULTIVATE PSYCHOLOGICALLY SAFE

High



COMFORT ZONE



LEARNING ZONE

Psychological Safety



APATHY ZONE



ANXIETY ZONE

Low

Low

Motivation & Accountability

High

To Really Engage, Help People To Feel Safe

Manage how people experience SCARF & mitigate the threat response

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness



When people experience social threat, their body releases 3X as much stress hormone (cortisol), than they would in response to other stressful situations!

Empathy Drives Results

	Style	You seek...	People feel...	Outcome
Them focus ↑	Empathy	Understanding	"We <u>trust</u> you"	Commitment
	Kindness	Rapport	"We like you"	Compliance
You focus ↓	Expertise	Answers	"We follow orders"	Reliance
	Managerial	Consistency	"We're just cogs"	Resentment

Employees who feel their voice is heard at work are 4.5X more likely to feel empowered to perform their best work

Not every productive employee is valued but every valued employee is productive!

15-Tips for Leaders to Build HPOs



Define your team's purpose & align your team to it



Articulate performance signatures (behaviours that drive success) & hold people accountable to these



Always discuss what great looks like



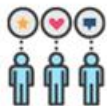
Show fierce empathy - demonstrate you care



Ensure every team member has a development plan



Leverage the diversity of your team



Give people constant feedback on their performance



Collaborate proactively & broadly with different people



Practice emotionally intelligent behaviours every day



Learn to delegate well so you can empower people



Never stop learning - stay curious & keep developing



Stay future focused & externally connected - be customer centric



Learn to communicate with impact - use a communication model



Stay positive - be agile & see challenges as opportunities



Above all, make people feel valued - ensure they know their efforts are vital to the team's success - in doing this you will engage people & create experiences which are cherished