

A Framework for Organizational Excellence

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Presented by:

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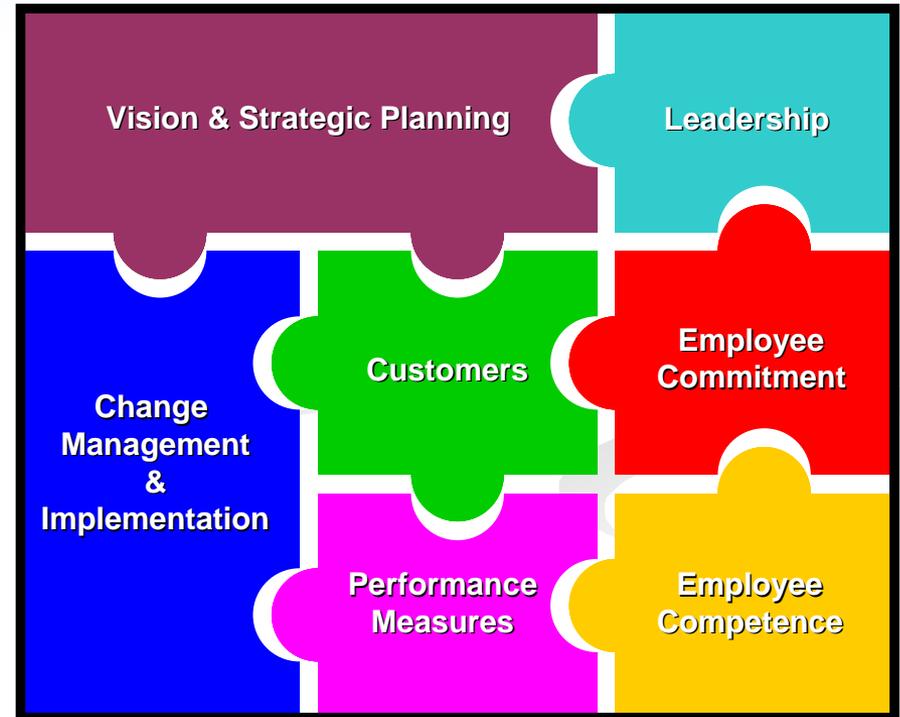
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What is a High Performance Organization (HPO)?

- ✓ The best it can be
- ✓ Has all required elements
- ✓ All elements are integrated with each other



Customer Delight

THE OUTCOME

Much Value Added	AT RISK	LOYAL	ADVOCATE
Expectations Met	SEARCHING	AT RISK	LOYAL
Expectations Not Met	GONE	SEARCHING	AT RISK
	Dissatisfied	Satisfied	Dazzled

THE EXPERIENCE

Adapted from: 1996 Performance Research Associates, Inc.

Implementing the Vision/Strategy



- ✓ Vision/mission clear & widely communicated
- ✓ Vision includes customer, employee, process, financial (& technology)
- ✓ Organization lives the core values
- ✓ Budget tied to strategy
- ✓ Annual goals/plans tied to strategic plan
- ✓ Organization measures results tied to vision
- ✓ Recognition & rewards tied to vision/strategy

Strong, Positive Leadership

- ✓ “Walk the talk”
- ✓ Create a climate of trust
- ✓ Help employees feel connected to vision/mission
- ✓ Define what high performance looks like
- ✓ Recognize/reward positive results/efforts

And then:

- ✓ Hold poor performers accountable
 - n Or support or terminate them



Continuum of Commitment

NO – NO – NO

NO – MAYBE - YES

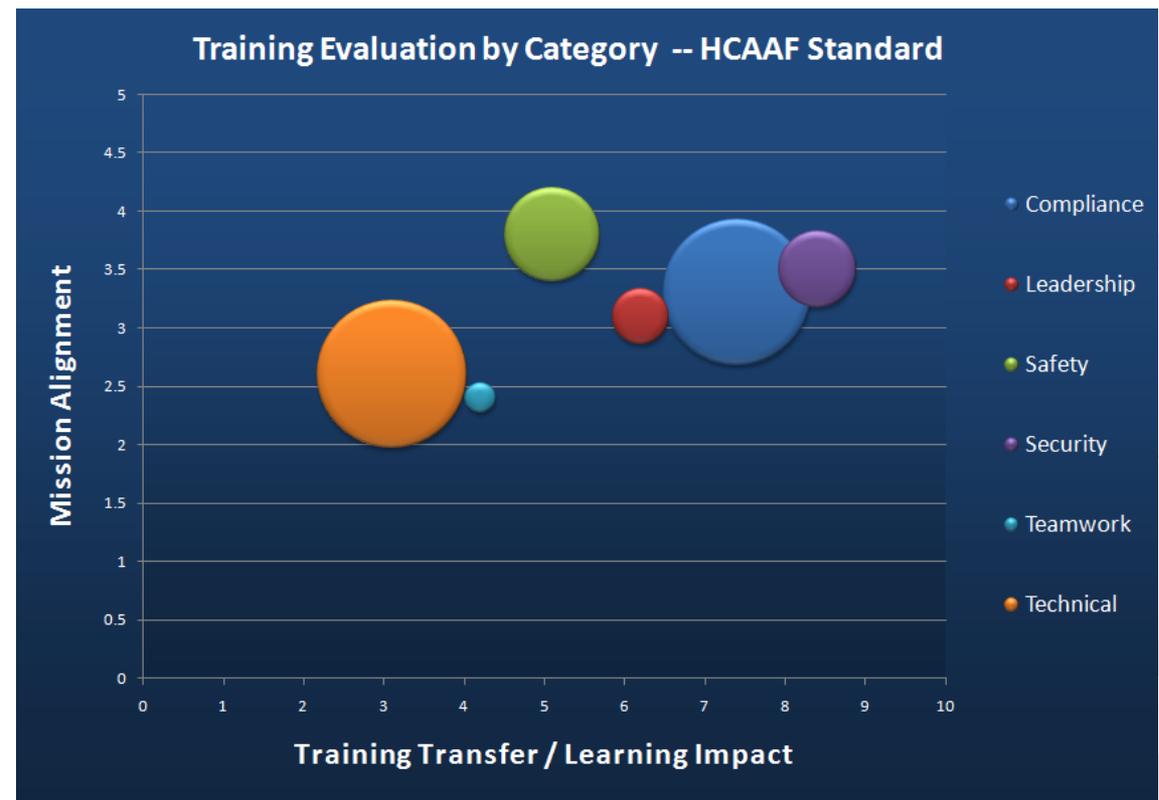
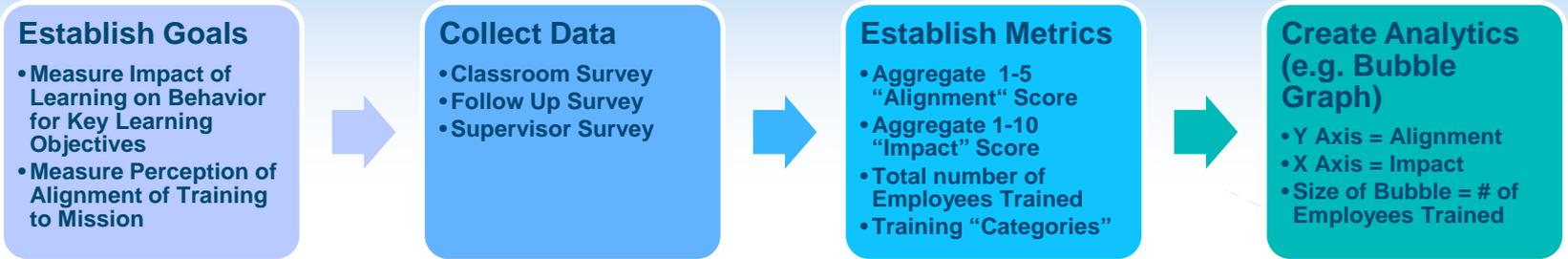
YES – YES – YES

Compliance

Commitment

- 1) Is my input valued?
- 2) Is my work valued?
- 3) Am I valued?
- 4) *Possibility: "I don't know."*

Training Performance Measures



Determine Benchmarks and Set Targets

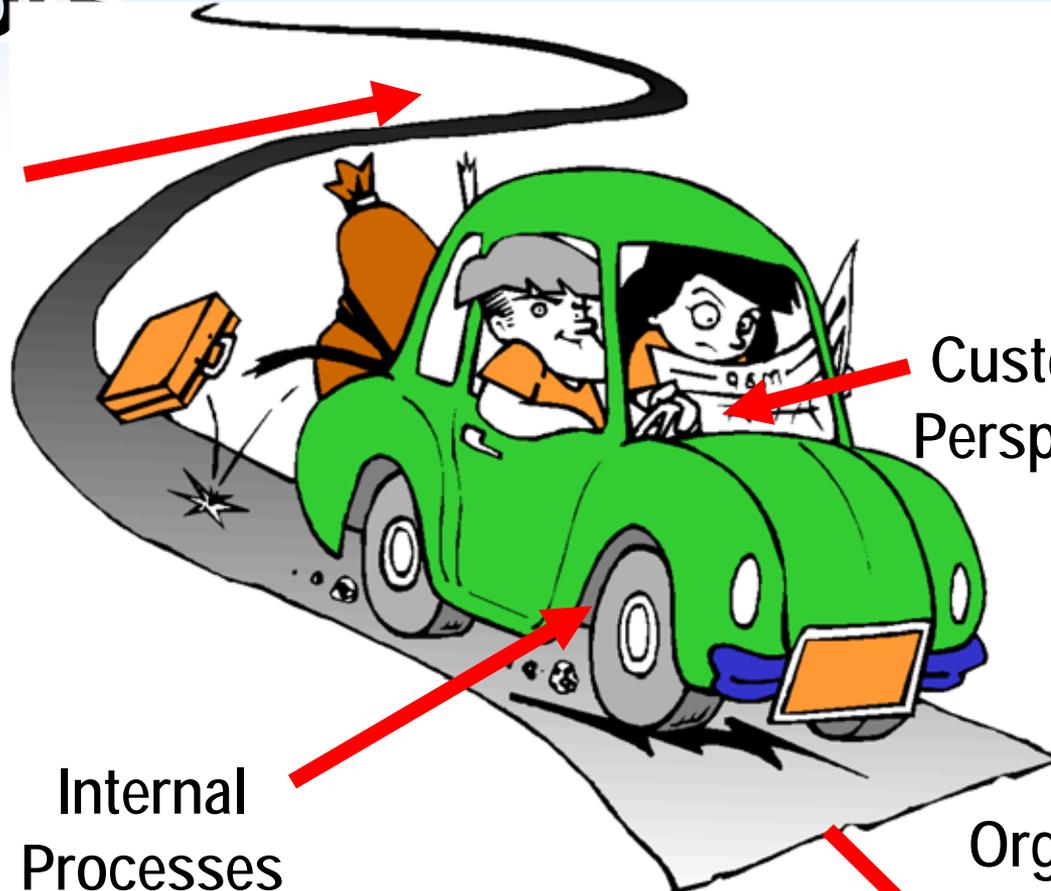
- Minimum Alignment Score of 3
- Minimum Impact Score of 5
- Increase # of Employees Receiving Teamwork Training

Courtesy of: PTG International



Leading, Current, & Lagging Indicators

Financial Perspective

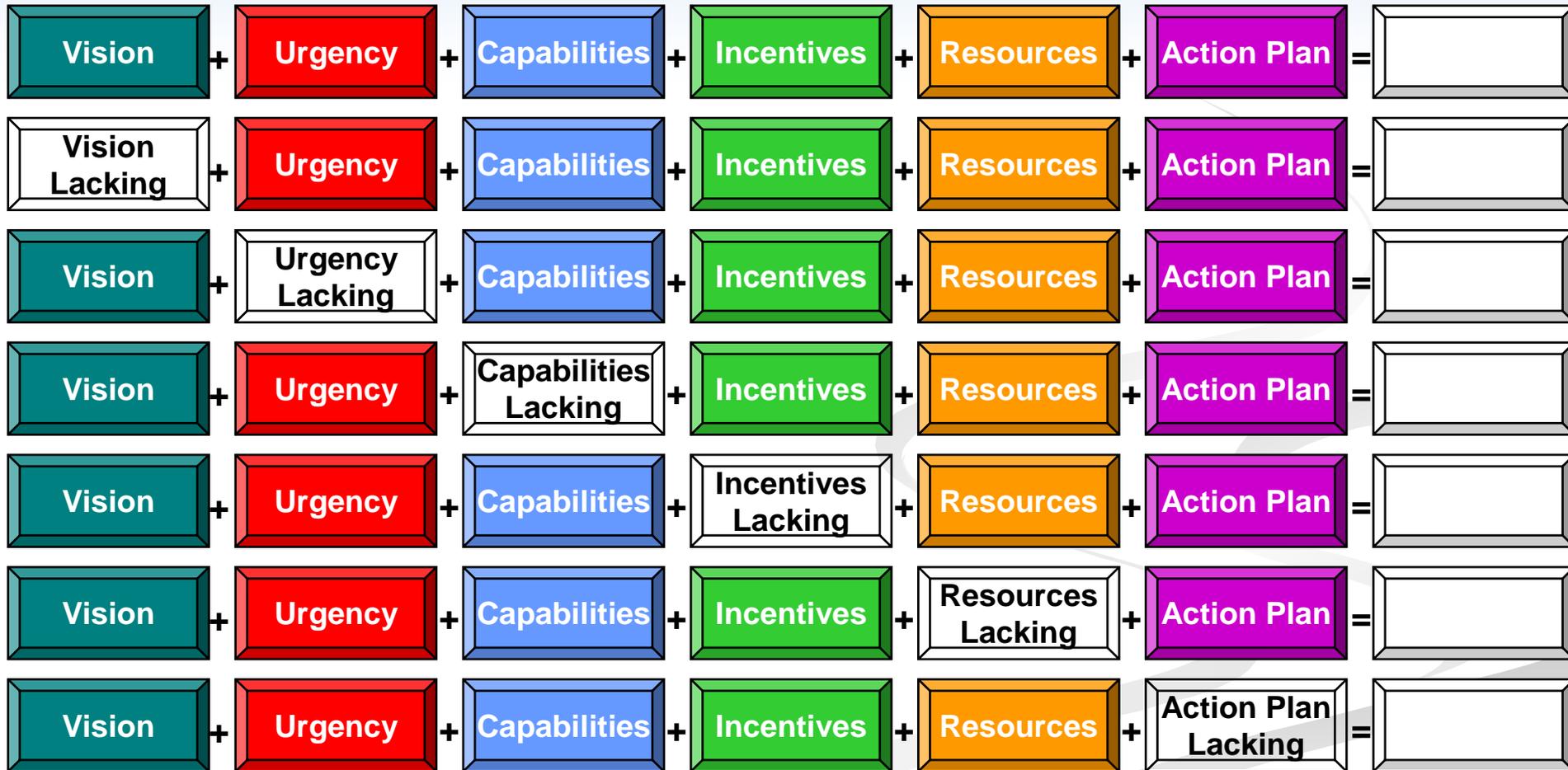


Customer Perspective

Internal Processes

Organizational Capacity

Six (6) Critical Elements for Success in Managing Change

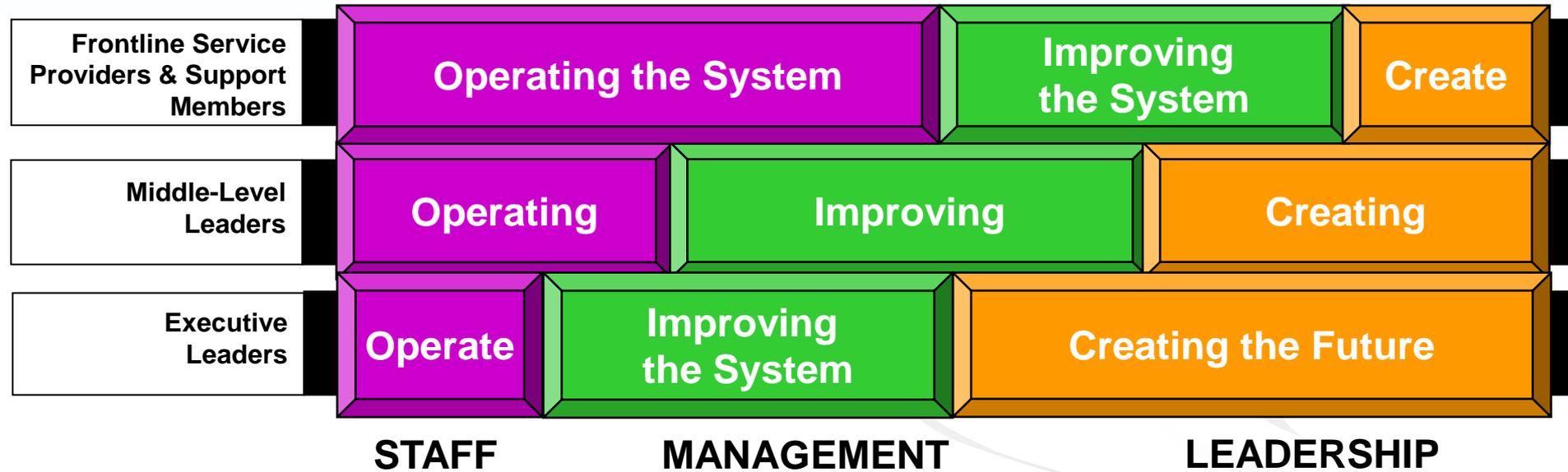


Role of Leaders & Manager in Implementing Change



- ✓ Explain need for change(s)
- ✓ Communicate (openly, honestly, frequently)
- ✓ Prioritize changes
- ✓ Expect lower productivity during adjustment period
- ✓ Allow time to deal with change(s)
- ✓ Demonstrate commitment to change(s)
- ✓ Define what “excellence” looks like
- ✓ Remove barriers
- ✓ Provide sufficient resources
- ✓ Measure, value, & reinforce positive behaviors & results

Where We Invest Our Time



Source: City of VA Beach w/Quality Learning Systems, Inc.