



CREATING A HIGH-PERFORMANCE ORGANIZATION AND COMPANY CULTURE

Executive Overview for:

Individual and Organizational Development

"When a business grows and matures it becomes necessary to add people and better define their roles. In other words, you must "build" an organization. If you have to build an organization to support growth, why don't you go the extra mile and build an organization that has, as its core, a High Performing Company Culture. The difference between an engaged, creative, motivated and self-inspired organization and a group of people going through the motions represents the difference between mediocre and exceptional financial results. Try it, you will love it. Once you get the hang of it, it is only a little more difficult but it pays huge dividends." YourBoard.US

1. Overview of Organization and Cultural Development.
2. Overview of Individual Development and Role Alignment.



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Overview of Organizational Development

Leaders who have great vision clearly understand one critical point and that is, in order to build sustainable company performance around highly differentiated solutions in an ever-changing marketplace that will drive long term growth and financial success, you first must take the time to build a High-Performance Company Culture and organization that can support those objectives.

- First, you must create a high-performance culture based on inclusion, respect, appreciation and recognition for performance.
- After creating the unique product or service solution that provides a positive value proposition to an identified market segment, building a strong organization is a leader's second major task.

A great entrepreneur, owner, or leader can only do it alone for a short time or the opportunity to move from the "entrepreneurial phase" to the next phase of growth and complexity is thwarted and the true opportunity for building and leading a great company is lost.

When a leader of a company, no matter how small, can spend part of their focus on the development of a smart, motivated and career oriented team, the leader's passion will be personified by the people who surround them. Now we are talking about the entire organization driving the company to the next level, not just relying on the leader to accomplish that critical task alone.

When the leader assumes total and exclusive control it is like a coach who dictates every play, usurping the creativity and spontaneity of the team. In this environment, there are no audiles allowed. When a good leader, or in this example coach, encourages team leadership "on the field" there becomes an environment of ownership and excitement that moves the performance bar automatically both upward and forward. They become their own "Band of Brothers" which taps incredible motivation, creativity and intensity. The recognition from achieving successes are now shared among the team as well as the company.

A leader's focus on organization development changes the model from a "genius leader" with a whip and a reluctant team trying to operate under pressure, to a leader that has to gently pull back the reins because the team is moving too fast. The excitement among the team and an interest to keep moving forward with new ideas is a significant sign that indicates you have been successful in creating a High-Performance Company Culture.



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Where the company and the company's "decision making process" revolves around a single leader, even a very good leader, the company cannot grow beyond the single leader's ability to get their arms around the business. This stymies the growth, frustrates the associates, who want to feel they are capable of contributing, and normally frustrates the leader in an unhealthy manner. If your plan is to grow your business it demands the broadening of leadership and decision making authority, so that even in smaller companies, people are involved and beginning to develop ownership in each of their roles. This is very easy to say but incredibly difficult for owners and senior leaders to let go of things they know you can do better. That may be true at first, but in the long run it does not allow you to achieve to your company's potential.

A telling sign that there is some level of a "choke hold" within the organization is when the famous comment is made that; "It is easier for me to do it myself than to teach someone to do it." The more "tactical" things you occupy your valuable time with the less time there is to work **ON** the business, planning for growth and improvements.

The Leadership characteristic that is most difficult, but most important, is "letting go" and delegating more and more chores to more and more associates.

You only have so much time in life to reach your goals for success. That only comes with working **ON** the business not from just working harder **IN** the business.

Just think of this. What if your Doctor told you that you had a condition where you were going to have to be flat on your back for one full year? Who would you put in charge of your business and what time would you invest in training them. Make a commitment and set your time priorities to leave more time to working **ON** the business and developing each of your key associates so they can assume key roles and take on key responsibilities in supporting you in taking your business to the next level.

When you create an environment where the leader/coach is pulled by the organization rather than having to push, you have created the High-Performance Company Culture that guarantees your company will stay ahead of the competitive curve in every respect. The ultimate growth and financial results will eclipse your expectations.

That is the goal and the intended result of our discussions around building a "High Performance" organization and company culture.



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Overview of Individual Development and Alignment

An organization is obviously the sum of many parts. These parts are individuals. Each individual has their own set of skills, interests, needs and passions.

Creating a synergy and alignment between an associate's skills, personal interest and passion and the role they are assigned to perform within your company is the key to total associate engagement and motivation.

Doing what's best for the company, because that is what you get paid for, only gets you about half way there. Doing what is the most enriching for each individual associate raises the intensity of performance and will exceed the expectations you have for accomplishing the objectives of the company.

Spending the time and effort to get an alignment between the individual associate and the accountabilities of their role within the company is a major part of creating the High-Performance Organization and Company Culture.

Surrounding that alignment, with a culture of respect, appreciation, recognition, reward, coaching, mentoring and yes, also not being afraid to relocate someone on the bus or even outpace a non-performer who is not connected to our master plan, is the basis for creating an organization that will not only carry your company through all of the challenges of the competitive marketplace but do it with ease. When you can create this High Performing Culture, your company becomes exceptional.

This becomes one of your major differentiators. Both in the marketplace and in the community. Remember one simple philosophy: it is not just about the needs of the company. The needs of the company can only be met at a high level of performance when the individual associates, and their needs, are aligned with their roles and surrounded with respect, appreciation and recognition. That is when associate engagement, intensity and motivation are at their peak and that is when each associate is contributing to the organization at the highest level that their skill set and creativity will allow.

In the very important Business Solution Library segment (203) on the RROI-Position and Performance Agreement (RROI), we will go into great detail on the step-by-step process of aligning the company's needs with the roles you create for each individual associate.

The RROI process clearly integrates the company objectives and the individual associate's objectives and then provides a resource that allows for personal and professional development and training for all of the "keepers" within the organization.



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It is also an important philosophy to embrace as part of the creation of your High-Performance Culture, and that is if a person cannot perform effectively in their current role and the appropriate coaching, training and mentoring has been unsuccessful, you do not waste time in either moving the associate to another seat on the bus or transition them out of the company.

This is important to accept: An organization cannot excel much beyond their weakest links. If you allow a poor performer to stay in a role, you automatically reduce your "standard of performance" within the company and many times don't realize it is happening. Conversely, good people with great skills, a great work ethic and a team attitude raise the "standard of performance" automatically.

Public and private recognition of high performance and the achievement of successful results and quickly "fixing" poor performance, is a signal that is easily recognized by your associates which then gradually raises the ownership and standard of performance within each person's assigned role. There must be a clear and recognizable difference in the recognition and reward levels for High Performing associates in comparison to Low Performing Associates or the lack of perceivable difference results in the organization dumbing down to a much lower performance level.



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