



CREATING A HIGH-PERFORMANCE ORGANIZATION AND COMPANY CULTURE

Executive Overview for:

Leadership's Impact on the Company Culture

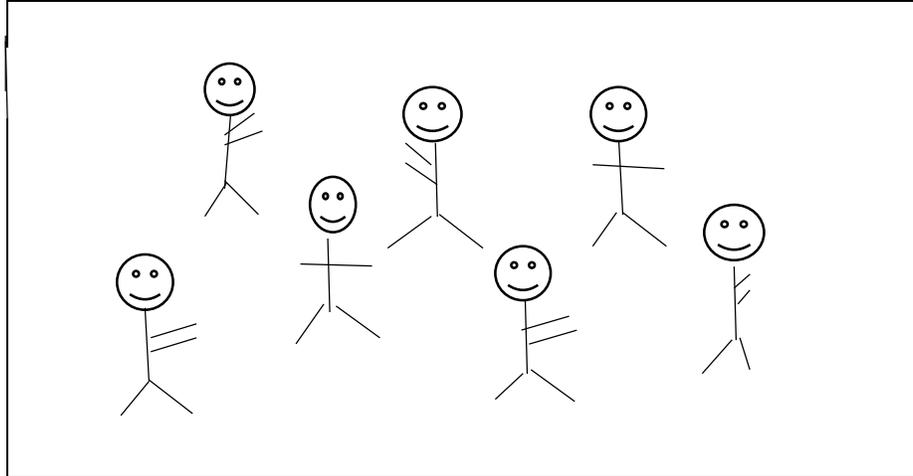
"One fact in business that is indisputable is the fact that the Owner or Senior Leader creates and drives the internal environment of a company and has complete influence over the company culture. Earlier, in the segment on Leadership and Vision, we talked about how an Owner or Senior Leader who actively "self-performs" the leadership role can be the real difference in the success of an organization and company. This segment on leadership's impact on the company culture draws some parallels that show how critical the leader's influence is on creating the "High Performance" Organization and Company Culture." - YourBoard.US

1. Leadership's impact on and control of the company culture.
2. Who do you want to join your team?
3. Who needs to leave in order to maintain your culture and keep performing at a high level?
4. Summary of Leadership's impact on the company culture and how associate engagement and motivation are directly linked.



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Whether it's an Office, Production Facility, Retail Store, Warehouse, Service Center, Healthcare Facility, Education Facility, Tech Center or Project Site, most every associate shows up for work nearly every day.

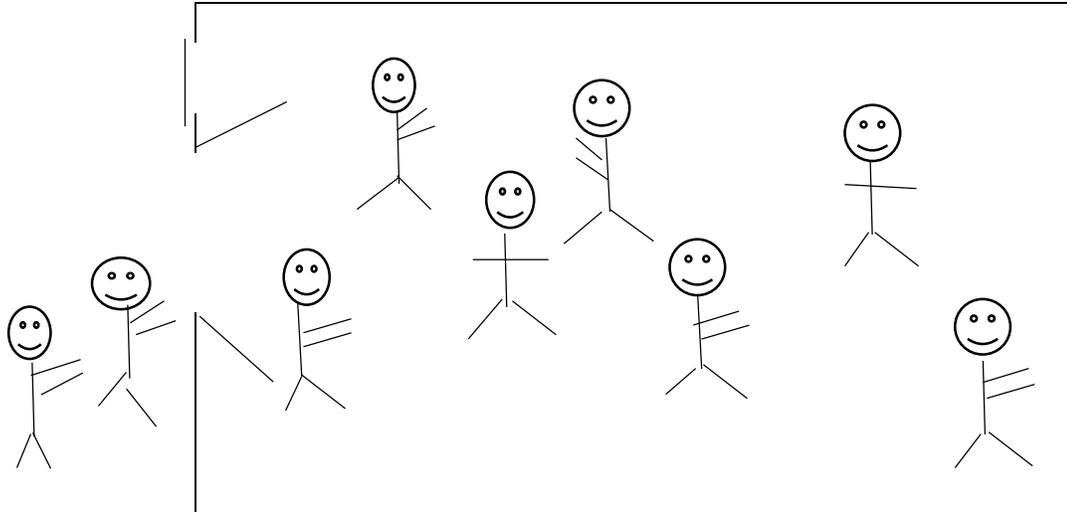
The number of associates vary in numbers from small to large. These people we call "associates" are ultimately the key to executing our Strategic Plan and cost effectively delivering differentiated product or service solutions to our targeted market segments, customers and buying influences.

Please say hello to them, they are the real difference in whether your company is successful or not.



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Healthcare Facility, Education Facility, Tech Center Project Site

As the front doors swing open...what are we looking for in the associates that we welcome on this critically important organizational team?

1. **Each individual must have the proper skill set to perform the role that they are selected to execute (identified through multiple interviews, testing and references).** The skill set may also be developed in a training program. It is critically important to the organization for the candidates to possess the aptitude to successfully complete and graduate from the education or training program with a proven "A" level skill set. All OJT training programs should have a clear starting, stopping and assessment program.
2. Associates should have a **degree of experience** in performing those skills as indicated through resumes and references. *If "skill sets" were developed through a training program, experience must be gained through "shadowing" and the person being shadowed must approve the new associate as "ready".* There should always be a time period for completion of training (OJT or shadowing) and another set time period for the certification of performance in the position. The training and performance certifications should be very formal or you have no way to determine if you have a highly skilled associate who contributes to the team or someone who will detract from a High-Performance Culture.
3. Associates should have the **aptitude** to be trained and developed to perfect those skills through interviews and testing. *To be successful in developing an associate's desired skill sets, pre-testing and interviewing for "aptitude" are critical. A candidate without aptitude will never achieve the desired proficiency no matter how good the training program.*



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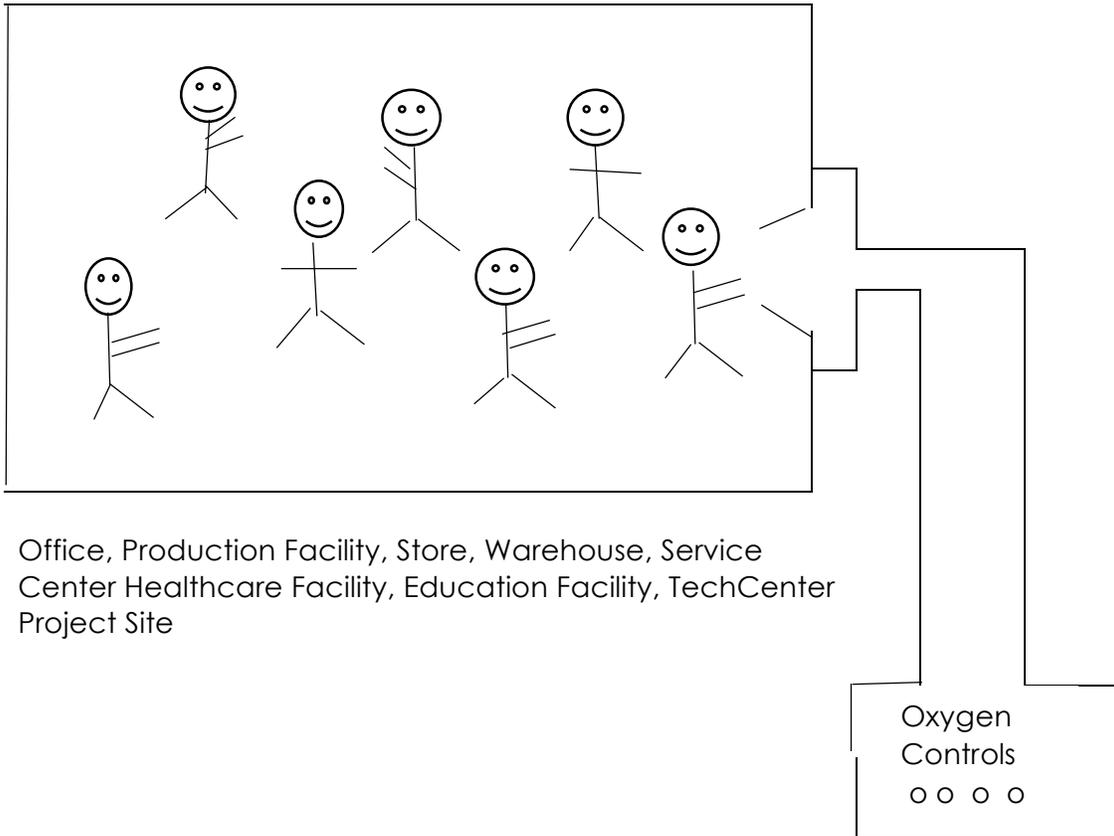
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4. **Each individual must have the personal attributes and behavioral attitudes necessary to:**
 - a. Perform their assigned role within the organization.
 - b. Be able to fit well within the organization's culture which will be designed for dynamic, high performance growth and financial results.
 - c. We want people who are self-motivated solution providers who either lead the way or get out of the way. If you need them to “get out of the way”, they are not right for your team.
5. **Each individual must have a “passion to succeed.”** A passion, self-motivation, team attitude and work ethic driven a desire to meet the goals of their role which are aligned with their own personal and professional goals.



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Leadership Controls the Company Environment...the oxygen that flows into the organization

How does the Senior Leadership and their "Leadership Philosophy" control the level of personal engagement, motivation and ultimately performance that generate the net results achieved within the organization?

The big question you must answer is: How can a company culture be transformed by having a work environment where most associates demonstrate the spirit of entrepreneurship and the attitude of ownership and are totally motivated to meet the goals of their team and their organization with the understanding that they can meet their own personal and professional goals by aligning the two?



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- The “Leadership Philosophy” and resulting management style, controls the amount of “oxygen” that goes into your company’s environment.
- The higher the level of “oxygen” the better the thinking, the greater the motivation, the brighter the spirit and the stronger the passion is to succeed.
- The lower the level of “oxygen” the less accurate the thinking; the spirit and motivation diminishes and the organization becomes lethargic.

What is the real meaning of “oxygen” in a company environment?

- **Respect**
- **Appreciation**
- **Recognition**
- Reward
- Input-feedback
- Coaching
- Communications
- Personal and Professional Development
- Career Path Road Map with personal growth Opportunities

Think back and possibly review the “Leadership Model” (found within the segment on “Leadership and Vision”) which outlines the elements of Leadership Substance that are then delivered through Leadership Style.

The tools contained in the Leadership Model, “self-performed” by the Owner or Senior Leader allows the “oxygen controls” to be in the proper position for you to create the High-Performance Organization and Company Culture.



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Leadership Controls the Company Environment

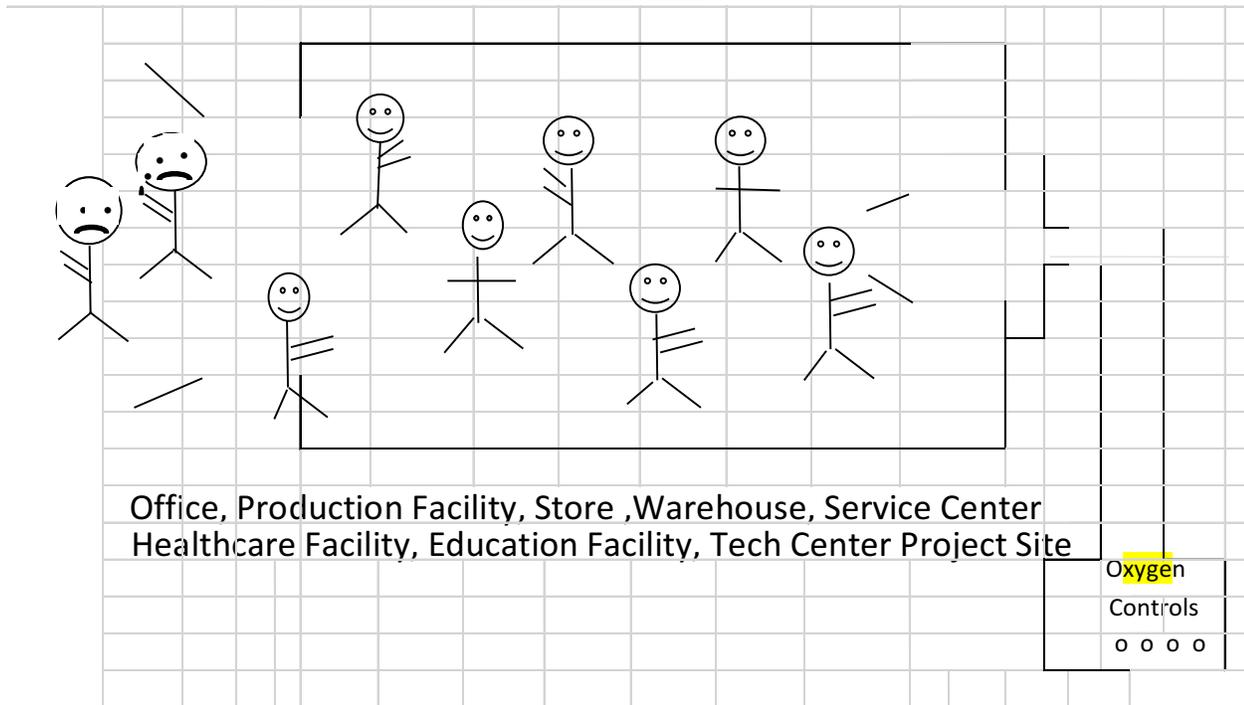
- Building the High-Performance Company Culture not only means hiring and nurturing the right people, but the even more important and difficult process of matching skill sets and attributes of “existing associates” with the roles that will allow the organization and the individual to be very successful.
- This is done in a systematic process using a core methodology called the RROI – Position and Performance Agreement (found in Segment 203 of the Business Solution Media Library). The RROI is a jointly completed and interactively developed Position and Performance Agreement which clearly sets the expectations for each role, the responsibilities of the role, the objectives and initiatives of the role and most importantly the desired results for the role. Skill set requirements, training and development and coaching plans are also clearly discussed and agreed upon. This document supports both the needs of the company and then the needs of each associate. It also uncovers quickly when there is not an alignment.
- This Position and Performance Agreement is put in play and monitored in both operational/tactical type meetings and sub-strategic team meetings called “Leadership Loops” (discussed under the Leadership Loop segment). The supervisors, managers and leaders have the ongoing opportunity and responsibility to both recognize achievement and to coach, mentor, counsel and support individuals to reach their full potential. The last option is always available but there are a few steps for performance improvement before termination.
- As you will see in the later segment on creating and maintaining “A” players, most of your “great performers” are already in your organization. The leadership just needs to push the “re-set” button so they can begin the journey toward exceptional performance. There is a little “A” in most people. It is the role of leadership to provide a platform that brings the “A” to the surface.



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- When coaching and a final “recovery” plan fail to bring an individual to the level of performance that the High-Performance Culture and existing “team” require, you will see that the door swings both ways.



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The Door, unfortunately, must swing both ways . . .

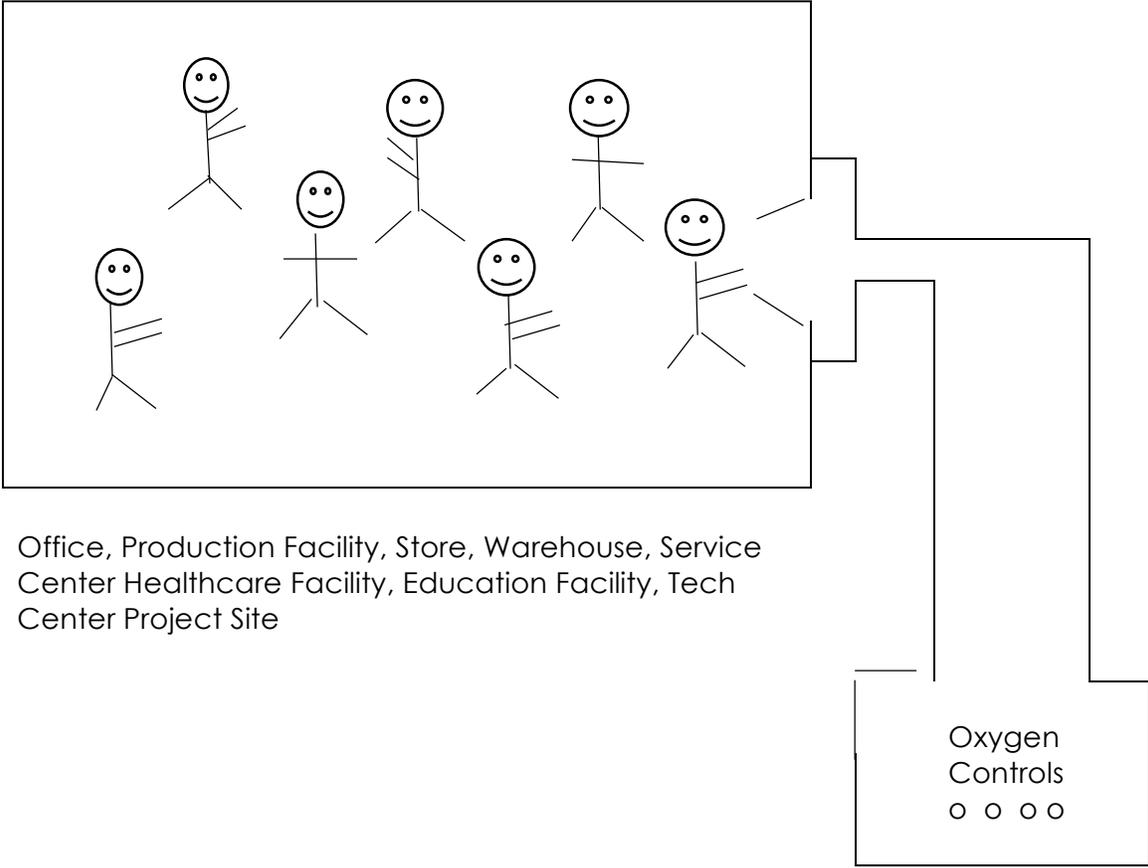
- When all else fails, the door has to also swing out. You simply cannot create and maintain a true High Performance Company Culture unless everyone on the team is both aligned in their objectives and motivations and performing at a high to exceptional level.
- When an associate is respectfully separated from the company for poor performance or attitude, generally speaking, most of the team working with that person will wonder what “took you so long” to recognize the issue.
- Good people with high ideals, a strong work ethic and a passion to see the company and themselves be successful, don't really want people that are not pulling their weight or are not desirable from an ethics standpoint to be on the same team working beside them.

The Associates that ultimately form the Leadership Team should be the senior level individuals who are committed to each other, committed to the company and who enjoy a clear alignment of their own personal goals with the strategic goals of the company.



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This is what a High Performing Organization and Culture looks like...and oh by the way, the financial results will make the stakeholders just as happy!



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Summary of Leadership's Impact on the Company Culture

- Extensive research done by the reputable Gallup polling organization reported from a large national study that 65% of all employees are not fully engaged in their jobs. Only 13% are fully engaged. That is a generally accepted yet still a hard to believe statistic.
- The challenge of leadership is to determine what can be done to move all associates up the ladder of engagement or to make the necessary changes.
- That becomes the clear difference between mediocre companies that are missing the opportunity to be great and great companies that make it look relatively easy to be consistently in the top group of performers within their industry.
- The main tools of management are the “oxygen controls” and the doors that swing both ways.
- **The “self-performing” leader understands how to keep his hand on the “oxygen” lever and also knows when it is necessary to open the door.**



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