



CREATING A HIGH-PERFORMANCE ORGANIZATION AND COMPANY CULTURE

Executive Overview for:

Creating the High-Performance Recognition-Based Company Culture

"We have talked about the objective of creating a High-Performance Company Culture that moves your company to a top performer within your industry. We have talked about many of the elements of this philosophy. Later in another segment we will be talking about the primary written document that is the core of this Philosophy: The RROI-Position and Performance Agreement.

The primary driver, however, to achieve this High Productivity Culture is personal and professional "recognition". Recognition is a double-edged sword. On one edge of the sword is appreciation for hard work and recognition for the achievement of results. On the other side of the double edge sword is "lack of recognition". The lack of recognition drives those who care to want to know what the expectations are and try to achieve them. Recognition or lack thereof, accompanied with coaching, and potentially a "get well plan" if needed, and if all else fails a transition plan out of the organization, are the key elements of being able to create the High-Performance Company Culture.

The concept is very simple but rarely used effectively. This is the RROI Philosophy in a nutshell: There is a joint agreement reached on the responsibilities and desired results for each person's individual role. Every associate's role should drop out of the Strategic Plan. There is also a support plan and a career path outlined for each associate. From that point forward all superior performance must be appreciated, and the results must be recognized and repeated results must be rewarded. Lack of performance is identified quickly, not recognized, but instead discussed. Coaching and counseling followed by short term progress reviews.



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Our goal is always to bring the “A” out of every player and allow them to be top performers. If skill, aptitude, or worse case attitude and behavior diminishes, the coaching and support effort (a “recovery” or “get well” plan) is initiated with a requirement for immediate changes or a transition out of the company.

The RROI documentation also provides the baseline requirements of each position and a complete record of previous reviews. This document also provides the legal basis for termination if it is ever the next and only logical step.

Bottom Line: *Human nature dictates that nearly everyone who “cares” wants to meet expectations, if they understand them, have the skill to perform them or the aptitude to learn them. Only if the understanding or aptitude is not present or there is a poor attitude or lack of alignment with an individual’s role and their personal and professional goals, will a person not respond positively to clear expectations. When that occurs, move quickly. Leaders and managers, on many occasions, wait too long to make a move and the demonstrated poor performance and poor attitude become a cancer in the organization and a “killer” to the creating of the High Performance “Recognition Based” Company Culture. Worse than that, if not corrected quickly, that lower performance can become the new “standard of performance” companywide. - YourBoard.US.*

1. “A” Players.
2. “Recognition” as the Key Driver of your Company Culture.
3. The RROI Philosophy and how it becomes the Foundation for Increased Engagement, Motivation and Productivity.



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“A” Players

How do you find “A” Players? After all, having “A” Players is all that everyone ever talks about. The funny thing is, all you have to do to see “A” Players is to look around you. Unless your hiring process, over the past several years, has been totally negligent, there is some “A” in every person you have in your organization. It is a leadership philosophy and management style that brings the “A” to the surface in every individual who has it. This uncovering of “A” qualities generate the high-performance company culture. It is up to the Leadership to commit to bringing the “A” to the surface. This is done within the Philosophy of the “High-Performance Company Culture”.

There is a methodology surrounded by a philosophy that will result in most, not all, but most of your associates raising their level of value to the company significantly.

This is also the philosophy that surrounds the most important document in your organization after the Strategic Plan. **The RROI- Position and Performance Agreement.**

“Recognition” as a foundation for your High Performing Company Culture.

The Primary Driver of the High Performance “Recognition Based” Company Culture is “Guess what?” . . . **Recognition**

The three most important values to a human being, other than loving and being loved, is being respected as a person, appreciated for the work or deeds they perform and recognition for accomplishments. Sincere acknowledgement and recognition for accomplishing results feeds the human psyche with an emotion that continues to drive engagement, performance and loyalty. Interestingly enough, the lack of acknowledgement and recognition within a “recognition based” company environment is worse for people who really care, than any form of discipline.

The RROI-Position and Performance Agreement is the document that sets up the foundation for the High Performance “Recognition Based” Company Culture.

What is great about a “Recognition Based Company Culture” is that people who are generally winners, who don't receive recognition for performance, sense it and want to know exactly what they need to do in order to get on track. I would consider these associates as potential “A” players and supervision should work to either improve the understanding of the expectations or work to help the individual to eliminate the shortcomings that will allow the individual to then achieve results that will lead to recognition. These are your “A” players who want to be engaged and have a strong desire to be a part of a successful team effort. This is where coaching, mentoring and counseling really works.



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On the other hand, those associates that do not care about a lack of acknowledgement and recognition probably also do not care about performing their role at a high level. These are the associates that we need to either “recapture” or cut loose.

In a positive “Recognition Based” Culture the leadership builds a company platform for the associates to perform, supports their development, appreciates their contributions and recognizes their results. There is support, coaching, counseling and mentorships for those who care and have an interest in being the best. Anyone who is not engaged and motivated to produce results probably doesn’t fit within your High Performance “Recognition Based” Company Culture.

Sincere and honest reinforcement, with private and public recognition, is one of the most powerful forms of motivation on Earth. It also makes it easy to identify the associates that may never produce results.



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THE RROI – POSITION AND PERFORMANCE AGREEMENT

RROI Stands for Roles, Responsibilities, Objectives and Initiatives

The RROI is all about how people make the difference. The RROI is not solely a Position Description but instead a Performance Agreement and a leadership tool that creates a path to high performance for each individual within the organization.

The RROI Objective is to transform the company culture from whatever level of performance that currently exists to a “High Performance Company Culture”. This is accomplished by creating the opportunity for each individual in the company to rise to the level of his or her capabilities within an entrepreneurial Role. They do this by using their existing skill set and applying their positive personal attributes and behavioral habits to meet or exceed the Objectives and implement all of their Initiatives within the Mission of their Role.

The high-level objective of a company that has a high-performance culture is to be a top 10% industry performer which means every person must be operating at a high level. Everyone should be improving in their role in order for the company to improve in its industry position.

In most cases, if the expectations for the person within their role are clearly set and agreed upon, people want to meet those expectations and will work hard to do so.

If, for whatever the reason, from skills and aptitude to attitude and passion, the individual's role is falling short of clear and agreed upon expectations, it is the critical duty of the supervisor to use the RROI data and conduct direct discussions (coaching) with the individual to determine what the cause is for failing performance and what personal and professional development activities must be undertaken. When coaching is not working, and a person goes into an underperforming mode, the supervisor must then establish a “Recovery” plan of support which is clearly communicated and agreed upon. A series of short cycle reviews must be put in place until the cause of the underperformance is rectified. In many companies this process is called the “Performance Improvement Process or PIP.” I call it a “get well” plan that either leads to a permanent recovery or a transition out of the company.

The problem is that many management and leadership teams allow poor performers to flounder in a low performing mode, not meeting established expectations and sending a signal to the organization that it really isn't important to bust your tail to meet your expectations. It is imperative, and a critical part of the human performance philosophy, to deal with low performance quickly and effectively so that it does not become the accepted standard of performance.

Sections I, II and III of the RROI Position and Performance Agreement (coming in the next segment) can be separated and used as a traditional “Job Description” to describe and outline the responsibilities of a position. The true purpose of the RROI, however, is to serve as a “Performance Agreement” that allows for an ongoing opportunity to establish and review performance standards. Those performance standards then become the foundation to coach, mentor, counsel, assess and improve an associate's chance for continued advancement.



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The RROI- Performance Agreement also provides a strong basis for publicly and privately demonstrating recognition to those who are successful. The RROI Position and Performance Agreement becomes the primary tool for transforming a low performing culture to a “High Productivity Culture” that will drive the organization to separate itself from those people who do not have the skills, attitude, desire, ability, pride or passion to perform at the standards required.

The RROI “Performance Agreement” is each individual's ticket to success and advancement in the organization. It is a charter of commitments made by the individual to the company and, likewise, a charter of commitment of support made by the company to the individual.

The RROI Process is the monitoring and control system that, if done properly, creates an industry top 10% company culture that generates and perpetuates sustained high performance and much improved financial results.



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