



THEPERFORMANCEROOM.CO.UK

BUILD A HIGH PERFORMANCE CULTURE

PlanetK2



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LEADING A HIGH PERFORMANCE CULTURE



High performance cultures are rare things that take time and energy to build. They also take a lot of work to sustain and doing that needs leadership.

Leaders who do this really well know what really matters and where to focus their time and energy. This kitbag contains everything you need to make sure you are superbly ready to lead a high performance culture.

High performing cultures need leaders who nurture, develop & sustain them. See what that means for you so you can lead a culture, not a cult.

High performance cultures deliver 3 times more revenue and 12 times more value. It seems the effort required to lead one is worth it . John Kotter & James Heskett
Corporate Culture & Performance

WHAT GOES ON



There's always a culture. You end up with one whatever you do, so you can either choose to shape and influence it or take your chances.

High performing teams and people thrive in high performance conditions and leaders play a massive part in creating and sustaining those conditions. Too many leaders don't understand what that takes, or are too busy, or say that the time isn't right. Then they become unhappy about the culture they've got and the performance they're getting. Or they only put the effort in for a while, the culture weakens and people think high performance is a fad. The best people leave, the worst behaviours thrive and results suffer.

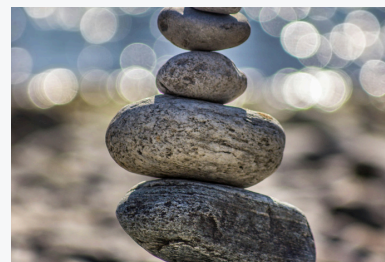
Leading a high performance culture makes a massive difference to performance and results. It takes discipline, time and effort because these cultures are not normal and without that leadership focus, they will wither and die. So like behaviours, leaders end up with the culture they deserve.

→ LEADING A HIGH PERFORMANCE CULTURE

HIGH PERFORMANCE TRUTHS



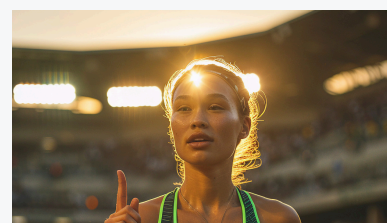
Leaders have a massive impact on culture. The behaviours they demonstrate, encourage and tolerate pretty much are the culture



Excellence here has a structure. You need to make sure the key elements of a high performance culture are in place or you're getting them in place.

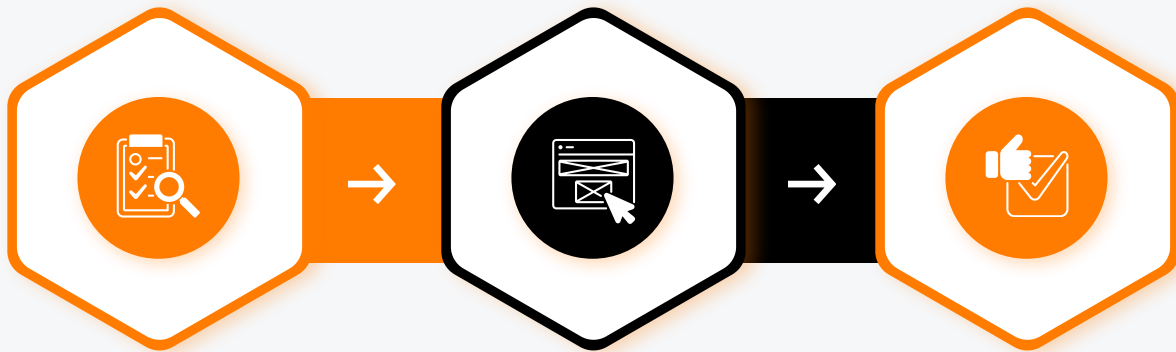


You need to show that culture matters to you. Rewarding two results equally even though one reflects and supports the culture you want to sustain and the other doesn't, is only going to get you what you don't want



The world is out to drag your high performance culture down. It's wired to want normal or average. High performance is neither of these things, so you need to be wary of the dangers every day.

THREE THINGS TO DO



01

Make sure you've built – or are building – the key components of a high performance culture

02

Show it matters. Show it by treating it like other stuff that matters. Talk about it, get excited about it, measure it, set goals around it, put it on the agenda, report on it....

03

Know that your job here is never done. You're the constant gardener here. Have a plan to create the conditions. Have a plan to plant the right stuff in the right place. Then have a plan to make sure it's nurtured, protected and has the freedom to grow.

GET HIGH PERFORMANCE INTO YOUR CULTURE DNA



High performance cultures need leaders who behave like it really matters. Leaders who are serious about it and show it in what they say, how they think and what they do. This tool is about making sure you're doing what you need to do to develop, grow and maintain a high performance culture

What will it do?

This tool is about making sure you're doing what you need to do to develop, grow and maintain a high performance culture. It's a habit forming tool, not a once and done. So keep it close and use it regularly. You can use it whether you're at the start of developing your high performance culture, whether you need to maintain and nurture it or whether you need to breathe life back into it. It's also worth looking at the "Building a Culture of Excellence" kitbag to make sure you've got the basics in place.

TOOL

Step 1

Look at the table. These are some of the most important things we see leaders do with passion, intensity and discipline. Prioritise the things you think will make the biggest impact, where "1" is highest and "3" is lowest.

Behaviours that make a difference	Priority
Create meaning and purpose and refer to it a lot	
Show how the result is achieved, it matters as much as the result	
Champion creation of winning recipes – so review and understand wins	
Be clear on the values and behaviours you expect and role model them	
Encourage the seeking and giving of performance focused feedback	
Constantly improve your performance and share what you're doing	
Make sure all your rewards encourage the behaviours you want	
Explain decisions and choices through purpose, values and behaviours	
Make sure your processes and rituals encourage the culture you want	
Invite collaboration and contribution to the culture from everyone	

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→ GET HIGH PERFORMANCE INTO YOUR CULTURE DNA

Step 2

2. Look at the table below. We've listed the behaviours that show someone's serious. Take your top 3 priorities and check you're doing at least 3 things every week that show you're serious.

Evidence I'm serious	Priority 1	Priority 2	Priority 3	How often (daily, weekly, monthly)
I talk about it a lot				
I measure it				
I report on it				
I'm always looking to improve at it				
It's high on my agendas				
I celebrate it when it's great				
I get on it when it's rubbish				
It's in everyone's objectives				
Standards around it are high				
It's clear I really care about it				

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→ GET HIGH PERFORMANCE INTO YOUR CULTURE DNA

Step 3

Now look at the key components of a high performance culture in the table below. Write down the things you won't accept because they represent a danger to your high performance culture. Then choose what you'll do whenever you see, hear or feel them. The first 3 are completed as examples.

Culture component	What I won't accept	What I'll do when I see, hear or feel it
Our purpose matters	New joiners unclear on our purpose	Talk to their leader about why it matters
Our results matter	Results that don't reflect our ability	Make sure we do what we need to do to close that gap
Our performance matters	Rewarding results though performance was poor	Challenge rewards that ignore performance
Our values matter		
Our behaviours matter		
Our attitude matters		
What we reward matters		
Using tools and processes that work matters		
Getting the best talent matters		

YOUR PLAN



01

What are you going to do? This bit is easy – it's the 3 things listed above. No 3 is particularly helpful here. If there's anything else you need to do, jot it down here.
My actions:

02

When are you going to start? You don't have to be great to get going, but you better get going if you want to be great.
My start date

03

How often will you be reviewing it? Getting great has a lot to do with making things a habit.
Check in dates:

CREATE RITUALS THAT SUPPORT YOUR CULTURE



Rituals are the regular rhythms that tell people what matters and set the tone for your culture. In high performance cultures, they are used to reinforce what matters. This tool is about making sure your rituals are supporting what you want and not somehow sending a different message.

What will it do?

This tool is about making sure your rituals are supporting what you want and not somehow sending a different message. It's a tool to use at least annually and ideally every 3 to 6 months to make sure you're staying on track. You can also use it in advance of each ritual, particularly if there are any you're concerned about. It's also worth looking at the "Building a Culture of Excellence" kitbag to make sure you've got the basics in place.

→ CREATE RITUALS THAT SUPPORT YOUR CULTURE

TOOL

Step 1

Look at the table below. These are some of the most frequent rituals we see. Add in any you have in your organisation that are missing from the list and prioritise the ones that have the biggest impact on your culture, where "1" is highest & "3" is lowest.

Rituals	Impact
Goal or budget setting	
Goal reviews	
Performance reviews	
Reward & recognition	
Induction	
Conferences & events	
Internal meetings or "town halls"	
Team member 1:1's	

→ CREATE RITUALS THAT SUPPORT YOUR CULTURE

Step 2

Look at the table below. You'll see a number of high performance culture factors your rituals should be reinforcing. List your 3 rituals that have the biggest impact from step 1 and score each one on a scale of 1-10 in terms of how well that ritual reinforces that ingredient. 1 means it's rubbish at it and 10 means it's great. It might be useful to do this with 1 or 2 others so you get a broader view.

High performance culture factors	High impact ritual 1	High impact ritual 2	High impact ritual 3
Our purpose or mission			
Our history or story			
I report on it			
Our behaviours			
It's high on my agendas			
Our attitudes			
Our values			
Our process and tools that help us win			
Performance improvement			
Motivation			
Talent identification, acquisition and fulfillment			
Leading around here			

→ CREATE RITUALS THAT SUPPORT YOUR CULTURE

Step 3

Now take the same top 3 rituals and with everything you've learned in Step 2, decide what you and your team are going to start, stop and continue doing with that ritual. Remember that if any of your high impact rituals are scoring highly, then your job is to make that strength stronger!

High impact ritual	Start	Stop	Continue
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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YOUR PLAN



01

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When are you going to start? You don't have to be great to get going, but you better get going if you want to be great.
My start date

03

How often will you be reviewing it? Getting great has a lot to do with making things a habit.
Check in dates:

→ THE FULL VIEWPOINT

HIGH PERFORMANCE - THE CLUE IS IN THE NAME

Leaders say they want high performing teams. But because they don't know what it really means, they label things "high performance" that aren't.

There's a clear choice here. You can spend time and energy understanding what high performance teams actually do or you can just use the label because it makes everyone feel a bit better.

High Performance Headlines

- They understand their picture of success – the result they want, the signs that will tell them they're winning and the behaviours they expect from themselves and others
- They obsess over the performance just as much as they do over the result because they know that it will deliver consistency and predictability. So that involves hard work, focus, discipline, sacrifice, the risk of failure and the postponement of immediate gratification
- They know what great looks like in other similar places so they can be confident that when they call themselves high performing, it's credible

Great teams are prepared to do what's necessary to get high performance in their particular role in their particular arena.

Doing what's necessary is simple and really hard. High performance requires hard work, focus, discipline, sacrifice, the risk of failure and the postponement of immediate gratification. The concepts are easy, the application of them isn't. That's why high performers are not typical and not "normal", where normal is seen through the lens of a bell-shaped curve. High performers know that their place is away from the average, away from normal, seeing how far away from normal they can get.

20 years ago, Mary Collins PhD. Wrote a paper on high performing teams. Here's the final paragraph:

"Today's trend is to label every successful team as high performance. Whilst these teams must be recognised for their success a high performance team is uniquely different. Use the words too loosely and they will lose their power as did empowerment, participative management and quality".

→ HIGH PERFORMANCE - THE CLUE IS IN THE NAME

20 years later, she's still on the money.

It seems like everyone wants high performance, like they want sunny days and lovely holidays. It's just that they don't want to do the hard yards to deliver high performance. The fact that it's hard work should hardly be a surprise. The clue is in the name. It's called high performance. It's not called normal performance, or pretty good performance or average performance. It's high performance. High performance will never be normal or average. That's why it's called high.

So now leaders and teams can decide to do the work, make the sacrifices and start the never-ending journey to high performance. Nice and simple, though uncommon.

They can be honest and 'fess up that they don't want high performance for themselves, their teams or their organisations because they simply are not ready, willing nor able to do the consistent hard work that's required. This one's never going to happen. Saying "we're OK with being ordinary" isn't exactly career enhancing, however honest and truthful it might be.

Then there's the third and most likely choice. This choice means you don't have to do the hard work but you don't give up on high performance. How do you make this magic happen? Easy. You debase the currency and start calling things high performance without any reference point, evidence or understanding of what high performance means for them.

So before you start labelling something "high performance":

1. Do you know what you mean when you say "performance" or do you think it's the same thing as results?
2. Do you have a clear idea of what high performance means in your organisation based on the crucial defining and rare qualities that mark out the 1 or 2% of the very best?
3. Do you know what great looks like in performance terms in other comparable teams or organisations so you can be confident that you're standards are objectively high?