Creating a High Performance Organizational Culture
Create a clear understanding of

1. The **reasons** for creating a HPC
2. The key **characteristics** of HPC
3. **Management / Leadership** requirements to build and expand a HPC
4. Create **momentum** in manifesting the HPC in Operations
LIST 2-3 EXAMPLES OF A HPC

1. Why did you choose these examples?
2. What do they have in common?
3. What makes them “high performance”? 
SWISS RAILROAD—ON TIME
BLUE ANGELS
If you want to manifest and energize a compelling vision, mission, and purpose (Enable World Class Science)
WHY A HPC

If you want to have a non-linear expansion of performance, efficiency, or effectiveness
WHY A HPC

If you need a ‘breakthrough result’ or outcome
WHY A HPC

To make the extraordinary your ordinary
If you want to be the pace-setter/best in class/world class: FACILITIES-IQPC

1. winner-best start up Excellence program
2. Government Deployment Leader of the year
Which outcome is most appealing to you and your organization and why?

1. If you want to empower and energize a clear vision, mission, and purpose (Enable World Class Science)
2. If you want to have a non-linear expansion of performance, efficiency or effectiveness
3. If you need a ‘breakthrough result’
4. To make the extraordinary your ordinary
5. If you want to be the pace-setting/world class
MANAGEMENT COMPETENCIES FOR HPC

1. Understand the nature of change
2. Understand group dynamics
3. Masterful listener
4. Empower innovation & creativity
5. Learn to coach and be coached
6. Role-model values and attributes
7. Attract and hire “adults”
1. Understand the nature of change
2. Understand group dynamics
3. Masterful listener
4. Empower innovation & creativity
5. Able to communicate vision
6. Role-model values and attributes
7. Attract and hire “adults”
ORGANIZATIONAL CULTURE
ORGANIZATIONAL CULTURE

Impact

1. Determines the quality/quantity of the results
2. Determines who will have influence & who will be marginalized
3. Determines how you treat your staff and your customers
Impact

- Determines the quality/quantity of the results
- Determines who will have influence & who will be marginalized
- Determines how you treat your staff & customers

Frames your thinking and actions
FRAMES YOUR THINKING/ACTIONS

- Creates context/meaning
- Set priorities
- How we treat one another
- How we act under stress
- How we treat our customers
“CULTURE”

- From the Latin “cultura”—attitudes and behavioral patterns of a group
- Customs, artifacts, values, institutions, associated with a specific group or nation
- A set of habits that are automatic and self-activating
“CULTURE”

- Customs, practices, values, code of conduct, acceptable behaviors associated with a group ---that allows you to answer the questions:
  - What is important (appropriate) Here and now??
CREATING ORGANIZATION CULTURE

- ACCIDENT
- DESIGN
Culture

- What is acceptable & ‘normal’ behavior
- Under stress
- With each other
- With the customers
ACCIDENTAL CULTURES

Formed by

- Founders
- Executives
- Highest Level Leaders
- Dominant personalities

(everyone else is usually marginalized)
HPC INDIVIDUAL MODEL

MIND

BODY

EMOTIONS

SPIRIT
YOUR HPC LEADERSHIP

1. A potential weakness / area for improvement that can detract from creating and maintaining a HPC?

2. Your main attributes that contributes to creating and maintaining HPC?
Scenario
Redesign your culture from Compliance-oriented to Customer-focused
CREATE A HPC → COMPLIANCE TO CUSTOMER

1. What would HPC Customer-focused Culture look like a year from now?
2. Work your way backwards from a year from now.
3. Develop an action plan for a year—big items
WHAT CAN YOU DO FOR THE NEXT 90 DAYS?

✖ In your home organization?
✖ As a leader of Operations?
✖ With your direct reports?
Q & A  LESSONS LEARNED
Pain is temporary. It may last a minute, or an hour, or a day, or a year, but eventually it will subside and something else will take its place. If I quit, however, it lasts forever.

Lance Armstrong
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