

LBNL-OPERATIONS MEETING

JANUARY 18 2012

Creating a High Performance Organizational Culture

MY PURPOSE

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



WHY A HPC

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**

WHY HP CULTURE?

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**

SMALL GROUP DISCUSSION

- 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”

SELF ASSESSMENT— 1 TO 10

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**

HOW DOES CULTURE DO THIS?

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

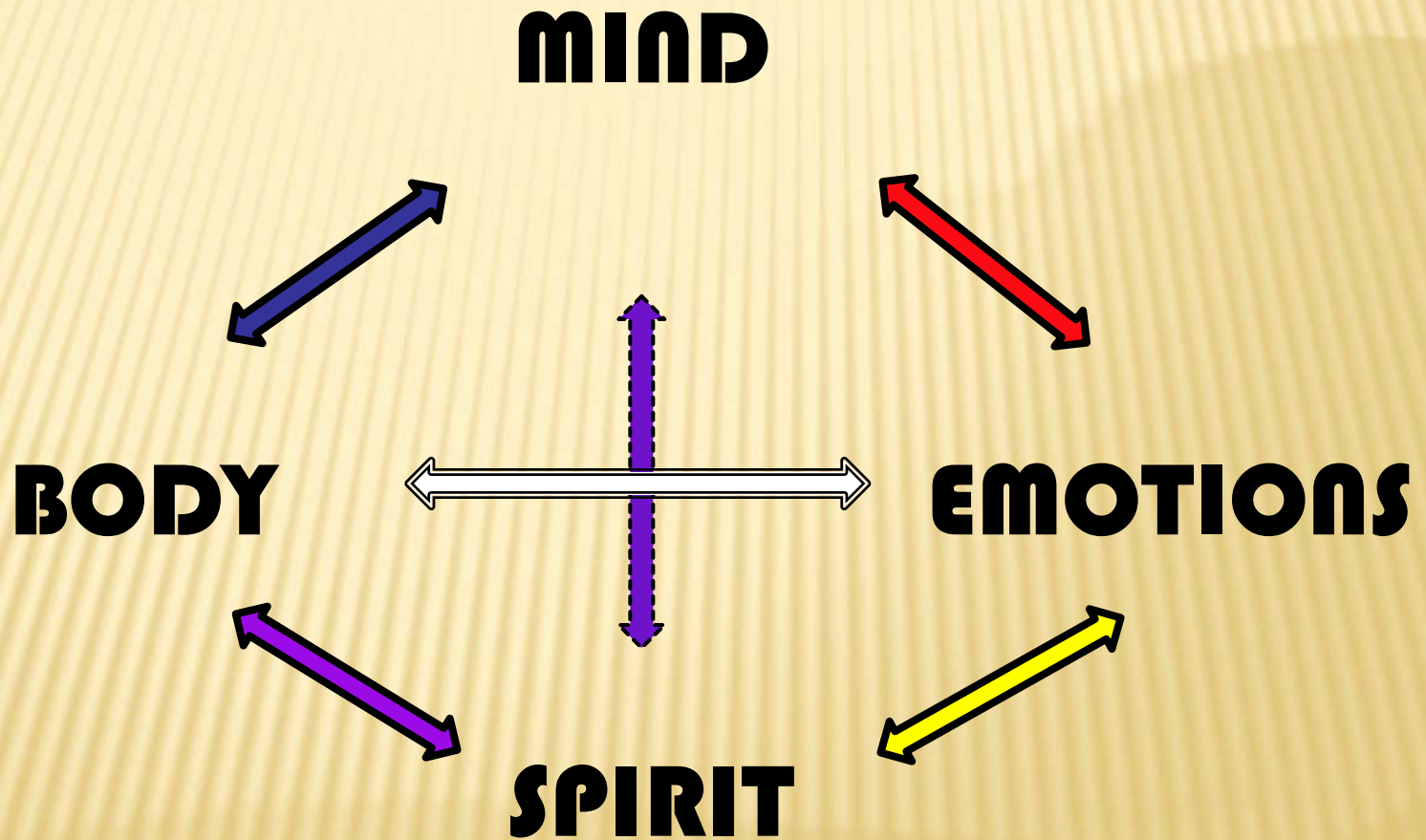
Formed by

- **Founders**
- **Executives**
- **Highest Level Leaders**
- **Dominant personalities**
(everyone else is usually marginalized)

DESIGNED CULTURE

- ┌ **Values**
- ┌ **Visions**
- ┌ **Ideals**
- ┌ **Relationship to customers**
- ┌ **Relationship to one another**
- ┌ **Maturity**

HPC INDIVIDUAL MODEL



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?**

DESIGN A 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

QUOTE OF THE DAY

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

LBNL-OPERATIONS MEETING

JANUARY 18 2012

**Creating a
High Performance
Organizational Culture**