



# ORGANIZATION PERFORMANCE REIMAGINED

## ***A Pathway to Performance Enablement***

Enabling Employee  
and Organization  
Success

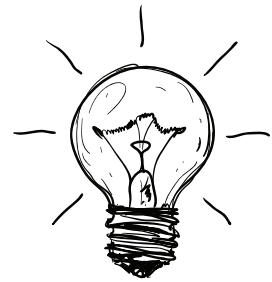


## ORGANIZATION PERFORMANCE. REIMAGINED.

Dramatic change is occurring in organizations across the globe. Business cycles and opportunities that used to last for months or years now change in weeks or even days. Customer (internal and external) expectations continually change and become more demanding. Organizations and employees have to respond quickly or find themselves in a struggle to compete and survive.

In response to these dynamics, organizations are decentralizing their authority and decision making. We are now seeing highly engaged, customer-centric teams that can respond rapidly to change, and deliver results in unique and fundamentally different ways. New visions, new structures, new skill sets and competencies are often required to thrive in this new reality. The stay the course, keep your head down, keep working, we know what we are doing because we have done this for 30 years management style no longer works.

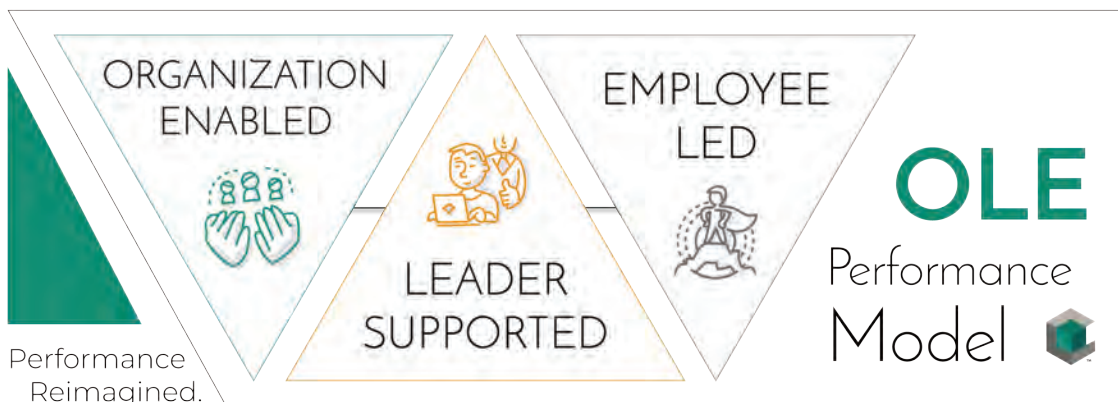
**To thrive, organizations must reimagine their performance model.**



## Imagine

Imagine every person in your organization, from senior executives to entry levels, proactively engaging with change, both navigating and leading it. Imagine your people owning and effectively managing their career development and delivering top-tier performance. Imagine them displaying both team and individual role model leadership behavior and accountability, using technology to connect and build relationships rather than just communicating. Imagine your organization as a place where the skills of collaboration, agile decision making, and a focus on execution are learned and developed, and over time become natural and expected — where functional silos cease to exist.

Imagine your organization as a place where traditional performance management becomes performance enablement. Once or twice a year performance reviews, which are often performance “surprises,” are now weekly or bi-weekly performance connections that are owned and directed by the employee, not the manager, and focus on actions and activities that develop skills and behaviors rather than just reviewing or rating them.



## Organizationally Enabled, Leader Supported, and Employee-Engaged Performance Model – (OLE)

To thrive in the new reality and to achieve and sustain a competitive advantage, organizations need every employee from the board room to the mail room to lead where they are. In a recent study by Deloitte, over 31 billion dollars is spent on training people and organizational leaders. Of the over 7,000 respondents, only 40% say that current leadership programs add any value and 24% report the programs yield no value. Most of the content is probably world class with the best and brightest people delivering it, but the bottom line is we are missing the mark on the audience and the impact it could have.

The old model that only formal leaders are trained and provided the tools to lead and then expected to “empower” their people is inherently flawed. Rather than just empowering our people, we must raise the bar and expect them to become leaders in their positions. This creates a foundation of common leadership competencies, values, expectations, and a sustained level of performance that will define our organizations both internally and externally.

# Organization Enabled: Where to Start

To cultivate and leverage employee-engaged, leader-supported performance the organization must enable it.

The role of the organization – C.A.R.E Clarify, Align, Resource and Enable the actions, activities, and behaviors so every employee can lead where they are.

## HOW TO ENABLE–C.A.R.E.

Is every department or business unit and individual aligned to what, how and why the organization exists, and how they contribute to success?

Does everyone in the organization have clear direction, sense of purpose, and reason to believe in the organization’s mission, vision and values?



Does the culture, actions, and behaviors of the organization enable or hinder top performance?

Does the organization invest resources in building the capability and capacity of every employee to perform at a peak level?



# CLARITY

To develop the role model leader in everyone, each person must have clear direction, a sense of purpose, and a reason to believe in the mission, vision, and values of the organization. Clarity requires a knowledge of where the organization is going, an honest assessment of where it is currently, a path to success, and an understanding that how you get there matters.

Clarity goes beyond crafting mission, vision and value statements and posting them on the website, in the lobby, and on conference room walls. If every person clearly understands the vision and mission, knows their role in the path to success, and realizes that behaviors along the way matter, they will have a foundation for individual and team leadership success.

# ALIGN

An organization must be aligned top to bottom on the what, how, and why we do what we do. Everyone in the organization should know their role, how the work they do impacts others, and why what they do is important.

Achieving long term, sustainable success requires alignment on organization and department direction, alignment on what's important (with priorities established), a definition of personal and team success, and an understanding of acceptable and unacceptable behaviors.



**To enable the leader in everyone and cultivate an environment of employee-led performance, an organization must continually prioritize the development of the capability and capacity of its people, through investing in:**

- Engaged learning solutions that are available 24/7 to meet the evolving learning styles of a diverse workforce.
- Support resources for people leaders that assist in developing and leveraging the leader in everyone.
- Time and effort to gain insight with organizational, team and individual assessments that measure current performance, employee engagement, customer-need alignment, and individual leadership impact. These 'QuickView' surveys measure critical success points in the organization and provide real-time, valuable feedback that can be turned into immediate and targeted change.
- High potential development - very few investments have as much return for an organization than accelerating the performance and impact of your most valuable employees.
- Invest in reward and recognition that reinforces the values, actions and behaviors that lead to success.

A healthy and dynamic performance environment that provides vision and connection to meaningful work can enable every employee to lead where they are. However, if an organization promotes a healthy set of values and a vision for the future, but day-to-day reality is confusion, micromanagement and a culture of finding and placing blame, then they are in fact endorsing and enabling a set of behaviors that will negatively define the organization.

Performance at all levels is directly impacted both positively and negatively by the performance environment that is cultivated daily by every employee. We must set the expectation that everyone as a leader has the responsibility to contribute positively to a dynamic culture focused on engaged performance with the hallmarks of clarity of purpose and mission, tremendous change agility, personal and team accountability, and an environment where values and behaviors matter.

To enable employee-engaged, leader supported performance an organization must CARE.





# Leader Support: Where to Start

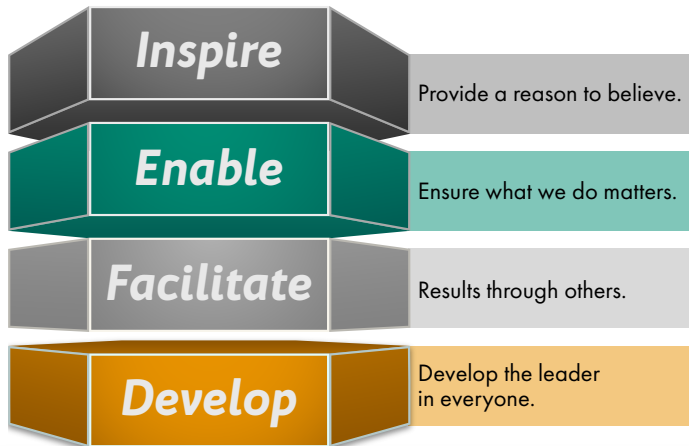
The old World War II management model of planning, controlling, directing, and managing people and activities is slowly coming to an end. The new leadership model must seek to inspire, energize, facilitate and develop organizations and people. Employee-engaged performance is supported by leader-led vision, coaching, and reinforcement. The role of the go-forward leader is to learn, teach, set, and support the core leadership skills. These leaders need to inspire people with vision and values, cultivate a culture of personal and team leadership and accountability, and create performance environments in which change can thrive.

People leaders should facilitate and support performance connections with their employees by listening, guiding, and coaching. With regular performance connections, managers can set the right examples and ensure organizational alignment at every level. These connections should be frequent and ongoing, not just mid- and end-of-year performance reviews.

Leaders, after experiencing the core leadership skills training and reinforcement for themselves, can then accelerate the learning in others by connecting with their teams and one-on-one with team members to advance leadership development in everyone.



# Reimagining Leadership



**Support and guide, don't manage and direct.**

**Ask, don't tell, in your coaching.**

**Make things happen, don't just let things happen. Exhibit role model accountability no matter what. Don't let blame and justification dominate the culture.**

**Establish and cultivate connections, don't create more communication.**

**Spend time developing authentic relationships and teaching others the value and skill of collaboration.**

**Learn, teach, coach, and support the core leadership skills.**

{ "Don't manage people; support and develop them to become leaders where they are!" }

## Employee-Engaged: Where to Start

To meet the challenges of tomorrow, organizations need to develop a core set of fundamental leadership capabilities in every employee at every level. It is important to create a baseline of expected leadership skills, activities, and behaviors that everyone from senior leadership to entry level individual contributors understand, value, exhibit, and are held accountable to. This creates a foundation of common leadership values, expectations, and language that defines your organization.

Of course, everyone's roles and responsibilities are different, and the level of leadership focus and impact will change dramatically as you move up in the organization, but setting a minimal level of leadership competency is critical to tapping into and leveraging the value of every employee leading where they are.

- **Create awareness and set an expectation that everyone is a leader and expected to lead where they are**
- **Provide baseline leadership development, starting with 4 to 5 core leadership competencies required to navigate the changing competitive landscape and environment**
- **Support the development with coaching, mentoring and ongoing reinforcement tools**
- **Reward and recognize employee-led success**
- **Continue to add to and build upon the core leadership competencies**



**CHANGE**  
**ACCOUNTABILITY**  
**PERFORMANCE**  
**RELATIONSHIPS**  
**PURPOSE**

{ "Expect everyone to lead, give them the tools and training to lead, support them like leaders, and they will lead." }



Organization enabled, leader supported, and employee-led performance. The performance model reimaged!

What is your next step?



Contact **Cornerstone Learning** to get started.