The Secret of High Performance Organization

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High Performance Organization (Kotter & Heskett)

• Be run by strong leaders who are committed to winning the heart and mind of people.

• Give balanced attention to serving all three constituents of the organization: customers, employees, and stockholders.

• Be highly energized and aligned on common goals.

• Be receptive to change, responsive to opportunity, and dedicated to creative risk taking.

• Provide a cheerleading, encouraging environment that builds confidence and morale.
High Performance Organization (Cont’d)

- Provide a high-trust environment that identifies and confronts problems.
- Be filled with supportive and enthusiastic people who recognize initiative.
- Emphasize fairness, integrity, and “doing the right thing.”
Conditions for High Performance Team

• Knew the mission of the business and their roles in creating success.
• Knew the organizational priorities and acted with a sense of urgency.
• Were committed to give their personal best efforts and did not hold back because of fear of failure.
• Freely contributed to organizational goals w/o worrying about who got the credit
• Consistently achieve the results they were capable of achieving
• Valued one another’s thoughts and ideas and treated their teammate with respect and compassion
• Openly shared feedback with one another w/o fear of reprisal
• Sought out and responded appropriately to performance feedback
• Had fun at work
An Integrated Elements of High Performance Organization

1. Coaching
2. Strengths-Based Organization
3. Engagement (K,F,C,I)
Why Coaching Culture Matters The Most?

• Coaching creates a performance-focused, feedback-rich organizational capable of creating and sustaining a competitive advantage
• Increases high Employee Engagement in organization
• Assists High Potential employees to prepare for strong people-focused leaders
• Takes coaching as part of Critical Leaning for Talents Development
WMACs focus on achieving success through people

- they are more likely than their peers to have strategies and metrics related to the management of human capital. WMACs are 19 per cent more likely to provide expertise to the CEO and management on human capital issues.

- over 80 per cent of WMACs have a human capital strategy that has been reviewed and approved by the board, compared to just under 70 per cent of their peers.

- their leaders take a hands-on approach to developing talent. Leaders devote as much as 30 per cent of their time to coaching staff.

- the boards of the WMACs are strongly oriented towards taking care of human capital. WMACs are 22 per cent more likely to have a human capital strategy that has been reviewed and approved by the board.
The Most Admired Companies are more successful at maintaining high levels of loyalty and motivation during times of economic uncertainty.

- They achieve this by:
  - ensuring opportunities for personal advancement and growth are consistently available.
  - just over 60 per cent of WMACs say planned career assignments are used a great deal compared to 35 per cent of their peers.
  - 57 per cent say one-to-one coaching is greatly used compared to 22 per cent of their peer group.
Business Case For Creating High Performance Coaching Culture

• Research has indicated that training accompanies by coaching can improve performance by 88% (IPMA, U.S.A.)

• The Metrix Global Survey proved that coaching produced a 529% return on investment.

• The Geoff Hinsley Study showed that an investment in coaching was way below training expenses and coaching exhibited an enormous payback.

• In 2002, the Charted Management Institute conducted a coaching at work survey and found that 93% of managers believe that coaching should be available to all employees.
What is Coaching?

A style of management in which the manager encourages people to reach their full potential by encouraging self-belief and self-development.
On-the-Job Coaching is ...

Helping a coachee achieve positive, lasting change in behavior that transforms him/herself and leads to better business results.
COACHING THROUGH DIALOGUE

- Dialogue is critical to the success of Transformational Coaching.
- Its purpose is to inquire and learn about others and to discover the shared meaning that makes human connection and aligned action possible.
### GROW - The Coaching Model

<table>
<thead>
<tr>
<th><strong>G</strong> Goal</th>
<th>Establish the goal</th>
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</thead>
<tbody>
<tr>
<td><strong>R</strong> Reality</td>
<td>Examine current reality</td>
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<tr>
<td><strong>O</strong> Options</td>
<td>Explore the options</td>
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<tr>
<td><strong>W</strong> Will</td>
<td>Establish the will</td>
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#### Application

**First, with your team member, define and agree the goal or outcome to be achieved. The goal should be specific, measurable, and realistic.**

- How will you know you have achieved that goal?
- How will you know the problem is solved?

**Next, ask your team member to describe their current reality. This is to avoid solving a problem without fully considering their starting point, and missing some of the information needed.**

- What is happening now?
- What, who, when, how often?
- What is the affect or result of that?

**It’s time to explore all the many possible options you have for solving the problem. Help your team members generate as many good options as possible, and discuss these.**

- What else could you do?
- What are the benefits and downsides of each option?
- What factors will you use to weigh up options?

**Your final step is to support your team members to commit to specific actions and help them establish their will and motivation.**

- So what will you do now?
- What could stop you moving forward? How to overcome it?
- Will this address your goal?
- How likely is this option to succeed?
To get the most out of your coaching sessions, brush up on these key skills:

1. **Preparation**: Go over in your head what the issues are, how you will approach your team member, questions you’ll ask, and follow-up actions to suggest.

2. **Observation**: Observe how your people work and interact with others. Avoid being judgmental or making assumptions and look for ways to test and confirm your observations.

3. **Questioning**: Open questions encourage participation and the sharing of ideas. Closed questions – those that require a yes, no, or other short answer – confirm understanding and focus responses.

4. **Listening**: Put your work aside and focus on the person in front of you. Try to create a relaxed, accepting atmosphere and avoid interrupting or speeding the conversation along.

5. **Feedback**: Make it objective and descriptive. Never make it personal. And be sure to recognize and comment on positive behaviors and accomplishment, not just the negatives.

6. **Follow-up**: Work together to agree on an action plan and schedule a follow-up meeting to evaluate progress.
### Who Benefits from Coaching?

<table>
<thead>
<tr>
<th>For Your Staff ...</th>
<th>For You ...</th>
<th>The Bottom Line</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Have a clear goal to achieve</td>
<td>- Staff motivated to deliver best performance</td>
<td>- Improvement in morale</td>
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<tr>
<td>- Achieve outputs more effectively</td>
<td>- Increased effectiveness in work group outputs</td>
<td>- Higher staff retention</td>
</tr>
<tr>
<td>- Potential for better working relationships with colleagues</td>
<td>- Potential for better working relationships among and with staff</td>
<td>- Potential for enhanced workplace relationships (A great place to work)</td>
</tr>
<tr>
<td>- Clear ideas of career progression options</td>
<td>- Performance concerns dealt with promptly and constructively</td>
<td>- More people doing a better job, therefore more effective outcomes</td>
</tr>
<tr>
<td>- More opportunities for learning and development</td>
<td></td>
<td>- Managers developing leadership capabilities</td>
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What is engagement?

“... the harmonising of individual organisation members selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during work performances.”

Kahn (1990)

“Employees willingness and ability to contribute to company success ... the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy.”


“The extent to which employees commit to something or someone in their organisation, how hard they work, and how long they stay as a result of that commitment.”

Corporate Leadership Council (2004)
The Role of Leader in Engagement

What drives engagement...

What engagement is...

- Emotional Engagement
  - Having opportunities to feed your views upwards
  - Feeling well-informed about what is happening in the organisation
  - Believing that your manager is committed to your organisation
  - Involvement in decision-making
  - Freedom to voice ideas, to which managers listen
  - Having opportunities to develop the job
  - Clear communication of a vision of the future
  - Leaders who build trust in the organisation
  - Response to feedback
  - A genuine commitment to the employee’s wellbeing

- Cognitive Engagement

- Physical Engagement

The business outcomes

- Lower attrition rates (inc. talent retention)
  - Profitability
  - Customer Metrics
  - Higher Productivity
  - Lower absenteeism

Research from Gallup

Research from CIPD, IES and Melcrum
The KFCI framework

**K**

KNOW ME

Really get to know each person in your team and how you can help them be the best they can be.

- Not a one size fits all approach – everyone is unique and different – changes leadership style to suit these differences
- Get to know team members as individuals: spending time to talk about non-work issues
- Identify and understand the strengths of the team members – what they are naturally good at and enjoy doing
- Explore ways to make the most of their and team member’s strengths
- Listen to individual’s needs, questions, and concerns
- Believe in team members and trust them to get on with the job
- Give individuals opportunities to do new tasks and projects
- Appoint people with the right talents (innate capability) rather than relying on existing skills and experience
The KFCI framework

Set clear performance expectations so everyone knows what they’re doing, and how to perform at their best

- Agree clear expectations and outcomes with team members
- Ensure that everyone agrees with their objectives
- Give individuals stretching targets
- Help provide clarity on what excellence looks like
- Give ongoing and immediate feedback – ‘coaching in the moment’
- Use feedback to stretch high performers
- Regularly communicate with team members about what is happening in the organisation and how it affects them
- Have courageous conversations around under performance, and when work does not meet their expectations
The KFCI framework

C

Genuinely care about their team and what happens to them, both in and outside work

CARE about ME

- Give individuals recognition and doesn’t claim the credit
- Recognise and praise their people for doing a great job
- Understand what motivates each person and uses this to shape what they do everyday
- Talk through development opportunities with team members
- Help team members work out how they can be even more effective
- Coach team members in overcoming obstacles and solving problems
- Take into account team member’s thoughts and feelings
- Help people adapt to suit a fast moving and sometimes complex environment
The KFCI framework

Help the team to see the big picture and provide context and meaning to everyone’s contribution to the big picture

- Help team members make their work meaningful
- Help team members understand how their job fits into the strategic intent of the organisation
- Create enthusiasm and energy in the team
- Tell inspiring stories to bring priorities and key messages to life
- Create teamwork – getting people to work together to achieve common goals
- Actively encourage the development of talent and help people to work to their full potential
- Be authentic and share important and often personal information about themselves so people know what they stand for
- Share personal learning of successes and failures to accelerate other’s learning
What is a Strength?

**Talent**

A naturally recurring pattern of thought, feeling or behaviour - it has the potential to be a Strength

Transferable situation to situation, specific to the person (not teachable)

**Skills & Knowledge & Practices**

Skill: The capacity to perform the fundamental steps of an activity

Knowledge: What you can know or learn, including self awareness

Transferable person to person, specific to the situation (teachable)

**Strength**

The ability to provide consistent, near-perfect performance in a given activity
A Strength-Based Organization

Our Belief:

• Everyone has natural talents

• Identify and develop them into STRENGTHS

• Higher individual & organization performance
Strengths Based Recruitment
- Recruit for talents

Our Strengths as a Company
- Clarity and consistency about our strategy

Our People

The Company

Our People Processes

Strengths Based personal Development
- Strengths Based Coaching
- Strengths Based Leadership
- Strengths-Based Selling
Keys To Be Effective Leaders From Research By Gallup

• The most effective leaders are always investing in strengths—leaders focuses on and invest in their employees’ strengths, the engagement goes up 8 times.

• The most effective leaders surround themselves with the right people and then maximize their team.

• The most effective leaders understand their followers’ needs.
The Four Domains of Leadership Strength

- **Executing**
  Achiever, Arranger, Belief, Consistency, Deliberative, Discipline Focus, Responsibility, Restorative

- **Influencing**
  Activator, Command, Communication, Competition, Maximizer, Self-Assurance, Significance, Woo

- **Relationship Building**
  Adaptability, Developer, Connectedness, Empathy, Harmony, Includer, Individualization, positivity, Relator

- **Strategic Thinking**
  Analytical, Context, Futuristic, Ideation, Input, Intellection, Learner, Strategic
Learning Balanced Approach - 70 / 20 / 10 Framework

Formal Learning 10%
Facilitator led, self study and/or online learning:
- Business/technical specific classroom based training
- Online mandatory and self-selective e-learning
- Sponsored educational qualification e.g. MBA Management Development / Professional Development training programmes
- Attending conferences/specialist external events
- Reading relevant literature/publications

Learning from Others 20%
Learning that is gained from the experiences of others
- Shadowing LM or other managers
- Having a mentor/strengths coach
- Increased people management responsibilities with support from more experienced peer
- Great interaction externally – with regulators/external networks
- Taking a role or leading a cross functional/business/geographic project or team with exposure top learning from other areas
- Exposure to Senior Managers
- Attending Networking events

Learning On the Job 70%
Learning that takes place within the workplace and natural environment
- Building deeper technical skill in a specific product area
- Taking on more responsibility
- Attending more client meetings
- Managing bigger/different clients or stakeholders
- Managing multiple projects
- Continual improvement initiatives
- Managing end to end, as opposed to specific parts of a process
- Exposure to managing budgets
- Shadowing a product expert in new business/function/geography
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<tr>
<th>70% - On the Job Learning</th>
<th>► On going on-the-job coaching by line manager</th>
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<td>► Critical Experience</td>
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<td></td>
<td>► Cross function/city/border move</td>
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<td></td>
<td>► Launching a new product/integration</td>
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<td></td>
<td>► Working in a new role within same team/department</td>
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<td></td>
<td>► Expanding current role with higher decision making authority</td>
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<tr>
<td></td>
<td>► Developing department strategy/Managing a strategic project</td>
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<td></td>
<td>► Taking up P&amp;L responsibility</td>
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<tr>
<td></td>
<td>► Holding bigger people management responsibility</td>
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<tr>
<td></td>
<td>► Interfacing with customers/publics/regulators/investors</td>
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<td>► Representative in special task force of a cross-dept critical project</td>
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<tr>
<td></td>
<td>► Job shadowing</td>
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<td>► CSR Program Champion</td>
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<table>
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<tr>
<th>20% - Learning from others</th>
<th>► Strengths Coaching</th>
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<tr>
<td></td>
<td>► The Power of Leadership (POL)</td>
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<td></td>
<td>► DNA (Develop Networking Alliance)</td>
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<td></td>
<td>► Exposure to senior executives</td>
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<td>► Targeted Mentoring Program</td>
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<td></td>
<td>► Focus on your future/Rethinking Your Development</td>
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<tr>
<td></td>
<td>► Networking</td>
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<table>
<thead>
<tr>
<th>10% - Formal/informal learning</th>
<th>► Leadership Programmes</th>
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<tr>
<td></td>
<td>► Business/Technical Learning Solution offered by LTD</td>
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<td>► Professional Development Curriculum</td>
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<td>► Reading or internet surfing</td>
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<td></td>
<td>► External training/workshop/conference/seminar</td>
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Wrap-Up

• On-The-Job Coaching is the basis for building Strengths-Based Organization and building Employee Engagement.

• Supervisor/Manager plays a critical roles to raise employee’s “Productivity”, shaping performance and behavior by focusing on employee’s strengths in development as well as creating a Great Place to Work for their staff by Know me, Focus me, Care me and Inspire me.
Thank You and Good Luck!