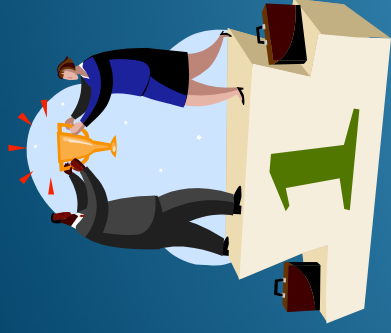


CREATING A PERFORMANCE CULTURE



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PPX 2010 – 2011 Learning Events

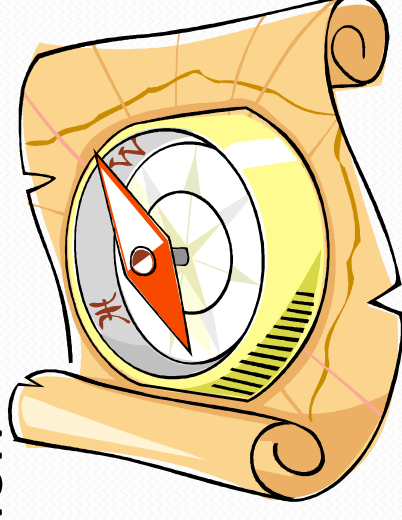


Outline

- What is organizational culture?
- What does a high performance culture look like?
- Building blocks
- Challenges
- Concluding thoughts

Organizational culture: an invisible map

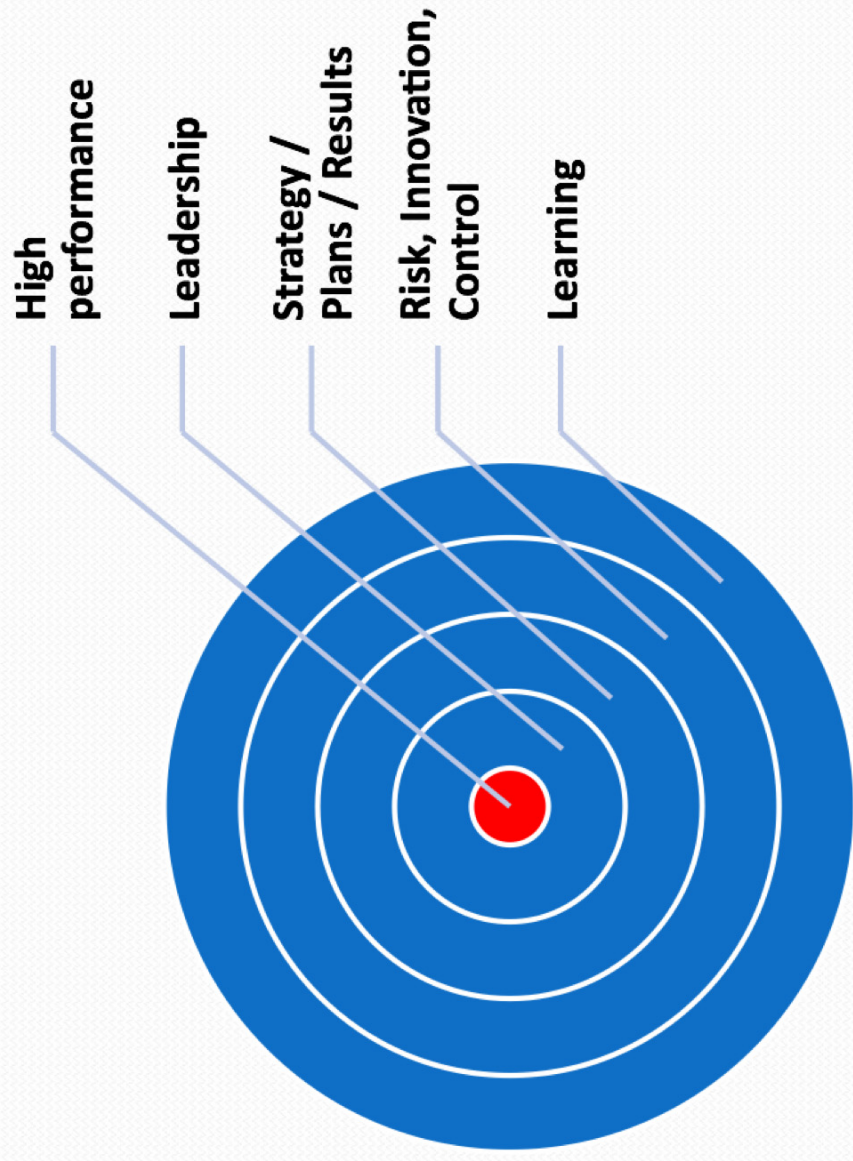
- How people in an organization behave and interact
- How people carry out their responsibilities
- The practices, values, rules and assumptions that guide the way that people work and communicate within and outside their organization



Facing multiple challenges, Public Sector Organizations
can continue to thrive by focusing on high performance



Focused on performance





What does a high performance culture look like?

- Leaders are trusted
- Expectations (of clients, staff, suppliers, taxpayers) are understood
- Goals provide a clear line of sight
 - Aligned unit, branch, department/agency, whole government
- Team is aligned , engaged, respectful, proud, balanced
- People speak up when they have a contribution to make
- Strategy and plans are implemented
- Performance is measured
 - Evidence is used for decision-making
- Performance is recognized and rewarded
- Reports are practical, credible, timely, relevant
- Risks are understood (dimensions) / managed (exposure, appetite) / communicated
- Reputation and assets are protected
- Most time is spent developing talent rather than dealing with poor performers
- The organization learns



What about planning and performance functions in a high performance organization?

- Management policies are supported and valued in order to deliver the organization's mandate
- Corporate units are seen as vital for the organization to deliver its mandate
- Central agency / headquarters requirements are met as a by-product of meeting the needs of the department or agency for its continued success
- Planners and evaluators are:
 - Recognized functional experts
 - Trusted
 - Invited to provide timely input for decision-making and continuous improvement



Building Blocks

- Inspiration
- Engagement
- Innovation
 - Controls
- Measures
- Learning attitude

Inspire

- Visible leadership
- Focused on high performance
- Strategic
- Accessible
- Walks the talk
- Trusted





Engage

- Clear destination
 - Built on a vision – high level purpose
 - Compels and engages staff, stakeholders
- Strategy and Operational Plans aim at the destination
 - Explicit guiding principles
 - Clear roles & responsibilities; milestones; timelines,
 - Aligned throughout the organization
- Resources and capacity match expectations



Innovate

- Experiment
- Pilots
- Assess results achieved / Discuss / Compare
- Ensure the control framework is clear and understood
 - Ignite imagination
- Expect and reward innovation

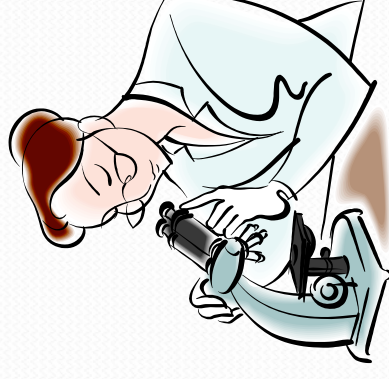


Measure

- Measuring what matters
 - (value, outputs, service standards, outcomes)
- Monitoring
- Managing performance
 - Agreed expectations
 - Agreed planning milestones and timeframe
 - Capacity to meet expectations
 - Measuring actual achievements against expectations
 - Reporting and review of achievements
 - Making adjustments to expectations and planning

Learn

- Dialogue / Understanding
 - It's about attitude – engaged people learn
- Exchange (duty to speak up)
- Learning as an investment of time and money for high performance
- Make knowledge accessible
 - Pilot projects
 - Rotational assignments
 - Special teams
 - Mentors ; Coaches
 - Internal network (wiki)
- Expect course corrections



Challenges

- Complexity - ambiguous goals; competing goals
- Government programs aim high (multiple stakeholders; short timeframes)
- Programs impact quality of life / competing perceptions of value
- Unclear control framework
 - fewer rules / more oversight
- Goals / priorities change in midstream / sunset
- Unrelenting pressure to achieve more with less
- Capacity to implement the plan
- Can do attitude / Underfunded mandates
- Risk / uncertainty -- Economic cycle; Electoral calendar; Unexpected events
- Recognizing achievements
- Rewarding high performance / leadership at all levels





Effective Practices (Plenary discussion)

- Inspire
- Engage
- Innovate
- Measure
- Learn



Concluding Thoughts

- A high performance culture will not happen by just thinking about it or wishing for it. This is not easy
- Leadership actions and attitudes are key
- Get all parts of the organization focused on performance
- Get the incentives right for high performance
- Expect evidence; build institutional capacity
- Promote learning
- Make it happen
 - trust; learning; collaboration; respect; empathy; clear controls / training / dialogue for innovation
- Communicate, communicate, communicate