

Luminary Communications

High Performance



***Creating a High Performance Culture – The Transformation Process***

## Creating a High Performance Culture – The Transformation Process

The following table outlines the various steps and stages that an organization may undertake during the transformation process; the internal organizational elements involved at each stage; and the potential barriers and growth opportunities that an organization may encounter along this path. The actual process is naturally more organic and follows the needs and character of each organization.

Process / Action	Internal Organizational Components	Potential Barriers / Growth Opportunities
<b>Stage1. Diagnosis (30 days)</b>		
<p><u>Initial interviews</u> with senior leader of the organization to discuss the vision, mission, and goals of the business unit; how they view the current internal climate; to hear their take on the aspects of the organization's culture and people dynamics that may present barriers to peak performance or the attainment of their goals and vision; and to determine what they see as potential solutions.</p> <p style="text-align: center;">*****</p>	<p>Senior leader or leadership for organization or business unit involved</p> <p style="text-align: center;">*****</p>	<p>Possible blind spots for leadership may prevent them from fully understanding the complete nature or the full dynamics of the situation. This can lead to an opportunity for a more inclusive and participative leadership approach</p> <p style="text-align: center;">*****</p>
<p><u>Conduct further interviews</u> with other senior leaders and then next level managers to gauge alignment, determine their views on the situation and their thoughts regarding solutions.</p> <p style="text-align: center;">*****</p>	<p>Other senior leaders &amp; next layer of management</p> <p style="text-align: center;">*****</p>	<p>Concerns from other leaders or managers as to confidentiality of their comments; fear of making career-limiting statements; blind spots</p> <p style="text-align: center;">*****</p>
<p><u>Form an employee action committee</u> to gain ground-level perspective and involvement in the processes that will follow</p> <p style="text-align: center;">*****</p>	<p>Senior leaders and managers</p> <p style="text-align: center;">*****</p>	<p>Fear from leaders and manager that they will hear comments that question their ability</p> <p style="text-align: center;">*****</p>
<p><u>Administer Focus Groups, 360 Surveys and/or Climate Survey</u> to gain the perspective of the broad-based workforce and to determine both their attitudes and, perspectives in regard to various aspects of the organization's culture that impact performance including: clarity of mission, vision, goals, the role and effectiveness of leadership, the quality of internal communication, the effectiveness of empowerment and development efforts, the use of inclusion, and the value of diversity.</p>	<p>Senior leaders, select managers, employee committee</p>	<p>Concern from the workforce regarding the confidentiality of their responses</p> <p>Concern of all involved that nothing will be done about the results from the survey</p> <p>Opportunity to build trust and to demonstrate commitment to new results</p>

**Process / Action**

**Internal Organizational Components**

**Potential Barriers / Growth Opportunities**

**Stage 2. Interpretation of Data, Alignment, Creation of Tactical Action Plan (60 to 90 days):**

Data analysis and results review with senior leaders of organization. The surveys and/or focus group results are presented to the leadership team in person with the assistance of a report that breaks the responses down, slicing the data in a variety of pre-determined categories to get the best look at the organization and yet not compromise anonymity of respondents.

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Select and prioritize opportunities for improvement with senior leadership and select managers to ensure inclusion, based on which aspect may be presenting the greatest current challenge vs. which ones will present the greatest long term alignment and results within the organization

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Creation of tactical implementation plan that will include actions like training, coaching and consulting for key leaders and managers to assist them in improving their own results; training and coaching of managers, and workforce regarding the specific tools and emphasis required to transform the current difficulties into competencies that will drive high performance, effective collaboration and solution orientation.

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Creation of accountability system and incentive plan that ensures that the leaders, managers, and employees are encouraged and incentivized for the desired mindset, behaviors, and results and that the consequences are also clear for those who may choose not to adopt the necessary changes. A focus not simply on what is accomplished, but how it is accomplished is vital... it should be clear how leadership will walk its talk

Senior leadership team

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Senior leadership team and select managers and employee committee

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Senior leadership team and select managers, employee committee

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Senior leadership team and select managers, employee committee

Leadership's resistance to data and/or tendency to minimize employee concerns.

Great opportunity for leaders to learn to really listen and to look inward to determine how they are playing into outcomes

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Opportunity for leadership, managers, and committee to recommit themselves to vision, mission, goals and to cultural transformation

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Reluctance on part of leadership, managers, and the employee committee to trust each other with one another's best interests

Keeping everyone focused on the issues that need their immediate attention (as opposed to their pet peeve); maintaining necessary level of commitment and creating realistic time frame in which real sustainable change occurs

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Creating an accountability and incentive system that will actually motivate people to do what is necessary.

Potential resistance from leadership to include positive motivation, and natural consequences as opposed to punitive measures

**Process / Action**

**Internal Organizational Components**

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**Stage 3. Communication of Plan & Announcement of Rollout (30 to 60 days)**

A Communication Plan is created that includes verbal and written means and plans for rolling out the overall transformation plan and continuing it throughout the process (this may include aspects like speeches, lunches, one-on-ones, traveling road shows for larger organizations, video, etc.)

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The results of the surveys and/or focus groups are communicated as well as leadership' commitment to the transformation process and plan by which they intend to ensure the transformation process

Senior leadership team, Select managers, employee committee

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Senior leadership team, Select managers, employee committee, broad-based workforce

Over-simplification of the actual communication, patronization, adopting most effective communication style to fit audience, adopting the right process, and approach needed in order to effectively create buy-in from managers and employees

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Skepticism on the part of managers and the workforce in terms of leadership's message and the leaders willingness to actually do what they're asking others to do (the tendency to believe that "it's just another initiative")

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**Stage 4. Actual Rollout of Phase One Training and Coaching (30 to 60 days for each 1000 employees)**

The training and coaching and peer-to-peer coaching process begins, starting with top leadership and working down in a tiered fashion throughout the entire workforce.

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On-going feedback and just-in-time consulting including specific team interventions, and individual coaching and peer-to-peer coaching to address issues and opportunities that arise

Senior leadership team and select managers, employee committee, entire workforce

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Senior leadership team and select managers, employee committee, entire workforce

Leaders and managers may have the tendency to subvert the process (intentionally or unintentionally) by calling their people out during training or not allowing them to sign up (because other things are more important)

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Resistance and difficulty all involved may have in actually implementing the training and tools daily, holding one another accountable, and coaching one another powerfully

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**Stage 5. Begin entire process over and follow previous steps according to progress made and challenges to be addressed**

Senior leadership team and select managers, employee committee

Willingness on the part of leadership to stay engaged in the process of on-going change, growth and transformation