



SYNERGY[®]

Building a Performance-Based Culture

Charitable Advisors Peer Group

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Learning Objectives

- Discuss performance-based culture, its attributes, and how it differs from traditional methods of performance improvement.
- Understand the importance of aligning the organization's values and desired employee behaviors with performance management.
- Learn how to create a performance-based culture based on organizational values to drive results.



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Performance-Based Culture Defined

“A performance-based culture is a culture of shared beliefs, values, attitudes, goals and actions, at all levels in an organization, and focused on the superior execution of agreed actions.”

-Toolbox for HR



What is a Performance-Based Culture?

Performance-based cultures:

- Drive employee behavior to align with organizational values, goals, and objectives.
- Focus on developing employees through feedback, motivation, recognition, and rewards.
- Consist of clearly defined performance expectations, regular and immediate performance feedback, and goal setting.
- Utilize technology to gain efficiencies.





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Traditional Methods

Traditional methods of performance improvement focus on:

- Changing what is rated—objectives, results, individuals.
- Changing the rating scale—3, 5, 7, 9-point scales, pass/fail.
- Changing who rates—supervisors, peers, customers, employees.
- Changing the goals—team, individual, company.

Traditional methods FAIL because they focus on processes/tools rather than VALUES and PEOPLE!



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Performance-Based Cultures

Performance-based cultures drive results by:

- Aligning all employee behaviors with organizational values.
- Setting clear expectations for employees so that they can deliver.
- Helping employees identify and craft solutions to problems, empowering them to take ownership for their work.
- Focusing on employee strengths rather than weaknesses in allocating work assignments.
- Providing regular, informal feedback to help employees grow their skills and sharpen their strengths.



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Performance-Based Cultures

Performance-based cultures expect managers to:

- Live the organization's mission and values and express a clear vision and strategy for the team; demonstrate behaviors.
- Coach and empower employees; not micromanage.
- Show interest in staff, their career goals, their personal successes, and well-being.
- Communicate and listen to employees; help them with career development and personal goal achievement.



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Building a Performance-Based Culture

Employee behavior drives organizational performance.

- Managers and employees must believe performance management is essential to getting work done effectively.
- Managers and employees must trust each other.
- The organization must reinforce successful performance management behavior as a key business strategy.

Desired employee behavior must be integrated into the organization's culture—this is done through performance!



Building a Performance-Based Culture

Four Keys to Success

Motivate Change

- Assess current culture and shift performance management mindset.
- Scale back onerous demands and be research new concepts.

Lay Foundation

- Review/develop organizational values and behaviors.
- Put the right people in managerial jobs.

Sustain Behavior

- Provide tools and resources to drive behavior.
- Utilize a performance review tool based on employee behaviors.

Monitor and Improve

- Hold leaders accountable for continuous improvement.



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Introducing a Performance-Based Culture

- Make it a business strategy and treat it as such; communicate the big picture and clearly articulate the organization's priorities.
- Connect employees/managers to the why behind the how; discuss how this fits into the overall mission.
- Encourage employees/managers to talk openly; establish an expectation of trust.
- Lay a foundation to support and sustain high performance; use staff as a resource.





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Questions?

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