Building a Performance-Based Culture

Charitable Advisors Peer Group

Jeremy York, SHRM-SCP, SPHR

HR Field Representative—The Synergy Companies

Lead Consultant and President—InvigorateHR

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.

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.

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 <u>VALUES</u> and <u>PEOPLE</u>!

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.

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.

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.

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.

Questions?

Jeremy York, SPHR, SHRM-SCP

Jeremy.York@mysynergy.com

Jeremy@InvigorateHR.com

317.313.5980