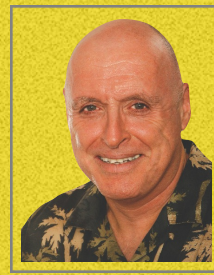


THE EXTRA POINT

BY JERRY ROBERTS



1323 Building a Performance-Oriented Culture

Have you ever wondered why some companies seem to perform at a high level, year-in and year-out? This is true globally, nationally, and even locally. Some organizations have been built to perform better than others, but what does that really mean and how can we learn to do the same thing? I'm Jerry Roberts, and let's try to simplify what it takes to have a performance-oriented culture. That's coming next, on The Extra Point.

Creating a solid, performance-oriented culture should be the goal of every organization, whether your operation is a private business, government agency, military unit, or non-profit. That is, if longevity is one of your goals.

The question is, what's the recipe to making that happen? What will it take? Here's the good news: It's absolutely doable.

In his book, *Winning Now, Winning Later*, David Cote, former CEO and Chairman of Honeywell Corporation, listed three key factors that go into designing a high-performance culture.

I'll tell you up front that there was confirmation bias in my choice to use Cote's book, as his three performance factors are a perfect match for what I've been preaching in this time slot for the past 5.5 years.

Cote's three are: Emphasis on accountability, operational excellence, and continuous improvement. I've long said that using regular training and coaching to build skills, raising the bar on expectations, and everyone on the team holding each other accountable should be the plan of every employer. Let me break these down.

1. Building skills and continuous improvement. People want to be trained, especially those in the Millennial and Generation Z categories. If you hire people in those groups who have any sort of drive to have a career, plan on training them multiple times per year. Grow their talents — then let them use those skills.

Sometimes, this is training and sometimes it is coaching. Understand the difference and give workers what they need to grow.

2. Continuously raise the bar on results. Maybe gamify the experience for workers, using a dashboard that shows all of the measurables they need to focus on. As your scores get better and goals are checked off, let the whole company participate, and have fun with it. Make the pursuit of excellence a satisfying and rewarding experience.

Yes, achieving the goal of excellence is what we're after, and the celebration for doing so. That being said, what we'll remember is that pursuit,

If a goal is reached ahead of schedule, hit the reset button, maybe add a new incentive, and keep going.

3. Successful enterprises require a heaping helping of accountability. You'll never even get close to achieving the group's true potential if accountability isn't there.

Accountability starts at the top, but is required from everyone. Everybody on the payroll has to know what significance they play in the overall scheme of things. They also have to understand the value of each employee's contribution.

If they do, they'll know just how important each worker is, and that plants the right seeds for building a powerful team where the team's members are accountable not only to the company — but to each other.

Repeating...building skills and continuous improvement; continuously raising the bar on results to lead the team to excellence; and generating a very special form of accountability, to each other as well as the business.

(Con't.)

There is more we could add here to discuss how to build our performance-based culture. Still, if we hold strong to just these three factors, and do that every day, our chances for success skyrocket.

Using the title of Cote's book, we'll put our team in position to win now and win later. What's the best kind of winning in the world? Winning that lasts a long time.

That's the Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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