

Creating a
High performance Culture
One goal, different paths

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Overview

- Where are we in performance management ?
- Culture ?
- High-performance culture
- Finding your (organization's) own way

PM observations

- PM: Crucial yes, but effective ... ?
- The core: feedback
- Balance between results and development
- Quality of PM and people management go hand in hand
- Line management involvement is key
- “Having a system” is not sufficient
- Creating a high performance culture is the challenge

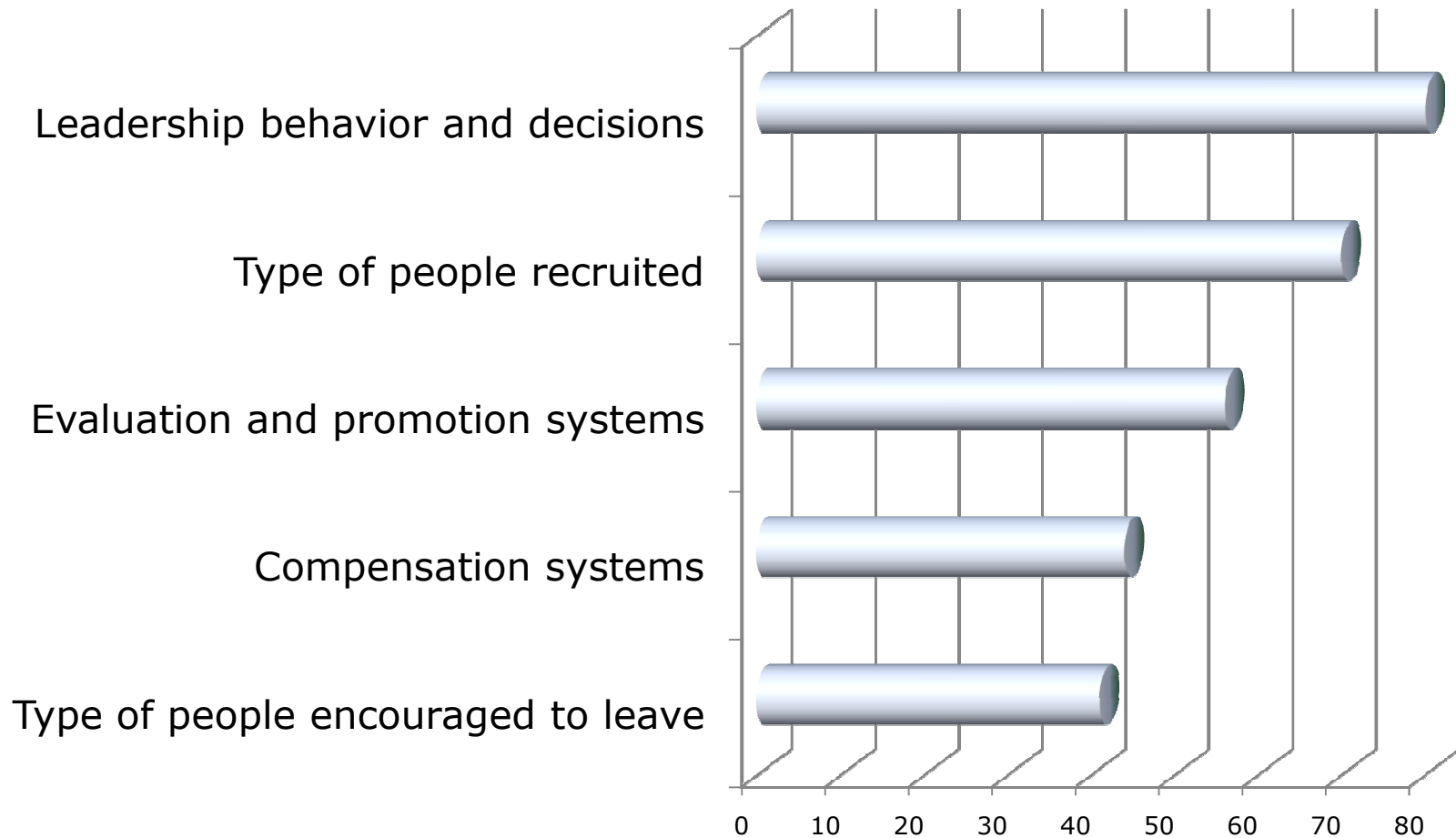
Culture ?

- About onions, layers and heroes ...
- “The way we do things around here”
- A “mind-set” reflected in reinforcing habits, practices
and routines

(How much) do you agree ?

“Our stated values effectively drive frontline actions,
even if no one is looking”

Drivers of cultural change



**High
Performance
Culture**

Constant
Learning

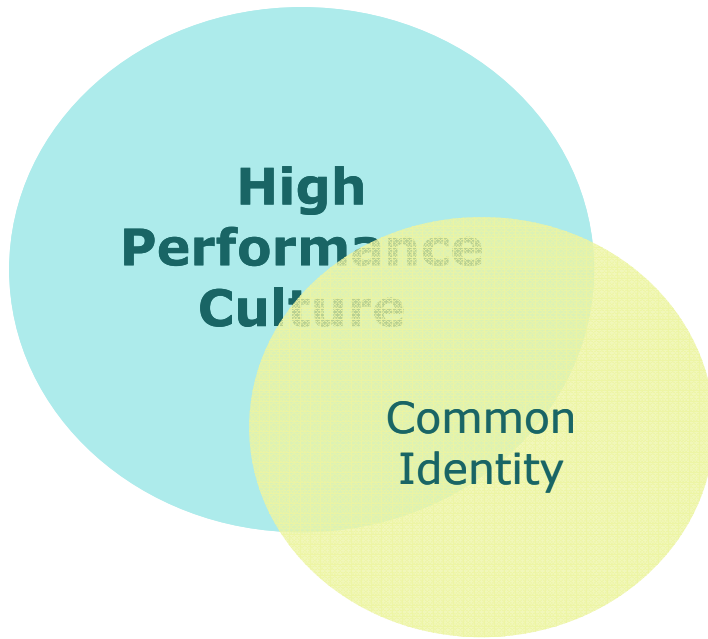
Candor

Commit to
individuals

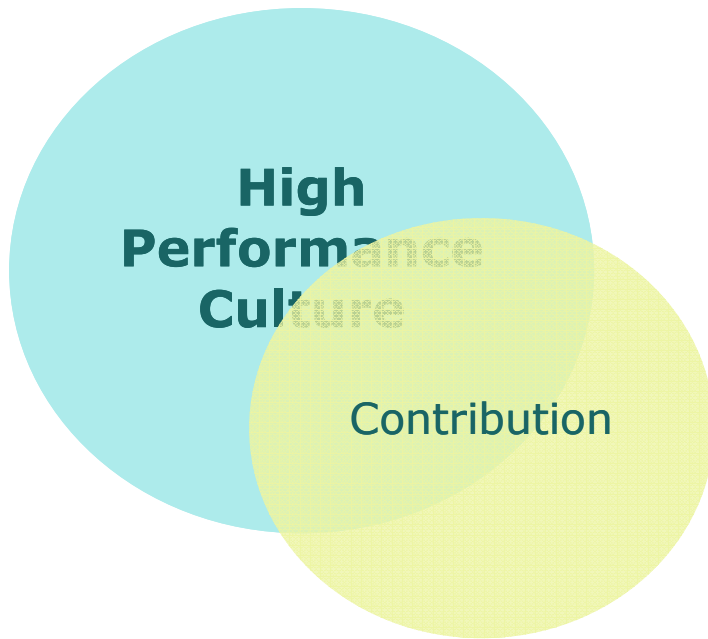
Collaborative
climate

Common
identity

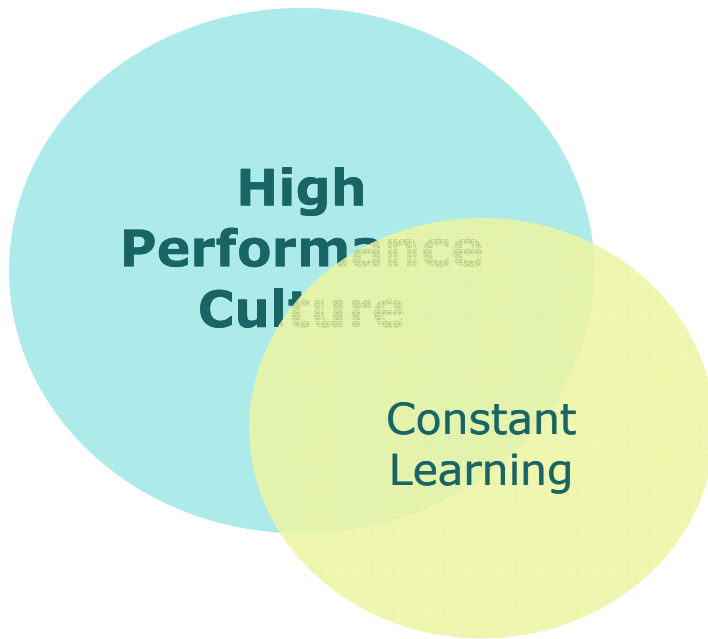
Contribution



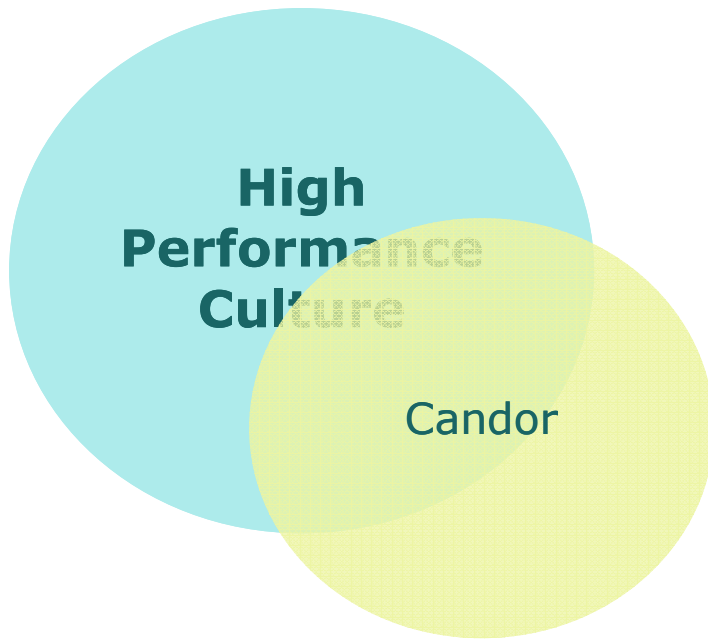
- Authentic core: where do we stand for ?
- Know what winning looks like
- Focus



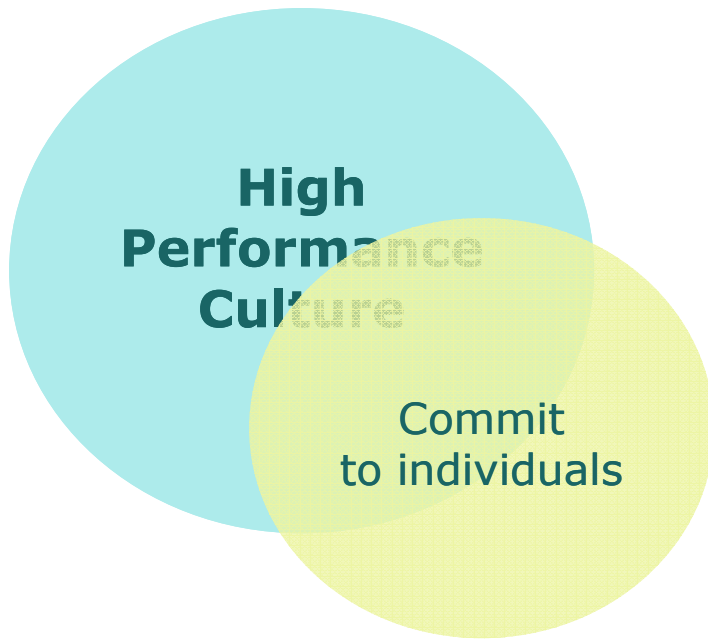
- Results are more valued than mere hard work or politics
- Expectations around performance and behavior are clear
- Exceptional performance is recognized, reinforced and appropriately rewarded
- Performance problems are addressed quickly and fairly



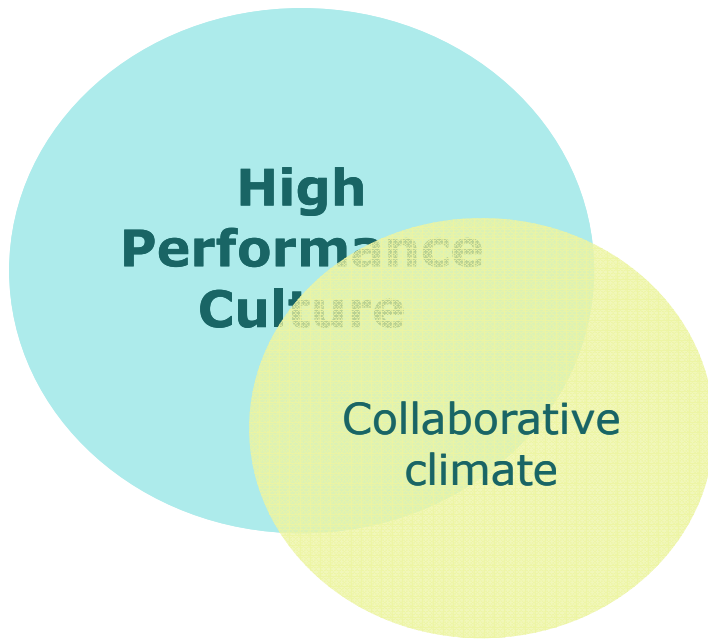
- Actively listening, understanding and aligning with issues and feelings of all stakeholders
- Continuous improvement is valued
- Innovation is prized
- Failure is acceptable



- People are frank, ideas can get confronted
- People challenge each other
- People routinely stop to reflect about what they are doing and why they are doing it
- Open and honest feedback
- Building trust through debate

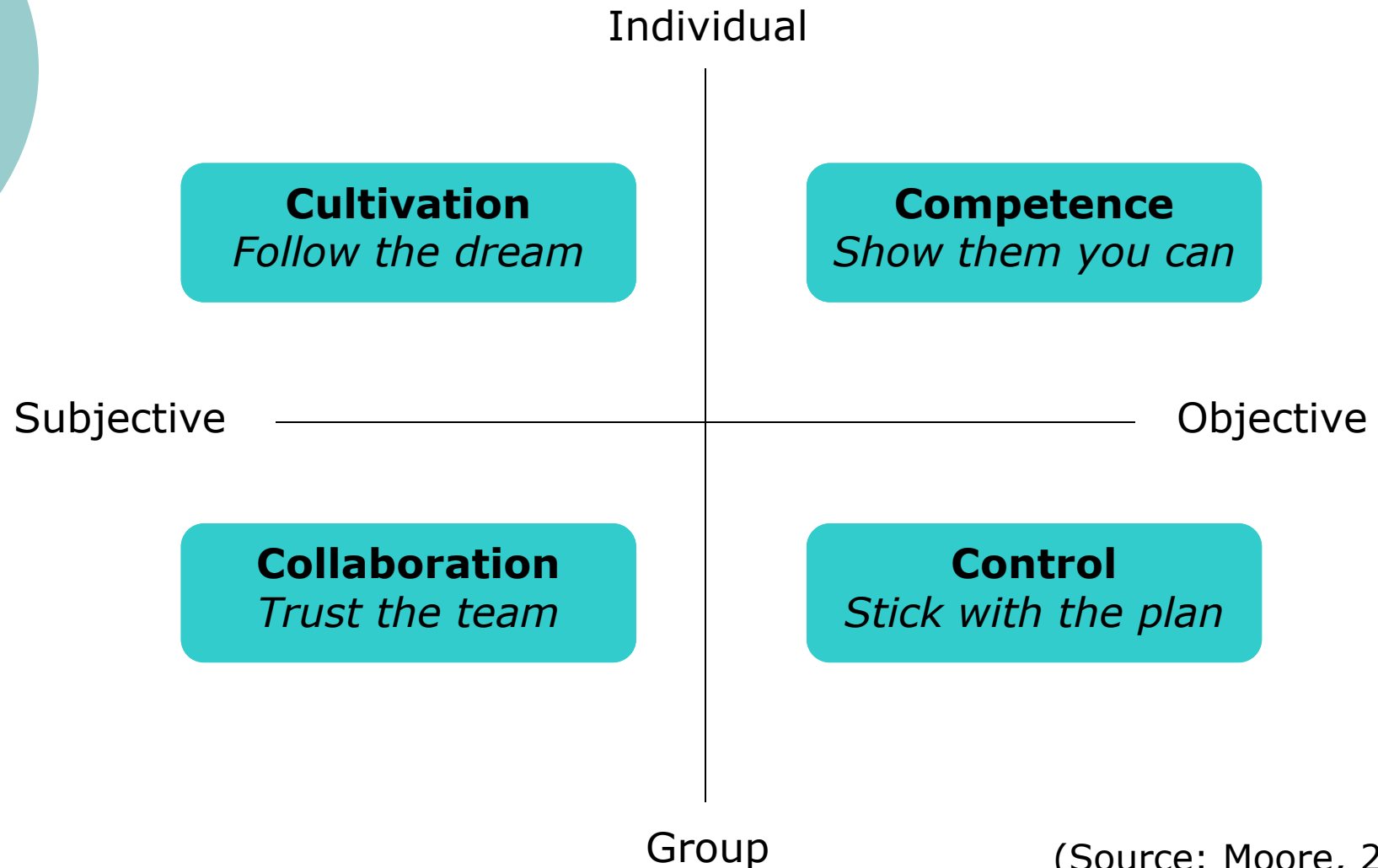


- Individual contribution is valued
- Investing in individuals through training & development
- Providing “perspective” to people
- Motivational leadership, coaching and mentoring



- Difference between exceptional and average employees:
IQ + technical expertise + ...
- Over-riding belief in – and the application of – the power of collaboration at every level

One goal, different paths



(Source: Moore, 2000)