

Creating a Brilliant Future Requires High Aspirations and Stellar Execution

Implications for Organizational High Performance and the Role of Human Resources

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Creating a Brilliant Future Requires High Aspirations and Stellar Execution

What We Will Cover

- Examples of High Performance Organizations
- Criteria Used To Judge High Performance
- Characteristics of High Performance Organizations
- Stellar Execution
- Implications for HR

Corporate High Performers



High Performers in Health Care



High Performers in Higher Education

CALTECH



HARVARD COLLEGE

Dartmouth founded 1769

Yale University

STANFORD UNIVERSITY



Princeton University

Duke UNIVERSITY



MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Regardless of Industry, Common Public Perceptions?

- Leaders
- Innovators
- Winners
- Quality
- Value
- Best In Class

Criteria Used to Judge High Performance

- Vary by industry
- Focus on both what (outcomes) and how (processes)
- Can assess whole organization or be program or specialty specific
- Value is judged by the receiver more than the giver

Criteria Source Examples

Baldrige Corporate Criteria

- Product and Service Outcomes
- Customer-Focused Results
- Financial and Market Results
- Human Resources Results
- Organizational Effectiveness Results, including key internal operational performance measures
- Leadership and Social Responsibility Results

U.S. News and World Report Health Care Criteria

- Council of Teaching Hospitals Member
- Medical School Affiliation
- Key Technology Related Services
- Significant/Threshold Number of Defined Procedures
- Reputation
- Mortality Rate
- Other

Baldrige Education Criteria (All Levels of Education)

- Leadership
- Strategic Planning
- Student, Stakeholder, and Market Focus
- Measurement, Analysis, and Knowledge Management
- Faculty and Staff Focus
- Process Management
- Organizational Performance Results

U.S. News and World Report Higher Education Criteria

- Retention
- Faculty Resources
- Student Selectivity
- Financial Resources
- Graduate Rate Performance
- Alumni Giving Rate

Regardless of Industry, Common Traits Among Criteria?

- **Multi-faceted criteria**
- **A “balanced scorecard”**
- **Strong emphasis on measurement**
- **Strong emphasis on stakeholders and customers**
- **Execution underpins focus on both outcomes and processes**

Characteristics of High Performance Organizations (Ulrich and Brockbank)



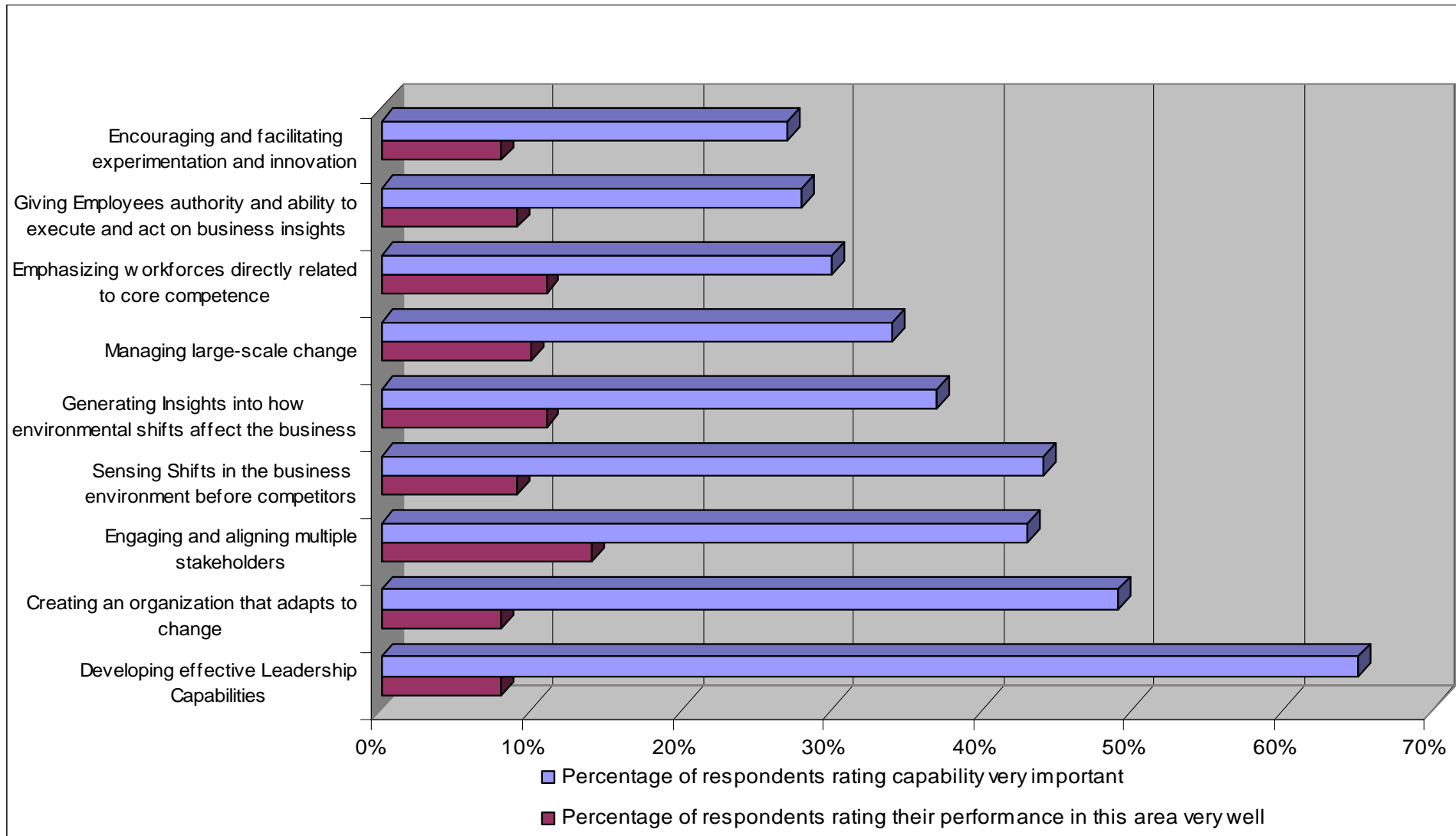
Characteristics of High Performance Organizations

Talent	We are good at attracting, motivating, and retaining competent and committed people.
Speed	We are good at making important changes happen fast.
Shared Mindset	We are good at ensuring that customers and employees have positive images of and experiences with our organization.
Accountability	We are good at the disciplines that result in high performance.
Collaboration	We are good at working across boundaries to ensure both efficiency and leverage.
Learning	We are good at generating and generalizing ideas with impact.
Leadership	We are good at embedding leaders throughout the organization who deliver the right results in the right way-who carry our leadership brand.
Customer Connection	We are good at building enduring relationships of trust with targeted customers.
Innovation	We are good at doing something next in both content and process.
Strategic Unity	We are good at articulating and sharing a strategic point of view.
Efficiency	We are good at managing costs of operation.

Characteristics of High Performance Organizations (Accenture)

- Develops effective leadership capabilities
- Creates an organization that adapts to change
- Engages and aligns multiple stakeholders
- Senses shifts in the business environment before competitors
- Generates insights into how environmental shifts affect the business
- Manages large-scale change
- Aligns workforce directly to core competence of organization
- Gives employees authority and ability to execute and act on business insights
- Encourages and facilitates experimentation and innovation

Accenture Survey



Regardless of Industry, There is Growing Urgency to Identify Common Characteristics that Separate Leaders From Laggards

- Leadership
- Innovation
- Shared Mindset
- Accountability
- Managing Large Scale Change
- Talent
- Execution

Understanding Execution

- Execution is a discipline
- Execution is a major job of leaders
- Execution must be a core element of a high performing organization's culture

Execution Doesn't Just Happen

High Performance Execution

Leadership Behaviors

- Know your people and your organization
- Insist on Realism
- Set clear goals and priorities
- Follow through
- Link performance to rewards
- Expand people's capabilities
- Know yourself

Create Framework for Cultural Change

- Focus on changing beliefs
- Behaviors are beliefs turned into action
- Change behavior by changing rewards
- Robust Dialogue

Have Right People in the Right Place

- Define jobs in terms of 3-4 nonnegotiable criteria – what people must be able to do to succeed.
- Evaluate performance
- Take action, if needed
- Beware of the psychological comfort factor

Three Processes at the Heart of Execution

High Performance Execution

Strategy Process

- Focus attention on the hows of executing strategy
- Identify and define the critical issues behind strategy
- Question assumptions on which strategy is based
- Determine organizational capability to execute strategy
- Link strategy to Operating Plan and People Process

Operations Process

- Operating plan breaks long term goals into short-term targets
- Includes programs and budgets
- Challenge the assumptions
- Synchronize goals of interdependent parts
- Monitor outcomes
- Link Operating Plan to Strategy Process and People Process

People Process

- Performance Management: Evaluate individuals accurately and in-depth
- Leadership Pipeline: Provide framework for identifying and developing leadership talent needed in the future
- Succession plan: Fill leadership pipeline
- Link HR to Operating Plan and Strategy Process

Implications for HR

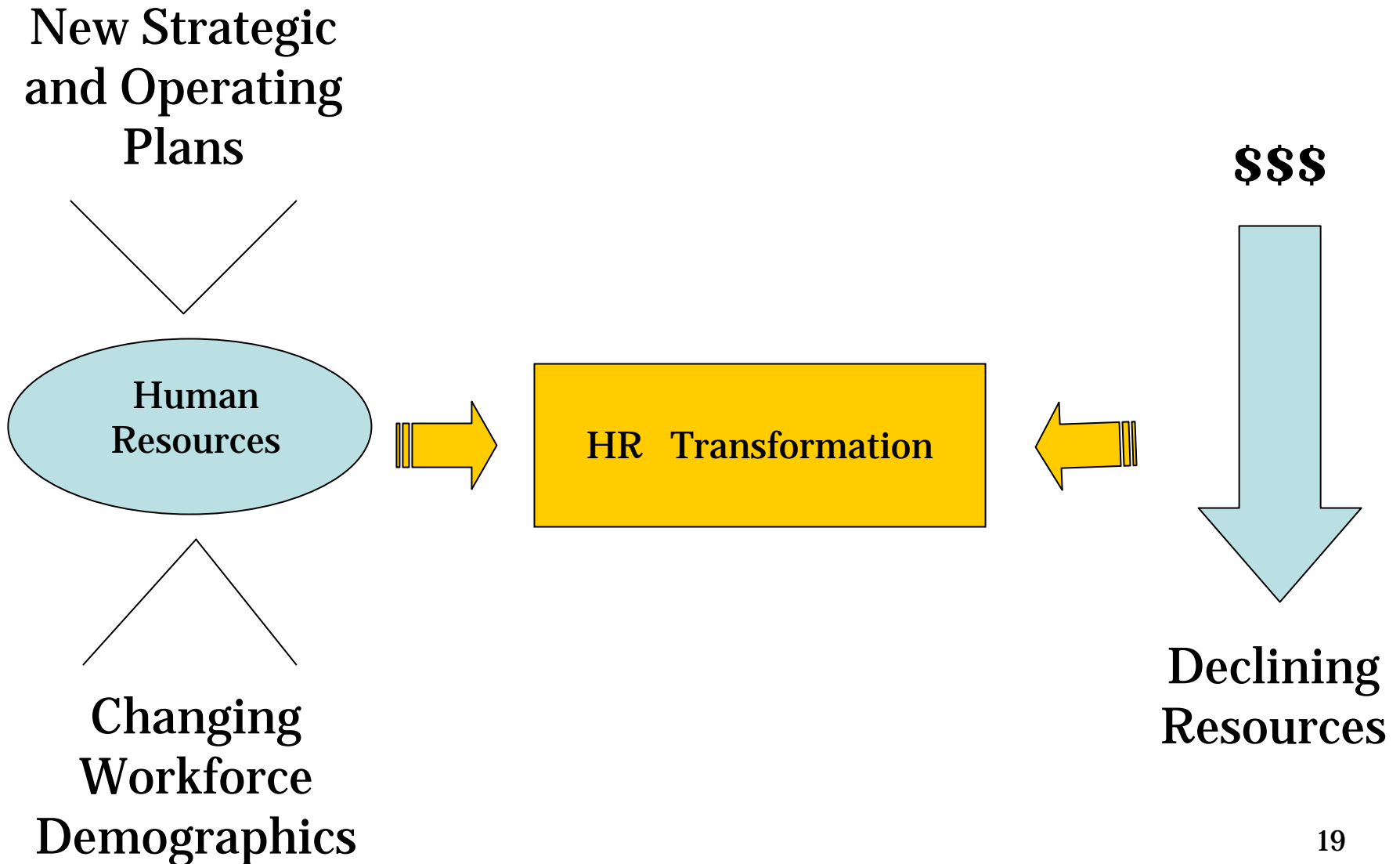
Our Plan for a Brilliant Future Will Place New Demands on HR

- Addressing barriers to organizational high performance
- Leadership development
- Workforce development
- Great place to work
- Organizational adaptability
- Human capital strategies

Changing Workforce Demographics

- Declining workforce growth
- Aging of workforce
- Women, dual career families, single parents
- Increasing ethnic diversity
- Influence of globalization
- Work, restructuring and stress
- Education advantage

HR Will Soon Face New Demands and Expectations



HR Transformation Suggests a Significant if Not Radical Change in How HR Does Business

