

FIVE

The five fundamentals of building a high performance culture

1. The Vision and Expectations of Success are Clear

- Clarifying what success looks like - what would it look like if you saw it?
- Defining “What does a great customer interaction sound like?” What skills and behaviors make that happen?
- Providing examples and demonstrations so that people see and hear what it means to deliver “our brand” of service.

2. Strategy, Goals and Focus Areas are Established

- Ensuring that organizational and individual strategy and goals are directing energy at key focus areas.
- Having a process in place that forces each person to consistently reflect on their main focus areas, clarify short-term goals and projects and determine next actions.

3. Coaching Forward is Common Practice

- Providing consistent “coaching” focused on behaviors, not just results.
- Ensuring that ongoing performance development and skill building is focused on influencing the future rather than analyzing the past.
- Listening, observing and providing regular feedback: *“How are the customer interactions sounding? Are they getting better?”*
- Effective team meetings provide focus, recognize performance, ensure accountability and inject positive energy into the team.

4. Results are Visible and Consistently Communicated

- Simple score boards are visible and accurate and the fans are cheering.
- Senior management is engaged and the communication flows up and down the organization.

5. Incentives Drive the Right Behaviors and Help Retain Top Performers

- Effective methods are in place to maximize compensation and incentives to drive the right behaviors.
- There is a strong focus on training and retaining the top performers; turnover with these people is well below industry average.
- Senior executives take a regular personal interest in the top performers.
- Positive performance urgency is created through well executed contests