Better Teams | Better Results

The Performance Culture System™ helps you achieve the results you want from your Childcare Agency through alignment, accountability and team chemistry.

Performance Culture
Better Teams. Better Results.

Head Start

Performance Culture began serving Head Start programs in 2017 by partnering with the Onslow County Partnership for Children (OCPC). OCPC is a large child and family-serving organization with a focus on early care and education. Dawn Rochelle, CEO, has led OCPC for almost twenty years and is a natural leader that consistently works on her own personal and professional growth and invests in her team for the same.

OCPC's National Alliance Trainer Stacey Knox first learned about Performance Culture at an Early Childhood Conference. Due to the priority of growth and development, and the desire to operate as an effective organization, Stacey invited Performance Culture's President, Melissa Phillippi, to meet with their Senior Leadership Team.

Rochelle recalls the "a-ha moment" when she knew OCPC needed Performance Culture. "You had me at the X and Y axis," Rochelle states, referring to Performance Culture's Performance Values Matrix. "Prior to Performance Culture, we only measured and coached to performance. We had no standardized and clear way to measure and coach behaviors, something so critical for our work."

Early Head Start (EHS) Deputy Director Stefanie Hunter leans on the Performance Culture System not only for coaching and evaluating employees but also for Head Start compliance documentation. As Stefanie states, "In the world of Head Start if it isn't documented, it didn't happen." Without documentation, future funding can be at risk.

Head Start employees at OCPC each have a clear performance goal and behavior competency template allowing for increased focus and accountability. In addition, the use of regular Check-Ins and the Learning Management System has allowed for a quick and easy way to track and document the employee's performance and training progress, something critical for Head Start documentation requirements.

According to Rochelle, since implementing Performance Culture, OCPC has risen to another level of effectiveness, increasing the organization's ability to help the underserved residents of Onslow County. OCPC embraced Performance Culture best practices and now celebrate their success with an even higher performing team and culture.

Building a performance culture helps Head Start Agencies gain additional efficacy across all program initiatives, freeing up more resources to do what they do best, and what our national community needs them to do.

Performance Culture's mission is to help organizations build better teams for better results. If we can help accomplish this at organizations that have the ability to help the most vulnerable of our population, we've helped make a positive impact on our world. We invite you to read on and discover how your leaders can build better teams to achieve better results.

Be Great!

Melissa Phillippi

Co-Founder & President of Performance Culture, Inc.

The Case for Performance Culture

The Performance Culture System™ (PCS) helps you achieve the results you want from your organization. The system offers a practical approach to drive performance while embracing core values that foster team chemistry. PCS will:

- Help your managers become better leaders;
- Connect individual performance to organization results;
- Improve workplace satisfaction throughout your team; and
- Create a strong, sustainable, competitive advantage for your organization.

The simple yet powerful practice of using the Performance-Values (PV) Matrix to manage your team will unlock the full potential of your organization. The matrix is a simple X-Y graph with the vertical axis representing performance and the horizontal axis representing core values. The PV Matrix helps team members visualize how their performance impacts a company and how their behaviors align with an organization's core values.

The four quadrants represent the four possible combinations of high or low performance and high or low values:
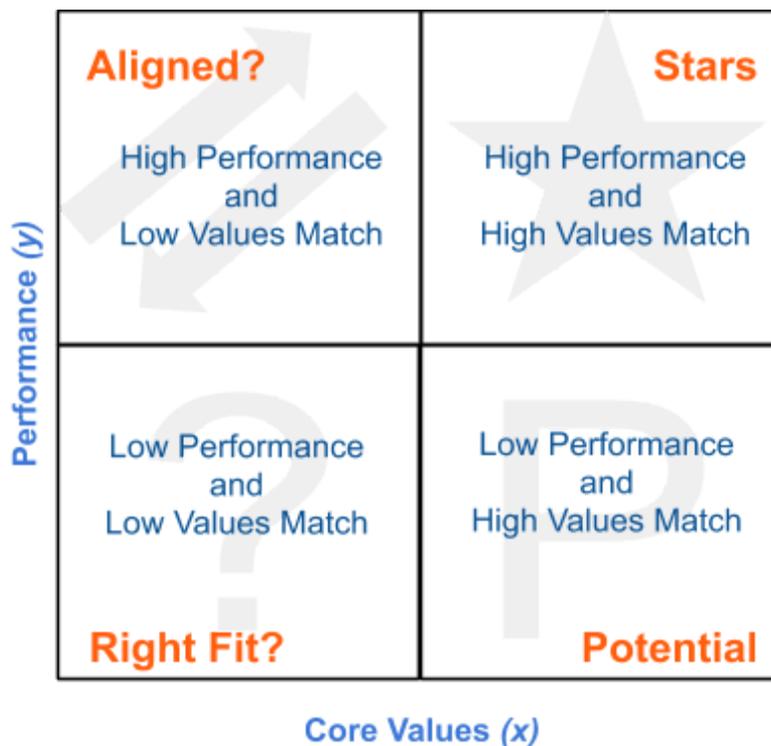
To hold your team accountable for both performance and values you must give them equal weight in your performance management system.

The PV Matrix changes performance reviews from being a one-dimensional score that looks at past performance to a coaching tool that addresses future actions and team chemistry. While an effective coaching discussion should address past performance, you will have a greater impact on an individual if you focus on what needs to be done in the future.

The ROI of a Performance Culture

The ROI of a Performance Culture can be easily understood by seeing how the best companies to work for outperform their peers. Each year, *Fortune Magazine* ranks the best companies to work for and tracks their stock performance. The Top 100 Companies have consistently increased their value by a 3 to 1 margin! We believe the best nonprofit organizations have similar results, but are reported in a different way.

Comparative Stock Market Returns

(Legend: — Fortune 100 Best Companies to Work For   — Russell 3000 & S&P 500)

Building a Performance Culture for your organization will significantly increase employee engagement. This engagement will improve your competitive advantage. Gallup found from a survey of 1.4 million employees that the top 25% engaged companies experienced a double-digit advantage in the following areas[1]:

- 25% lower turnover (in high-turnover organizations)
- 65% lower turnover (in low-turnover organizations)
- 37% lower absenteeism
- 20% higher customer metrics
- 21% higher productivity
- 22% higher profitability

Your Role as a Coach

Company leaders are responsible for: (1) developing a strategy and (2) executing it. The harder of these two is getting people to execute the strategy, because no matter how clever a strategy is, it's worthless if poorly executed. A 2017 Harvard Business Review article[2] best depicted this challenge by going
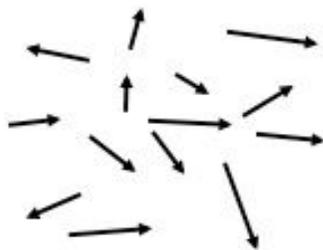
From this: **To this:**
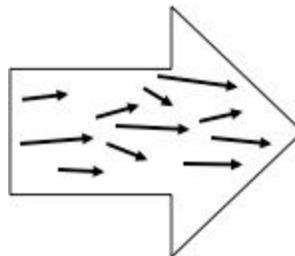
Strategy development is about **knowing** something. Strategy execution is about **doing** something. The gap between what you know and what you do is often big. When you add in the requirement of having everyone acting in **alignment** with each other, the challenge becomes bigger.

The PCS web-based application was developed to help you overcome this execution challenge.

- The system creates the "Big Arrow" by helping you define and communicate your company's purpose and strategy.
- The PV Matrix ensures all the "Small Arrows" are pointed in the right direction.

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[1] http://institute.uschamber.com/the-roi-of-employee-engagement/
[2] Execution is a People Problem, Not a Strategy Problem, HBR.org

- The system's coaching process helps managers move the arrows forward through quick and frequent feedback.

Your responsibilities as a Coach:

1. Recruit the best players you can;
2. Teach your players "Your way of providing services";
3. Coach your players to perform together as a team;
4. Create an environment where players hold themselves accountable for doing their best by continually improving; and
5. Make a positive and sustainable impact on your community.

Coaching Employees with the PV Matrix

Coaching and evaluating team members is one of the biggest challenges managers have for three reasons: (1) The Supervisor and Employee Relationship; (2) Setting Expectations; and (3) Giving Candid Feedback.

The Supervisor and Employee Relationship

Employees need to know their manager cares about them and is invested in their success. Good managers understand this and invest time with their team. Personal values and goals are addressed when you use the PV Matrix to coach team members.

Set Expectations

Setting clear expectations is not as easy as it sounds.   Typically, only 50% of employees strongly agree that they know what is expected of them at work.[3] Setting expectations may be difficult if the leader(s) in your organization have not **defined** and **shared** your company's purpose with all. Your company's purpose is comprised of your Vision, Mission, Goals and Core Values.

If you want to see how well your team shares your organization"s purpose, ask team members to answer the four questions below:

1. Why should parents trust us with their children?
2. Why should employees work for us?
3. Why should investors fund our programs?
4. Why should our community support us?

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[3] Gallup's Employee Engagement Survey, 2016

Giving Candid Feedback

Providing candid feedback that motivates someone to change or to keep doing well is more difficult than defining expectations. It's difficult because of people's emotions. Many managers fear confrontation and will avoid giving crucial feedback if they think the employee will become upset or angry.

Crucial feedback becomes even more difficult when comparing someone's behaviors against your organization's values. For example, telling someone he or she missed the sales goal is pretty easy because either it happened or it didn't *(the y axis)*. On the other hand, addressing someone's behavior is more difficult because it reflects a person's values and character.

The X Factor

As challenging as it may be to address a person's behavior **(the x axis)**, it must be done. Your team's behaviors have the greatest impact on your organization's performance AND defines your organizational culture (your values). *"Culture eats strategy for breakfast everyday"* is an absolute reality -- a phrase originated by Peter Drucker and made famous by Mark Fields, President at Ford. A leader that disconnects strategy from people's behaviors is putting his or her organization's success at risk.

The Impact of Visualization

Behavioral research shows visualization improves learning by up to 400%[4]. This means **seeing how** your performance and behaviors impact an organization will have a greater impact than just hearing or reading about it. At Performance Culture we know this is true because of the feedback we have received from both managers and employees who use the Performances-Values Matrix.

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[4] University of Illinois Study on Best Ways to Teach, 2014
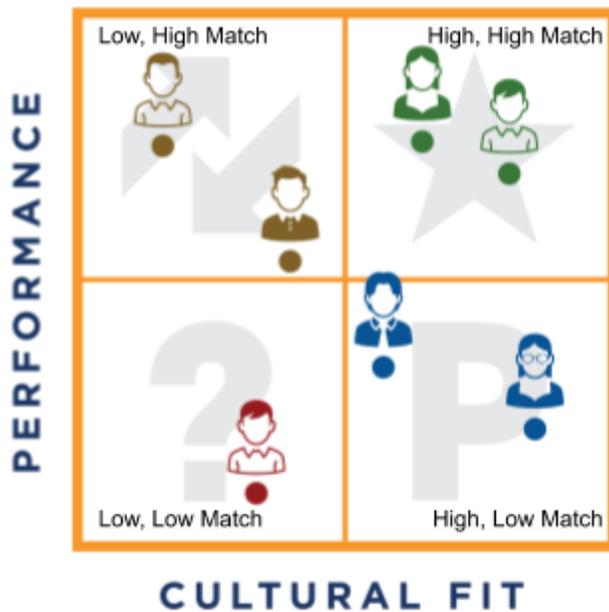
High, High Match: Star employees have the greatest ability to move your company forward.

Low, High Match: High Performers that are not quite aligned with your Core Values; Can they change their behaviors?

High, Low Match: Employees are displaying the right behaviors but are underperforming; May have the potential to become stars.

Low, Low Match: Employees who struggle with both performance and values; Manager focus should be on coaching up or out.

The Leadership Challenge

If the benefits of creating a Performance Culture are so obvious, why isn't everyone on the bandwagon? Well, it's usually because:

1. A leader is okay with the status quo. A leader is not experiencing enough pain to change or lacks the energy, motivation to become better; OR
2. A leader recognizes the need for change but struggles with **what** to do and **how** to do it.

The Performance Culture System is not a good fit for leaders who are okay with the status quo. **However, for those leaders who are ready to make their organization great and want a management system to make this happen, Performance Culture is an excellent fit.**

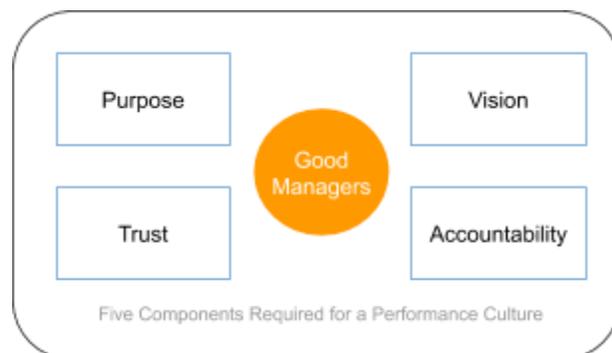*"When a leader gets better, everyone wins."*

Employee Engagement

The unfortunate reality is that two-thirds of the US workforce is not engaged at any given time[5]. While this fact may be disturbing, leaders can significantly increase employee engagement when they create a culture where team members can positively respond to the seven statements below[6]:

1. My performance is measured against defined goals.

2. I receive frequent, candid feedback and recognition.

3. My opinions are respected and considered.

4. I understand the purpose of my organization and my role is clearly understood.

5. My manager understands my personal goals and invests in my professional growth.

6. I respect everyone I work with.

7. I hold myself accountable for results (If I don't, my manager will).

A Better Way to Manage

Performance Culture provides a system to achieve your goals by maximizing your company's greatest asset: your people. PCS gets everyone on the same page and moving in the right direction. The system ensures managers share a common approach when coaching employees on both objectives and core values. Employees embrace the system because they receive the feedback they need and clearly understand what is expected of them.

Without a system, you are completely relying on each manager's way of managing. This can be very dangerous since your organization is only as strong as its weakest link. ***Managers affect your company culture more than anything else.***

Purpose Vision

Good Managers

Trust Accountability

Five Components Required for a Performance Culture

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[5] Gallup's Monthly Engagement Survey & Report
[6] The 7 factors that drive Employee Engagement based upon Performance Culture's research and supported by Gallup's book on Employee Engagement: First Break all the Rules

Performance Culture's web-based software is easy to use and the reports give you actionable insight to improve performance as well as your culture. Instead of using countless Excel Files and Word Docs to track performance and professional development, your team members have role-based access to everything they need in ONE PLACE.

Want to Learn More?

If you want to build a better team or keep your team performing at a high level, we encourage you to learn how the Performance Culture System can help you accomplish amazing results within your organization. We welcome the opportunity to schedule a brief meeting with you to demonstrate how our web-based performance management system will make your job building and maintaining a Performance Culture easier.

You can contact us at: PerformanceCulture.com, sales@performanceculture.com, or (888)-505-0650.