

PERFORMANCE BREAKTHROUGHS, INC. (PBI)



Guiding Your Journey to Excellence

PBI's Leadership Offerings

Does your organization have leaders that people "would follow anywhere"? Are you one of them? Think about the loyalty, commitment, and performance you would get from a "follower" who felt like that. Not only is it the right thing to do, but the payback is absolutely worth the investment! PBI **differentiates** leaders from managers by using the expectations and "scorecard" of followers.

Leadership is more about vision. Followers will ask:

- "Is this the person/group that can figure out where we need to go?"
- "Is this the person/group that can help us get there?"

Management is more about execution. Followers will ask:

- "Are they fair?"
- "Are they consistent?"



Those questions form both the expectations (before) and evaluation scorecard (after) of followers. Whether leaders and managers realize it or not, they are being judged on the above criteria. PBI helps develop leaders and managers from that context. (We fully realize that sometimes an individual will play both the leader and manager role, so it's not always easy to segregate the roles as we've done above.)

Developing leaders and managers is generally done via a combination of workshops/courses that supplement workplace practice and feedback.

- We see **leadership roles** as inspiring people, modeling the core values, thinking strategically (vision, mission, core values, measures of success), communicating powerfully, developing people, cultivating external relationships, acquiring resources, getting new business, and leading change.
- We see **management roles** as more tactical: planning, organizing, directing, controlling, communicating, staffing, and decision-making on a daily basis.

PBI workshops/courses (which can be tailored to fit your needs or combined with follow-on consulting and/or coaching) help participants achieve **knowledge, skill, and confidence objectives**. A few of these objectives include:

- Improve interpersonal communication skills to gain more collaboration and trust
- Understand the importance of and commit to sharing the vision and mission of the organization
- Define (with input from key voices) and articulate a compelling vision for the workgroup/team
- Learn and practice the elements necessary for building and sustaining a motivational and highly productive work environment
- Promote an expectation and culture of excellence
- Create effective communications channels within the team
- Establish trusting relationships with and among team members
- Practice your team leadership and management skills and incorporate feedback from the class/facilitator

Experiential learning: Our leadership and management development work also draws heavily on the experience of the students and coachees. Participants are asked to think about that leader or manager they would follow anywhere and identify "What did they say or do? What did they not say or not do?" From that, we create a template of desired leadership traits and behaviors, which come from a personal and emotional connection and are in the context of our client organization.

PBI's Leadership Workshops

1. Building and Sustaining High Performance Organizations

"What's the best organization you've ever been in?" "Why was it so good?" "What was done to build it? ... Sustain it?" Most organizations focus on pieces of this challenge, but few address it holistically and directly. *Building and Sustaining High Performance Organizations* is PBI's 2-day signature workshop. Participants work to assess, diagnose, and plan (for implementation and sustainment) what is needed to move their organization toward excellence.

PBI helps clients become High Performance Organizations (HPO) ... that is, achieving "Organizational Excellence." We use a puzzle framework to describe the six major levers that need to be aligned with and support customer needs and wants ... leading to maximum mission/vision accomplishment and ongoing staff commitment.



The High Performance Organization is a "means" to grow/strengthen your organization – thus positioning it for desired "ends" related to mission, vision, and values. So what does a High Performance Organization look like?

- The organization retains its' "all stars" and they feel valued/equipped for excellence
- Those all stars bring more all stars into the organization
- Clients feel delighted (with the outcome and the experience) and they bring the organization new business (extending/expanding their contracts or giving referrals to others)
- The organization has/uses a vision and strategic plan to guide its management and budgeting philosophy and decisions
- The Core Values drive the behavioral/social norms to achieving the desired culture
- The organization's reputation and financial standing are solid and enduring

The core "target audience" for this workshop is senior and mid-level managers because of their influence and ability to effect significant structural and long-term organizational change. We've taught this workshop many times to Fairfax and Prince William Counties, VA, along with several Alumni Sessions. It uses our framework for organizational excellence, and accomplishes the following objectives:

Knowledge

- Name and explain the six (6) component parts of the High Performance Organization (HPO) and their relationships with each other and with customers (the centerpiece—and 7th piece— of the puzzle framework)
- Share examples of your organization's "pain" and how these could be resolved and/or benefits achieved from becoming an HPO

Skills

- Complete an assessment of your organization against HPO criteria
- Define excellence (in visible and measurable terms) for your organization
- Link it to your organization's vision, strategies, and values
- Define the gap between current and desired states
- Define the organizational changes that must occur to implement and institutionalize your recommendations
- Create an ambitious and realistic action plan to leverage the driving forces and minimize the restraining forces
- Practice your assessment/diagnosis/action plan presentation and incorporate feedback from class and the instructor/facilitator

PBI's Leadership Consulting/Organizational Development

Vision/Strategic Planning

In 4-6 sessions, PBI helps organizations and/or teams clearly define their Vision (picture of success for 3-5 years ahead), their Mission (why they exist), and their Strategies (levers for accomplishing the Vision). We use Balanced Scorecard thinking (looking at your organization from 4 different perspectives – Customer, Financial, Internal Processes, and Organizational Capacity [People, Technology, and Infrastructure]) to create visible, measurable, and compelling Visions and Strategic Plans. These plans become real organizational commitments that drive the focus and resources of future efforts. Sample vision statements from recent engagements include:

- Customers view our products as designed, implemented, and serviced based on their input and needs
- Our performance management culture connects individuals to the vision to drive collaborative teamwork and the desired performance
- Employees are proud to be with our organization and are excited about their jobs

Core Values Discovery – (Sometimes these are called Guiding Principles.)

In 4-6 sessions, we facilitate the process for organizations and/or teams to discover and articulate their Core Values (the behavioral and social norms). When modeled and supported by leadership, core values can drive the culture of a group in a specified, desired direction. Part of how this is done is to incorporate their use into the recruitment, screening, hiring, orientation, and performance management systems of your organization. PBI has had a significant and positive impact on several organizations with the core values that we have jointly defined and implemented. The core values we create are strong commitments about the type of organization employees want to be in and the type of co-workers they want to have around them. Our core values are always clear, specific, and not vanilla (they're more like peach or mango); and have "behavioral anchors" that make their usage easier to understand, follow, and measure. A sample core value from a recent engagement follows:

"We trust and collaborate with each other to achieve greater results. We do that through:

- *Direct, respectful, and open communication that leaves no room for doubt.*
- *We help each other grow individually and collectively.*
- *We take a team approach to problem solving.*
- *We have fun and enjoy each other's company.*
- *Trust is earned and cherished.*
- *We celebrate our team achievements.*
- *Face-to-face/phone communication is always our first choice."*

Building and Sustaining a High Performance Organization (HPO)

This work uses our "Framework for Organizational Excellence" and the concepts/exercises taught in the two-day HPO workshop. Because organizations are more complex than teams, these engagements are handled on a case-by-case basis. We have found it much more productive to "ground" the key players (executives, leaders, managers) on the concepts and language of organizational excellence before starting the "journey" or making significant changes to organizational systems/structures. We also have an assessment approach that facilitates a quick overview and identifies areas that need further "drill down." These HPO consulting and OD engagements are handled on a case-by-case basis given the unknown nature of the current and desired states and the work/time needed. Call us for a no-cost consultation.

Leading Change through Strategic Communications

In 2 to 4 sessions, PBI facilitates a change management plan that incorporates leveraging the "enablers," minimizing the "resistors," and creating a Core Message for manager/small group meetings and formal communications. We all know that "getting buy-in" can be a major challenge in any significant change effort. People need to see that the change is in the best interests of the organization/team, that it is well planned and resourced, that there's a WIIFM (What's In It For Me?) or a benefit for them, and that the organization's leaders can describe how the change will affect them. Let us show you our proven approach – segmenting the various audiences that you need onboard with an upcoming or current change, identifying their resistance issues and WIIFM, then defining the communication strategy/messages and gaining their commitment to the effort.

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PBI's Leadership Coaching

Coaching is "an ongoing partnership that helps clients produce fulfilling results in their personal and professional lives. Through the process of coaching, clients deepen their learning, improve their performance, and enhance the quality of their life. It concentrates on where clients are today and what they are willing to do to get where they want to be tomorrow." (This definition is from the International Coach Federation.)

Executive Coaching

"How can we help them become as successful as they intended to be on the day that they were hired?" This quote from one of PBI's trusted partners describes our philosophy and approach.



PBI provides one-on-one or small group coaching to support the learning, professional, and personal development of leaders, managers, and supervisors. We also engage the coachee's manager (or even 2nd- level manager) to ensure that they are providing clear expectations, support, feedback, and all the elements necessary for that individual to excel. This changes things from the "fix him/her" approach to "let's collectively help him/her excel." Fortunately, coaching is no longer seen as strictly remedial in nature. More and more organizations are investing in their "high potentials" to groom them for the next level.

The following are typical topics that are covered in a one- to six-month coaching engagement:

- **Relationships** – relating better with leaders/managers, clients, staff, and/or peers
- **Managerial Style** – seeing themselves as others see them; understanding the impact of the gap; making the commitment to change; undertaking a multifaceted approach to behavior change
- **Collaboration, Trust, and Communication** – building collaboration and trust in your team; establishing/communicating a Vision; leading/managing change to "win hearts and minds"
- **Performance Consulting** – diagnosing/solving performance problems; rewarding excellence
- **Developing the 2nd Tier** – grooming the next level of managers and leaders using a performance model/comprehensive approach; training managers how to be coaches; helping new managers understand role expectations; developing competencies

Furthermore, we are flexible, and can provide coaching in a "pay as you go" approach or via a "package" of sessions (the number, frequency, and time-duration to fit your needs).

Suggested issues to consider when choosing a coach include the following:

- **Background and Experience** – Can the coach relate to your situation? Has the coach been a senior executive? Has the coach had at least one major career transition in their life? Does the coach seem to have a good life/work balance?
- **Chemistry** – Did you hit it off when you met with or interviewed the coach? Did you make a good connection with the coach or have a good feeling about him/her? Have you interviewed at least 2-3 coaches before making your selection?
- **References** – How long has the person been a coach? How successful has he/she been as a coach? Can they provide references from others they have coached?
- **Coaching Philosophy and Approach** – What is the coach's primary philosophy and approach to coaching people? Do you agree with it? Do you think it will work for you?
- **Certifications** – Is the coach officially certified? If so, by what organization(s)? If not, why not? What other certifications does the coach have?
- **Other Aspects** – Can you easily meet with the coach locally? Can you have some sessions via telephone? Do you feel comfortable with the coach's gender and ability to understand your situation?