

THE SCIENCE AND PRACTICE OF HIGH PERFORMING CULTURES

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DEPEND CHANGE WANTED ENTIRE PERFORME CONFIDENTIAL AND PROPRIETARY BUTIFUL PRIORITY ADMITTING PROMOTION PE
EMPLOYMENT HELD FELT ALLOW TRUTH SOLID ATTENTION WISHING ANSWERED BELIEVE SERVICE YEARN FOR

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While there is near-universal consensus that **culture is critical to performance**, few leaders believe they know how to build one.

The goal of this deck is to share the **science of high performing cultures** so that you can build one for your own team or organization.

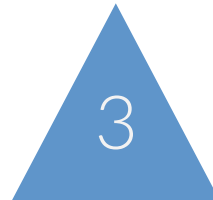
In order to help you build your own high performing culture, we have to **answer three questions**:



What does “performance” mean in the workplace?

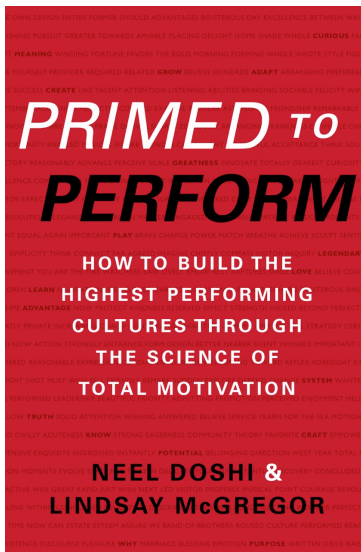


What causes the highest levels of human performance?



How does culture lead to the highest levels of human performance?

This deck is a companion to the book *Primed to Perform*. Read it to learn more about these concepts and how to apply them to your company



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<http://ow.ly/P9Yly>

Learn more at: www.primedtoperform.com

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Many organizations have a **narrow definition of performance**, focusing only on the easy-to-measure drivers of the strategy. This “tactical performance” only **tells half the story** of a high performing culture.

There are actually two types of performance in organizations. The two types are opposites, making it challenging for organizations to create balance

Tactical performance:

How effectively you *execute* the plan

Common practices include dashboards, process maps, procedures, policies, quality control, performance management, and incentive compensation



Adaptive performance:

How effectively you *diverge* from the plan

Creativity, problem solving, proactivity, resilience, and citizenship are common forms of adaptive performance



Because tactical performance strives to keep your people *on-plan* and adaptive performance strives to enable your people to *diverge from the plan*, they are opposites. **Over-emphasis of one destroys the other.**

Imagine call center operators whose tactical performance has been strictly managed. They'll have process maps, scripts, calling metrics, incentive compensation, rigid performance reviews, QA/QC, and many other mechanisms to ensure they do not deviate from the plan. These are the systems of tactical performance.

Are these people likely to adapt around the customer when they need to?

Imagine software developers who have been given a project plan, strict milestones, requirements for lines of code per day, and the inability to fully understand the intent of the project.

Are they likely to adapt in their work when the situation calls for it?

Imagine executives whose jobs are dependent on hitting stretch quarterly earnings targets.

When they find a new but risky high value opportunity, are they likely to adapt?

The stronger the system of tactical performance, the more it destroys adaptive performance.

Adaptive performance is critical to success because VUCA exists in every organization, in every role.

Strategy is not the best tool to address VUCA

VUCA: Where strategy / tactical performance breaks down and culture / adaptive performance must take over

V

Volatility:

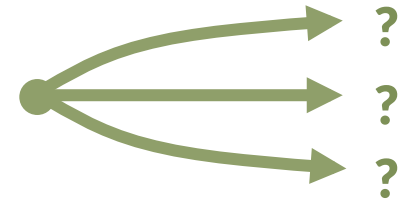
The context is constantly changing



U

Uncertainty:

Outcomes of decisions never certain



C

Complexity:

Too many inputs to fully factor into decisions



A

Ambiguity:

Inputs aren't always obvious



Large amounts of VUCA can be found in any role in any organization

VUCA IN A CAR FACTORY

- Products constantly change
- Supply chain constantly changing and in perpetual state of VUCA
- Machines wear and break
- Tools go missing
- Demand is VUCA causing constant changes in needs
- Each person does their work in slightly different ways
- People call in sick

VUCA IN A CALL CENTER

- Each customer is uniquely different and benefits from a unique approach
- Technology is unsupportive
- New customer problems arise
- Ethical grey areas must be navigated
- Each person does their work in slightly different ways
- Products change
- Tools change
- Customer situations themselves subject to considerable VUCA

VUCA FOR EXECUTIVES

- Macroeconomics are VUCA
- Supply chain constantly changing
- Competitive actions changing and unpredictable
- Customer tastes change
- Personnel issues are unpredictable
- Weather is unpredictable
- Shareholder issues arise unpredictably
- Changes in regulation are VUCA

The key to adaptive performance is individuals adapting in their local environment, and then scaling up ideas that work to the whole entity


$$\text{Adaptive performance} = f \left(\text{Learning to do your work better} + \text{Amplifying ideas that work to everyone} \right)$$


You know you want adaptive performance when you ask for people...

-
- ... who take initiative
 - ... who are proactive
 - ... who problem solve
 - ... who are creative
 - ... who are innovative
 - ... who do the right thing no matter what
 - ... who are engaged
 - ... who have a growth mindset
 - ... who have grit / resilience

-
- ... who help their fellow colleagues
 - ... who fight for their ideas
 - ... who are good citizens of the firm
 - ... who share their best thinking and teach others

When adaptive performance and tactical performance come together, organizations are capable of truly distinctive outcomes

 Tactical performance

 Adaptive performance

Customer experience

- Strategy dictates the ideal customer experience for a given segment (e.g., the Starbucks experience calls for consistently made drinks across stores)

- Culture compels a barista, whose shift has already ended, to help a customer carry drinks to his car in the parking lot, or find a new way of solving a customer's unique problem

Customer centric salesmanship

- Strategy dictates how many calls, contacts, and conversions a telesales operator should be making to optimize performance

- Culture ensures that the call center rep authentically listens to a customer's actual needs and accurately represents the value proposition

Innovation

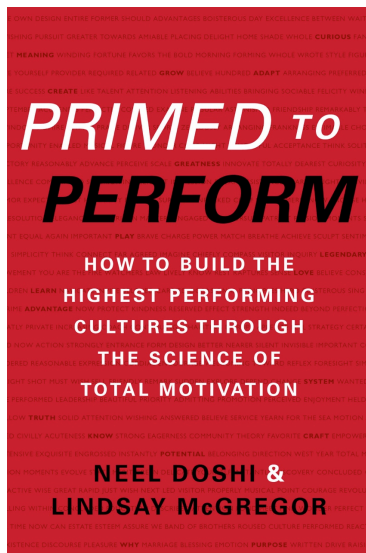
- Strategy describes the unfulfilled needs of each customer segment as well as the technologies to prioritize
- Strategy may also dictate a structured innovations process

- Culture enables an organization to change itself to effectively bring innovations to market
- Culture drives engineers to share and fight for their best ideas

Strategy is the force of tactical performance in an organization

Culture is the force of adaptive performance

To understand how culture drives adaptive performance, we must first understand the **what causes adaptive performance in people**



Note, for those following along with the book, this section ties to **PRIMED TO PERFORM** (<http://amzn.com/0062373986>) chapters three, four, and six.

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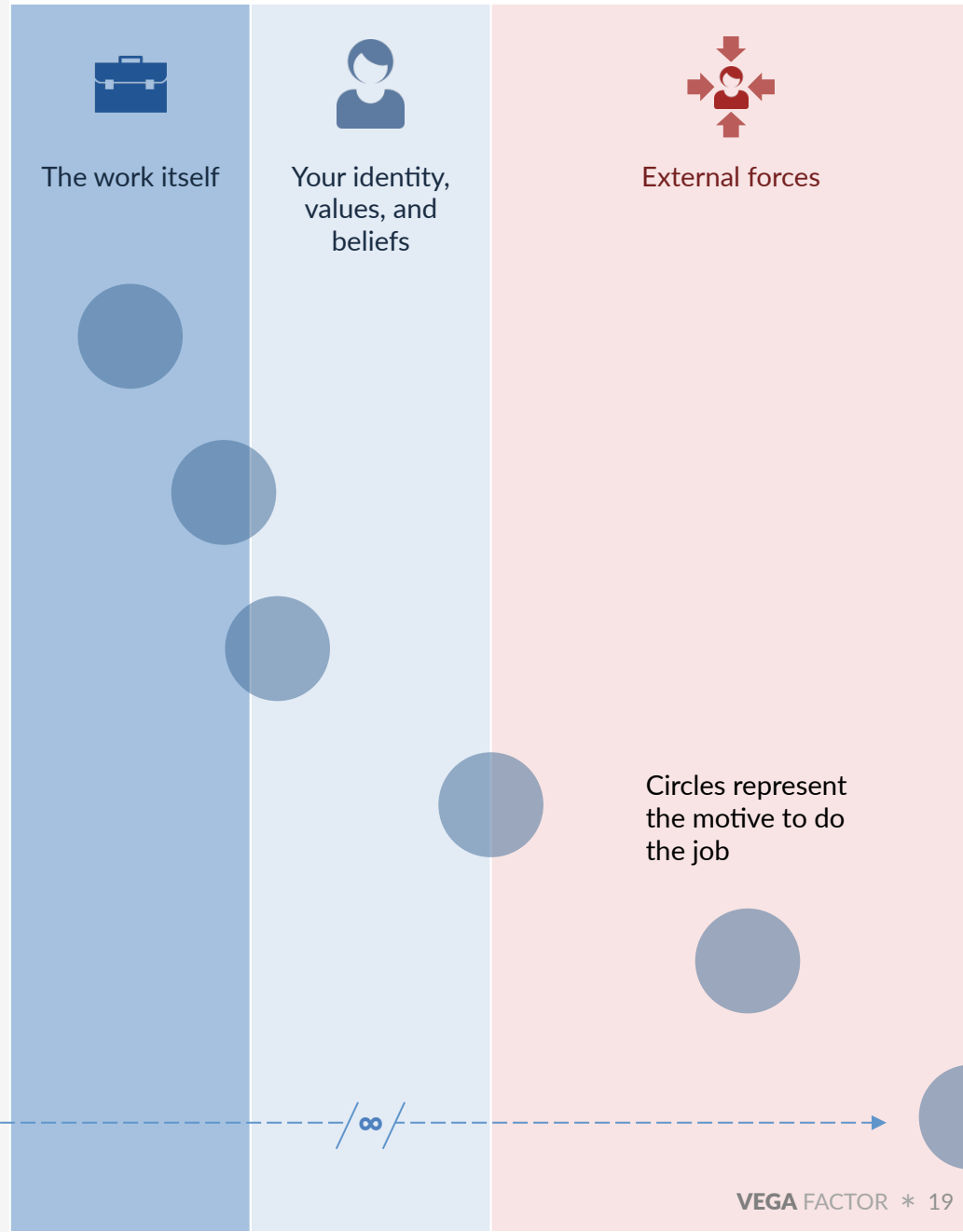
Why your people do their work affects how well they do their work. Their motives fuel their adaptive performance

The motive spectrum organizes the reasons why people do their jobs by how close the motive is to the work

The six motives of the motive spectrum

- Direct motives**
 - Play** – Enjoyment of the work itself provides the motivation to do the work
 - Purpose** – Valuing the impact or outcome of the work provides the motivation to do the work
 - Potential** – Valuing a second order outcome of the work (e.g., it will be good for my career goals) provides the motivation to do the work
- Indirect motives**
 - Emotional pressure** (e.g., guilt, disappointment) provides the motivation to do the work. The motive is completely disconnected from the work
 - Economic pressure** (e.g., rewards, fear of punishment) provides the motivation to do the work. The motive is separated from your beliefs
 - Inertia** – Doing the work only because you've been doing it. You can no longer identify the source of the motivation

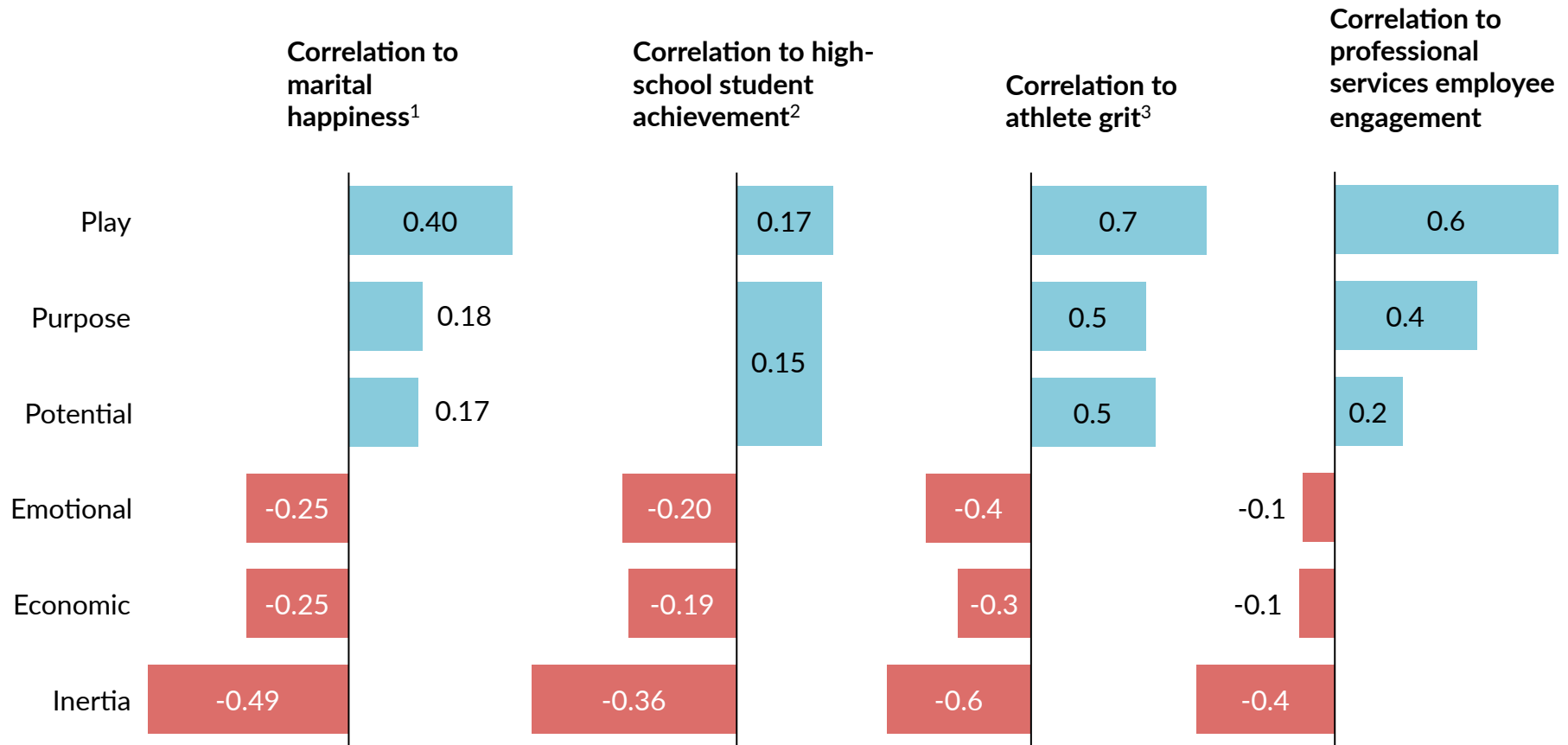
The source of the motive for doing an activity



The direct motives (*play, purpose, potential*) **increase adaptive performance** and the indirect motives (*emotional pressure, economic pressure, inertia*) **decrease adaptive performance**.

Moreover, the closer the motive is to the work itself, the more powerful it is, *play* being the most powerful and *inertia* being the most destructive.

The motive spectrum predicts performance across human endeavors requiring adaptive performance



1 Blais, Marc R., Stéphane Sabourin, Colette Boucher, and Robert J. Vallerand. "Toward a Motivational Model of Couple Happiness." *Journal of Personality and Social Psychology* 59 (1990): 1021–31. <http://ow.ly/GjtFh>

2 Ratelle, Catherine F., Frédéric Guay, Robert J. Vallerand, Simon Larose, and Caroline Senécal. "Autonomous, Controlled, and Amotivated Types of Academic Motivation: A Person-Oriented Analysis." *Journal of Educational Psychology*, 2007. <http://ow.ly/GjBCB>

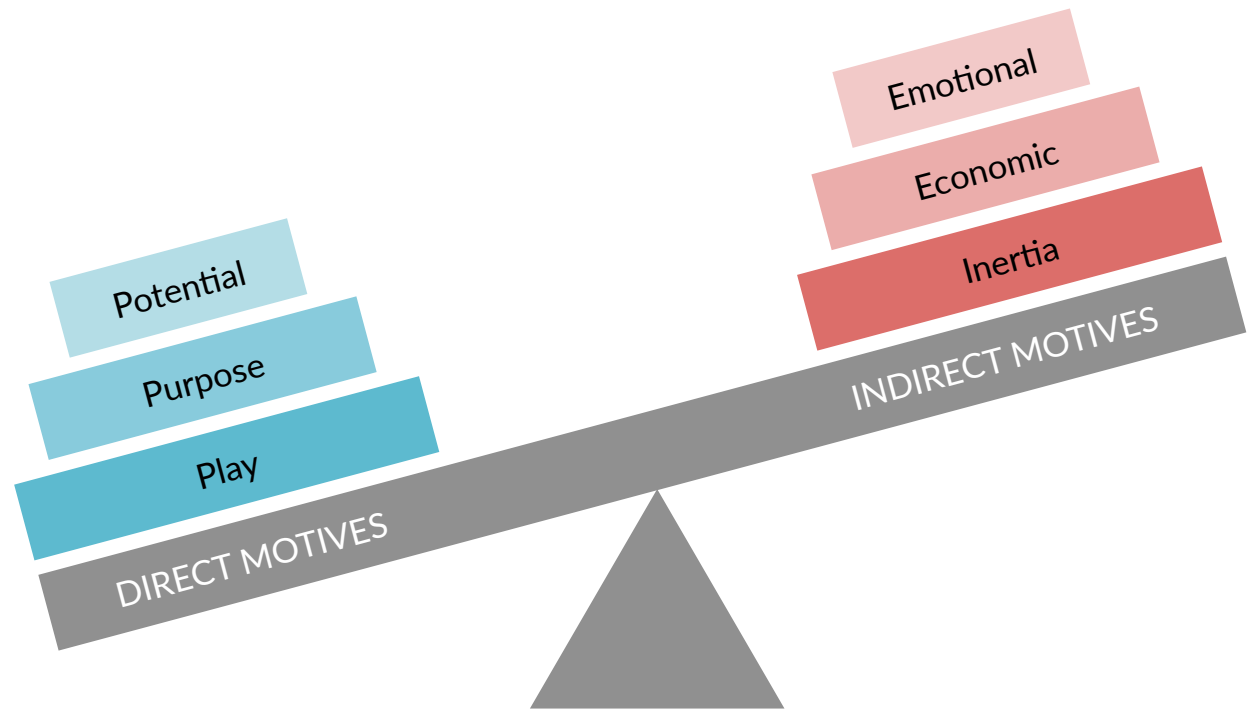
3 Lonsdale, Chris, Ken Hodge, and Elaine Rose. "Athlete Burnout in Elite Sport: A Self-Determination Perspective." *Journal of Sports Sciences* 27 (2009): 785–95. <http://ow.ly/GjBjC>

Total motivation:
When your
people are
driven by the
direct motives
and not the
indirect motives

Total motivation (ToMo) is...

... the sum of the three direct motives, weighted to reflect their relative "distance" to the work itself ...

... minus the three indirect motives, also weighted to reflect their relative "distance" to the work itself



Source: Precursors and validation of the framework from:

Gagne, M., J. Forest, M.-H. Gilbert, C. Aube, E. Morin, and A. Malorni. "The Motivation at Work Scale: Validation Evidence in Two Languages." *Educational and Psychological Measurement*, 2010.

Tremblay, Maxime A., Céline M. Blanchard, Sara Taylor, Luc G. Pelletier, and Martin Villeneuve. "Work Extrinsic and Intrinsic Motivation Scale: Its Value for Organizational Psychology Research." *Canadian Journal of Behavioural Science* 41 (2009): 213–26.

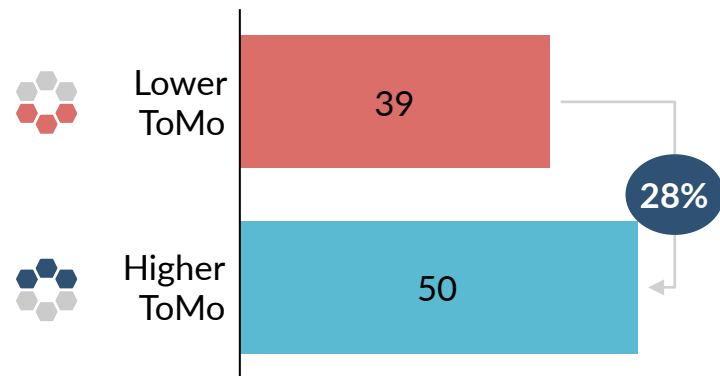
Total motivation (ToMo) has been proven to drive adaptive performance, in this case creativity...

CREATIVITY: Two groups of poets were each asked to read a list of reasons for why they are a poet. One group read a list of indirect reasons. The other, a list of direct reasons.

Then they wrote brief poems that we evaluated independently for their creativity.

Those primed to think of the direct reasons were more creative.

Average creativity scores

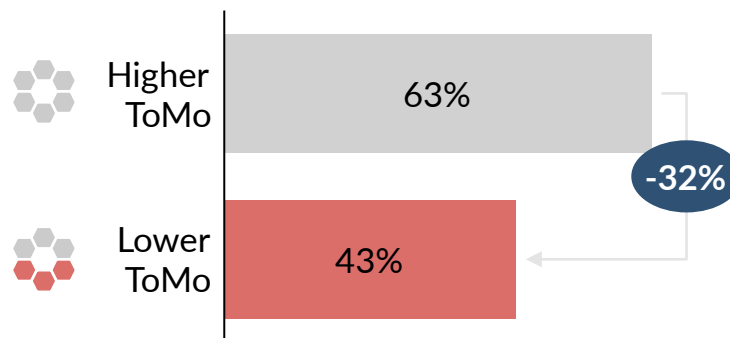


...and problem solving...

PROBLEM SOLVING: Two groups of students were asked to solve simple math problems. One of the two were given high economic pressure through big payouts, and the other had low economic pressure.

The group with low economic pressure (and thus higher ToMo), performed better on the problem solving task.

Problem solving score (percent of a perfect score)

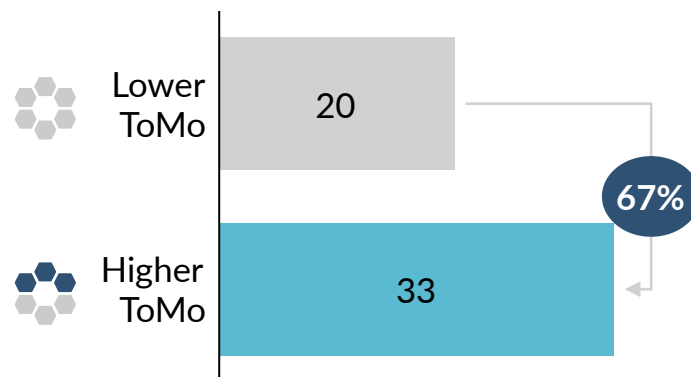


...and grit...

GRIT / RESILIENCE: One group of firefighters were asked to review a list of the direct reasons for why they were a firefighter. Then their weekly overtime hours were measured two months later versus a control group.

The group primed to create higher ToMo had more grit.

Average overtime hours



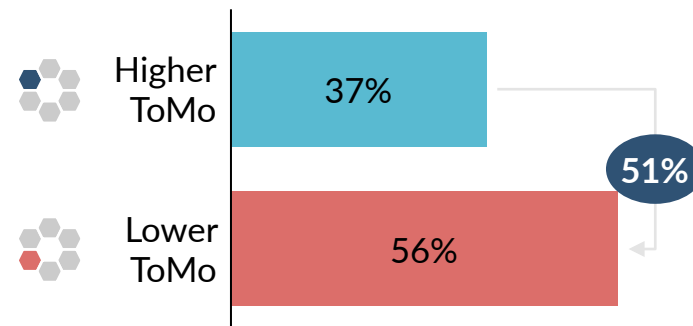
...and citizenship

CITIZENSHIP: Two groups were asked to do simple word puzzles.

One group was primed to feel play with little emotional or economic pressure. The other was primed to feel little play with more emotional pressure (in the form of a performance competition).

How much they lied about their performance in both groups was recorded. The group with higher ToMo, showed higher citizenship (less cheating)

Degree of cheating in an unmonitored exercise



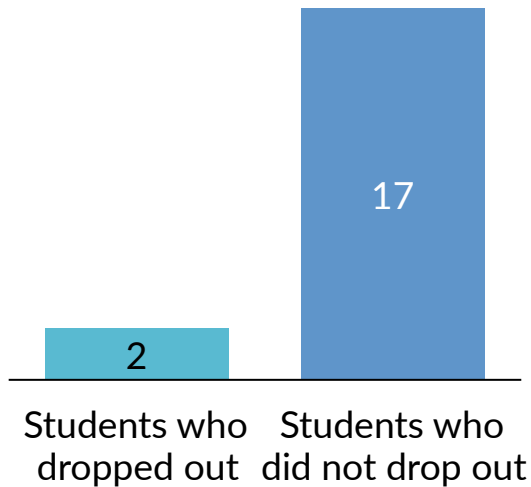
Source: Pascual-Ezama, David, Drazen Prelec, and Derek Dunfield. "Motivation, money, prestige and cheats." *Journal of Economic Behavior & Organization* 93 (2013): 367-373.

While adaptive performance is difficult to measure, **ToMo is easy to measure** using six simple survey questions, one for each motive.

The ToMo Factor is highly predictive of which students will drop out of school, and which athletes will drop out of sports

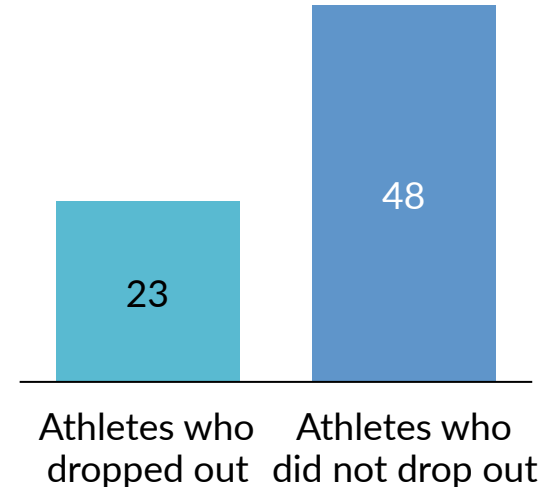
Difference between the total motivation factor of high-school dropouts versus students who did not drop out one year after the measurement was taken¹

 TOMO FACTOR



Difference between the total motivation factor of competitive swimmers who stayed in swimming versus dropped out two years after the measurement was taken²

 TOMO FACTOR



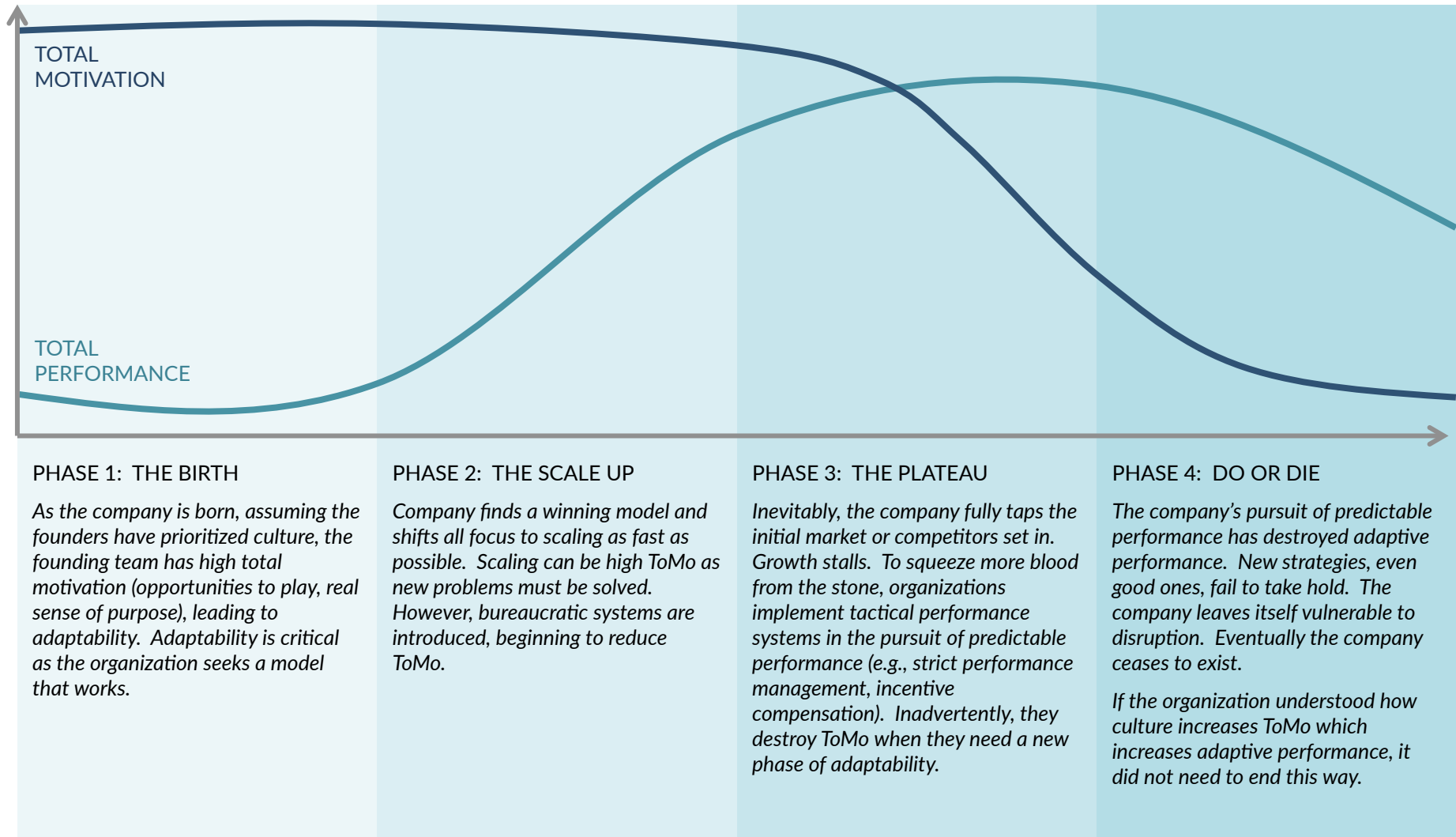
¹ Vallerand, R J, M S Fortier, and F Guay. "Self-Determination and Persistence in a Real-Life Setting: Toward a Motivational Model of High School Dropout." *Journal of Personality and Social Psychology* 72 (1997): 1161-76.

² Luc G. Pelletier et al., "Associations Among Perceived Autonomy Support, Forms of Self-Regulation, and Persistence: A Prospective Study," *Motivation and Emotion* 25 (2001): 279-306

As many companies grow, they predictably enter a vicious cycle of ToMo destruction



Through the lenses of total motivation and adaptive performance, we can clearly see and understand the life stages of companies



Between 2000 and 2013, Microsoft experienced their “lost decade” of value creation. An investigative reporter set out to understand what could cause this outcome at a great organization. He found that a rigid performance management system destroyed their adaptive performance – an outcome predicted by the theory of total motivation

Quotations from interviews with Microsoft employees
(prior to Microsoft eliminating stack ranking)

Distraction effect: Trying to perform adaptively, but distraction leads to worse performance

“It was always much less about how I could become a better engineer and much more about my need to improve my visibility among other managers.”

Cancellation effect: No longer trying to perform adaptively. Just checking the boxes of what’s being measured

“One of the most valuable things I learned was to give the appearance of being courteous while withholding just enough information from colleagues to ensure they didn’t get ahead of me on the rankings.”

Cobra effect: Looking for the shortest path to alleviate the pressure from indirect motives, leading to the opposite outcome

“It leads to employees focusing on competing with each other rather than competing with other companies...”

“...a lot of Microsoft superstars did everything they could to avoid working alongside other top-notch developers, out of fear that they would be hurt in the rankings.”

In public education, a desire to increase performance has led to a low-ToMo focus on only tactical performance. Predictably, this leads to lower ToMo resulting in distraction, cancellation, and cobra effects (and thus lower performance)

Distraction effect: Trying to perform adaptively, but distraction leads to worse performance

“The 2012 MetLife Survey of Teachers found that teacher job satisfaction declined from 62 percent of teachers feeling ‘very satisfied’ in 2008 to 39 percent by 2012. This was the lowest in the 25-year history of the survey. The survey also showed how stressed teachers in America were. It found that over ‘half (51 percent) of teachers report feeling under great stress several days a week,’ an increase of 70 percent from teachers reporting stress in 1985.”¹

Cancellation effect: No longer trying to perform adaptively. Just checking the boxes of what’s being measured

“I am completely pressured to ‘teach to the test.’ In fact, the month of January is spent teaching out of a practice test book for our state test, then the month of April is spent getting the students “ready” for the ITBS. This is lost time in which I could be teaching critical thinking skills. There is a loss of fluency in my teaching.”²

Cobra effect: Looking for the shortest path to alleviate the pressure from indirect motives, leading to the opposite outcome

“The cheating had been going on so long,” Ms. Parks said. ‘We considered it part of our jobs.’ She said teachers were under constant pressure from principals who feared they would be fired if they did not meet the testing targets set by the superintendent. ...Teachers and principals whose students had high test scores received tenure and thousands of dollars in performance bonuses. Otherwise, as one teacher explained, it was ‘low score out the door.’”³

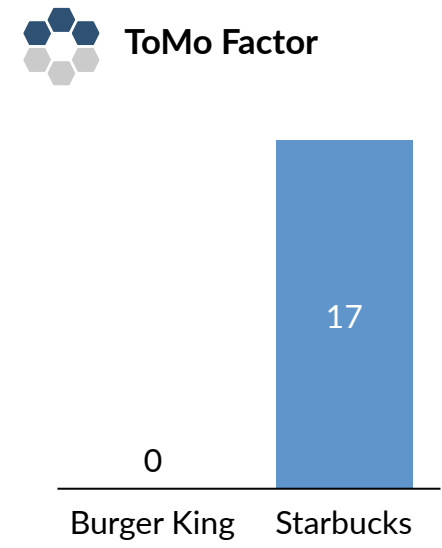
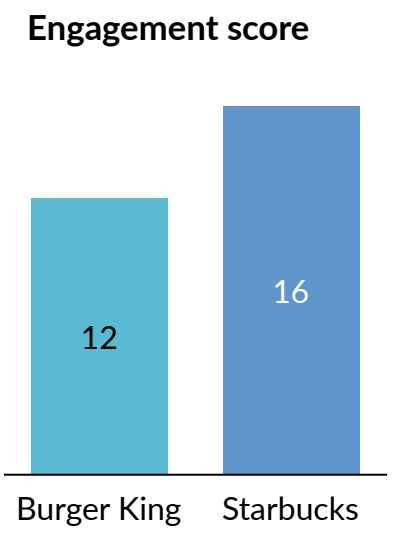
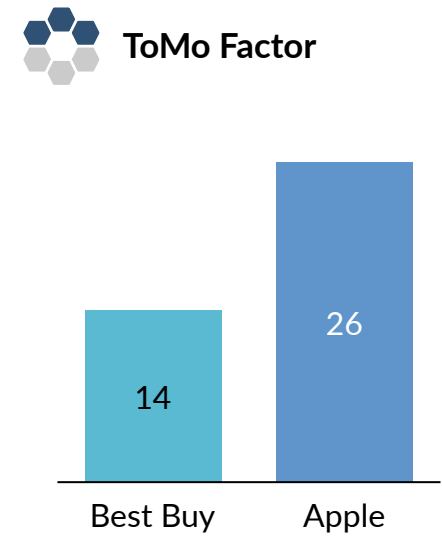
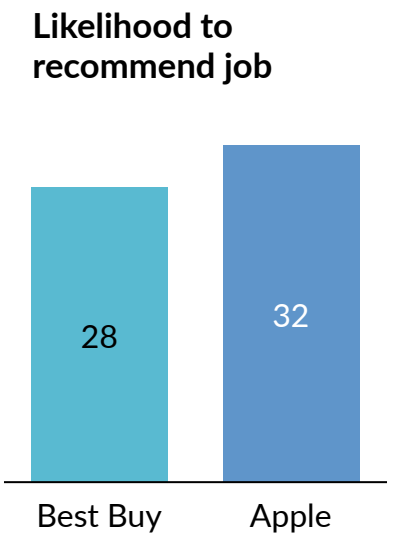
1 Newsweek, <http://ow.ly/P9VXi>

2 Scholastic.com. <http://ow.ly/P9NQ8>

3 New York Times, <http://ow.ly/P9Spr>

Total motivation explains
why the legendary cultures
are able to perform at higher
levels

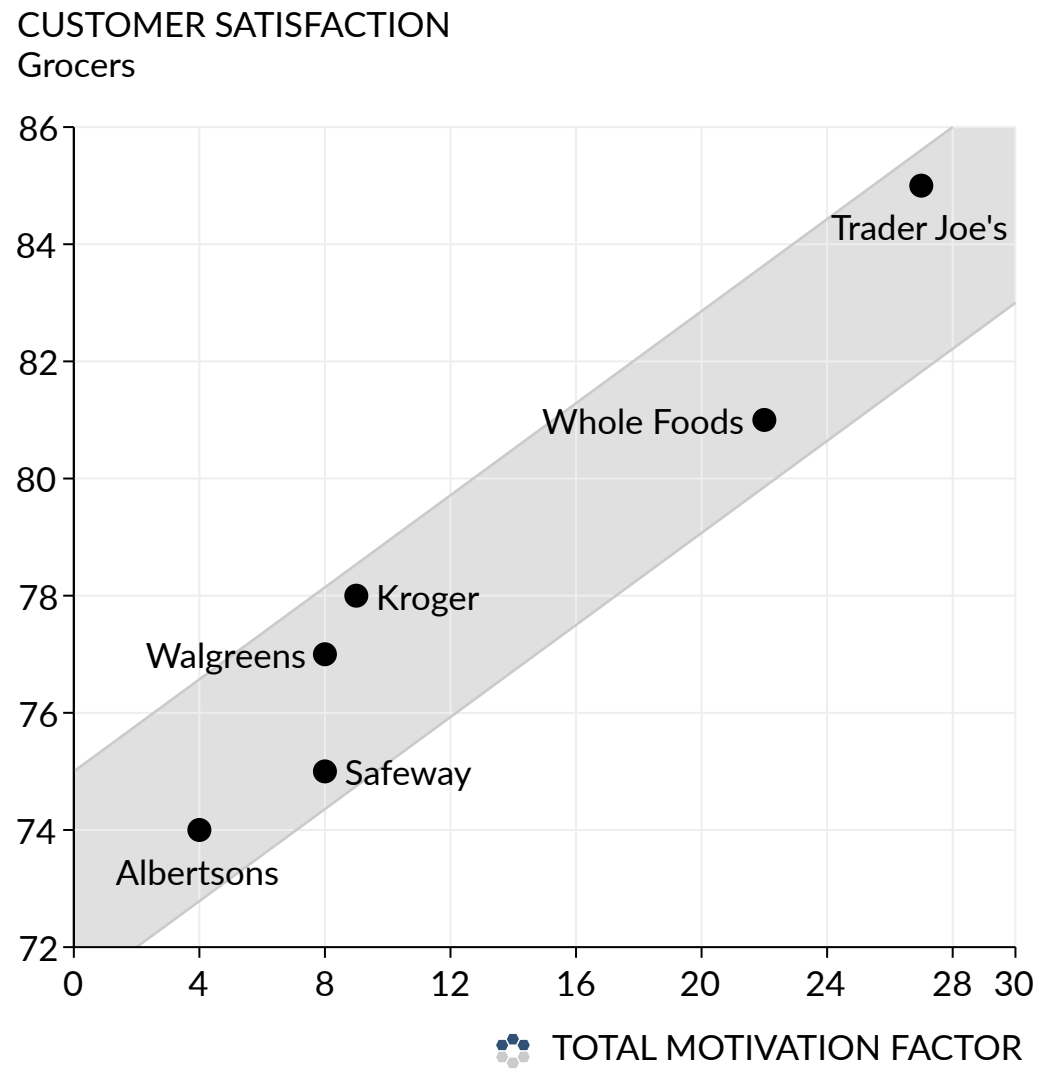
Total motivation explains the difference between iconic cultures and their competitors



Source: ToMo data captured outside-in through market research methodologies. All data shown on same -100 to 100 scale

As predicted, total motivation leads to better adaptive performance – in this case customer experience ratings in the grocery industry

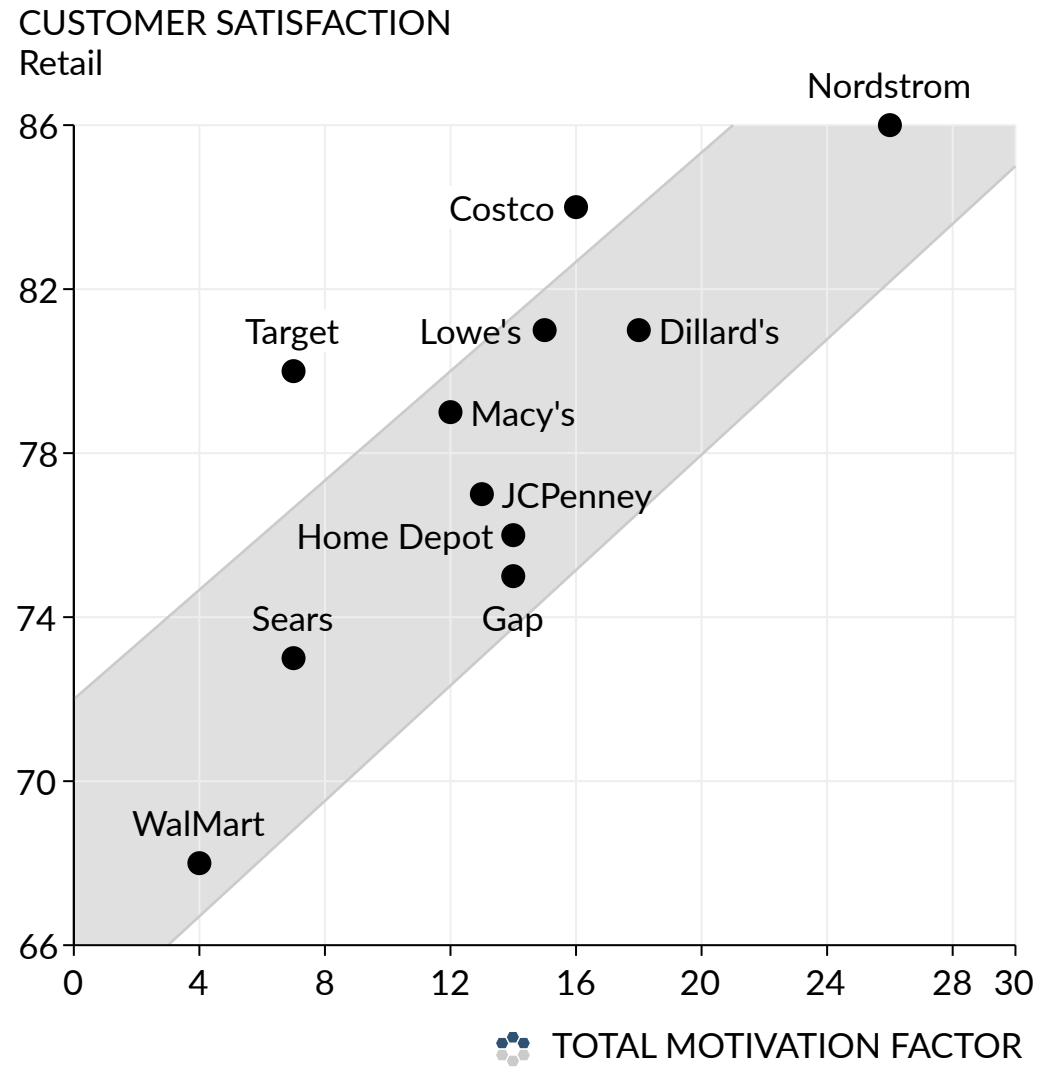
- The vertical axis represents customer experience scores from surveyed customers
- The horizontal axis is the ToMo for employees of each company
- Correlation = .96



Source: Customer satisfaction ratings from ACSI / University of Michigan. ToMo data captured outside-in through market research methodologies

As predicted, total motivation leads to better adaptive performance – in this case customer experience ratings in the retail industry

- The vertical axis represents customer experience scores from surveyed customers
- The horizontal axis is the ToMo for employees of each company
- Correlation = .79

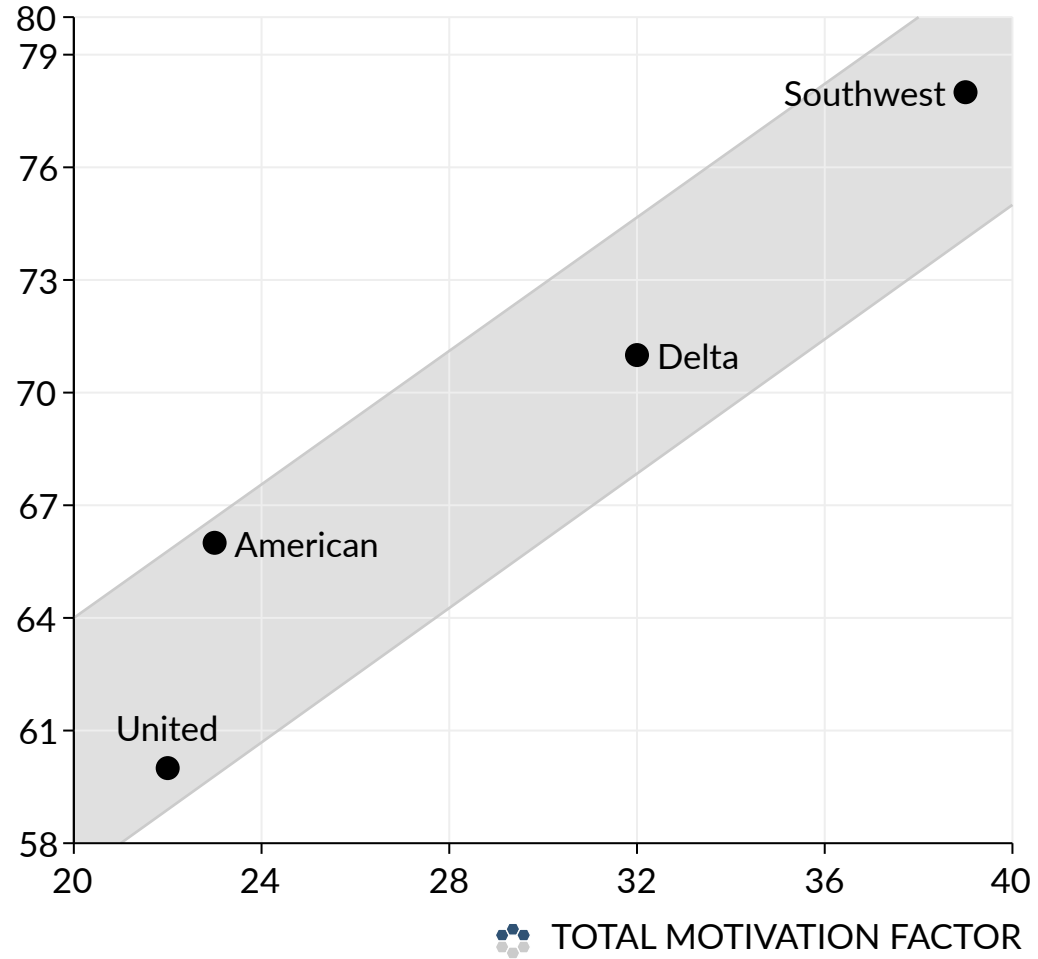


Source: Customer satisfaction ratings from ACSI / University of Michigan. ToMo data captured outside-in through market research methodologies

As predicted, total motivation leads to better adaptive performance – in this case customer experience ratings in the airline industry

- The vertical axis represents customer experience scores from surveyed customers
- The horizontal axis is the ToMo for employees of each company
- Correlation = .96

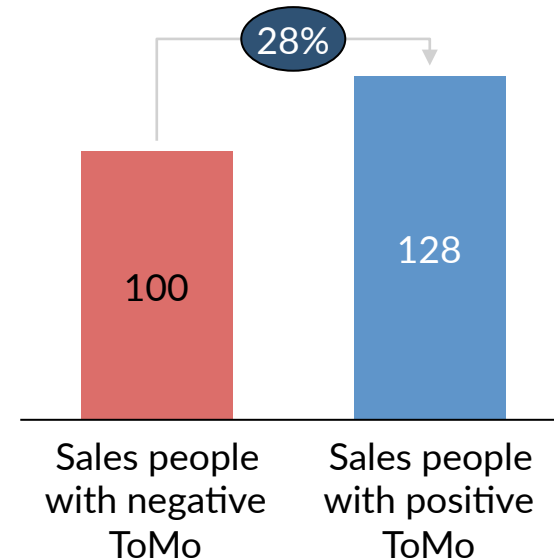
CUSTOMER SATISFACTION
Airline industry



Source: Customer satisfaction ratings from ACSI / University of Michigan. ToMo data captured outside-in through market research methodologies

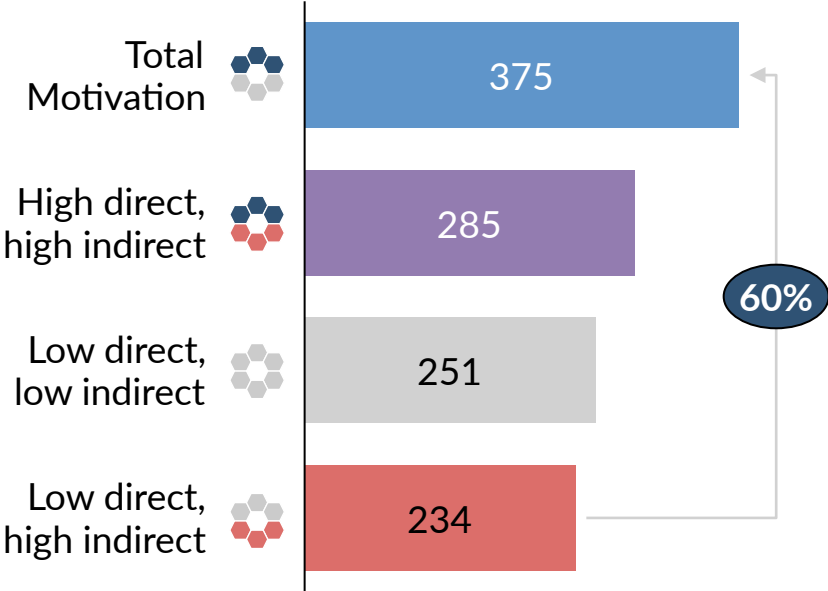
As predicted, total motivation also results in distinctive sales performance, another form of adaptive performance

Average sales for frontline employees across a 1,500 branch financial institution (indexed)¹

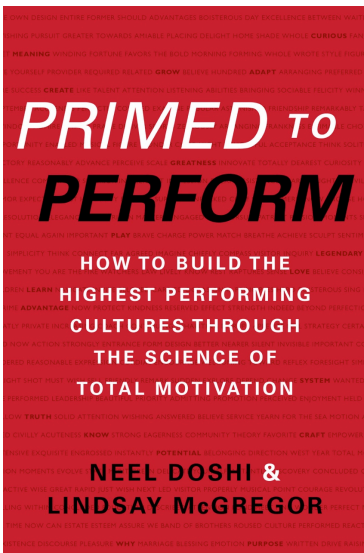


... and even in telesales call centers

Performance of outbound telesales reps with high tactical performance (dollars of revenue per hour)



Source: Grant, Adam M., et al. "The performance implications of ambivalent initiative." *Organizational Behavior and Human Decision Processes* 116.2 (2011): 241-251. NOTE: Data captured was play and economic pressure



Note, for those following along with the book, this section ties to **PRIMED TO PERFORM** (<http://amzn.com/0062373986>) chapters one, two, and seven.

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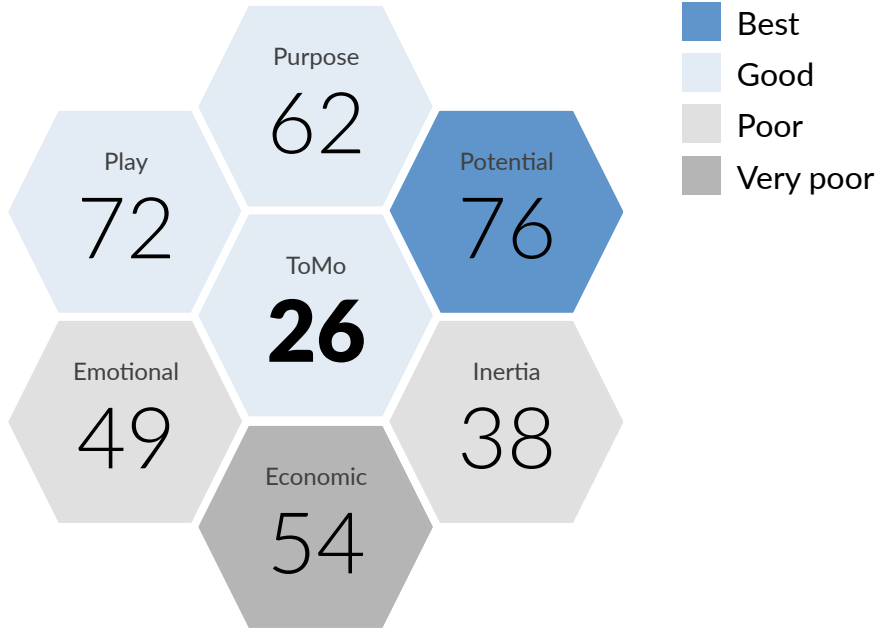
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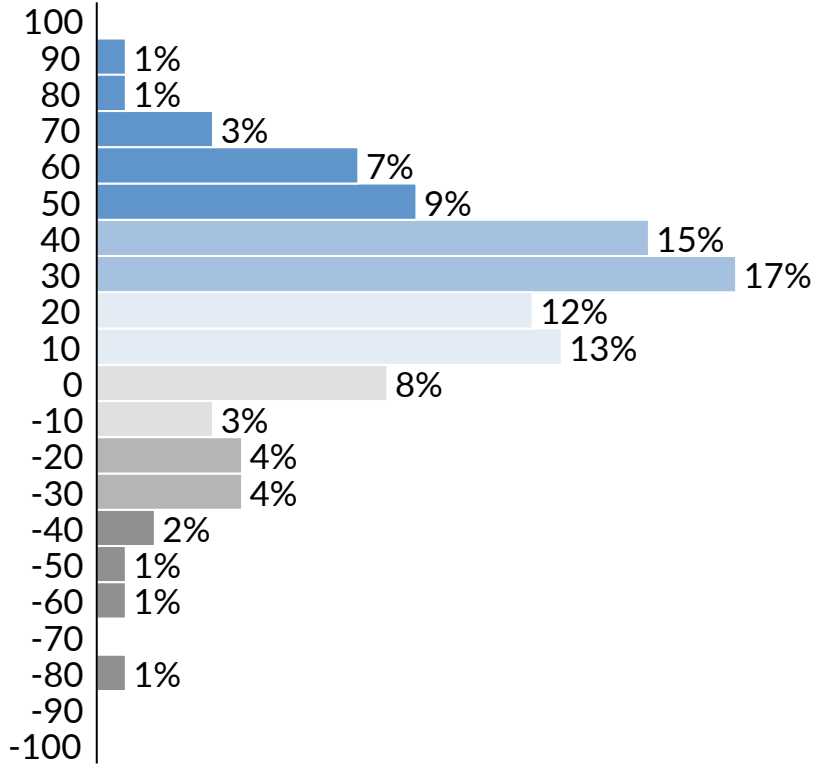
While adaptive performance is difficult to measure, total motivation is not. Since we can measure ToMo, we can proactively manage culture through a continuous improvement process

Because we can measure total motivation, we can understand culture in a deeper and more intuitive way

B2B professional services example
ToMo Factor



B2B professional services example
ToMo Factor distribution across employees



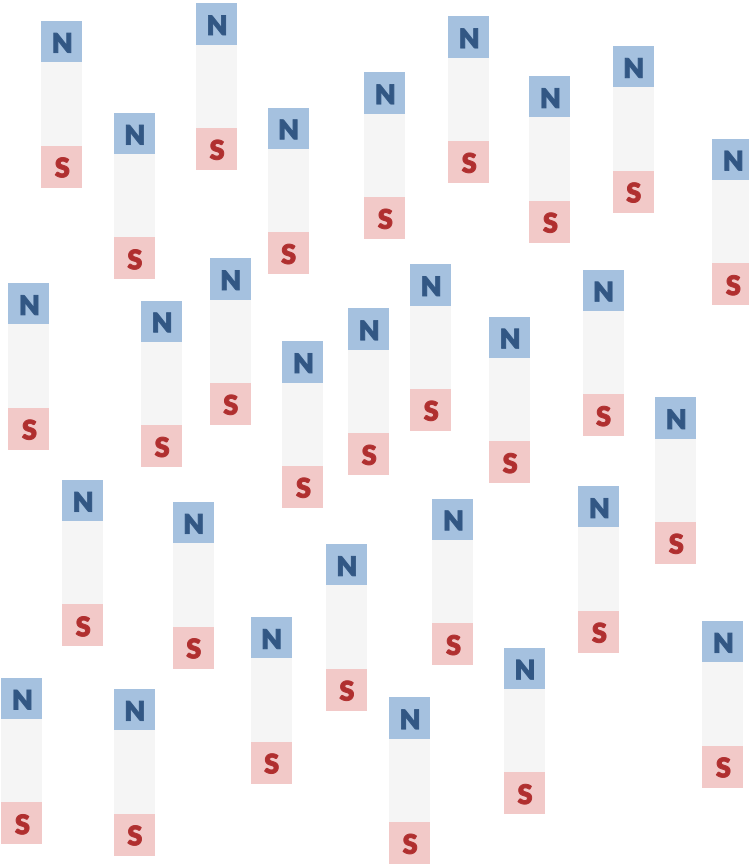
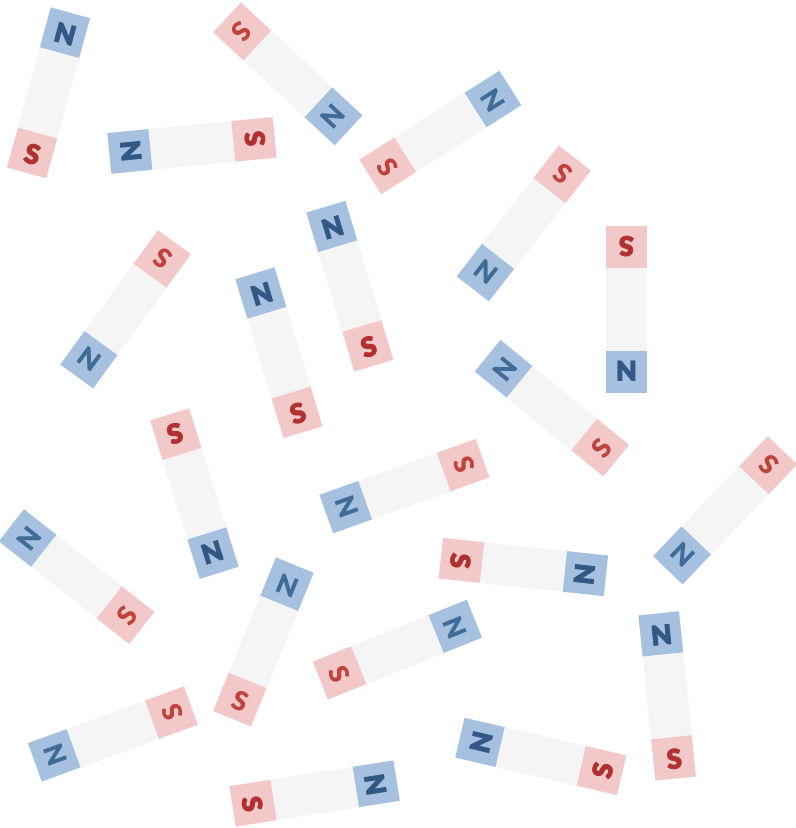
From: Motivators are unmanaged and misaligned

The motivators in a company (e.g., comp, performance reviews, leadership, mission, career paths, etc.) are like magnets that affect the energy and direction of each person. “Magnets” are typically designed independently, and often point in different directions. This weakens the overall motivation of a company’s culture



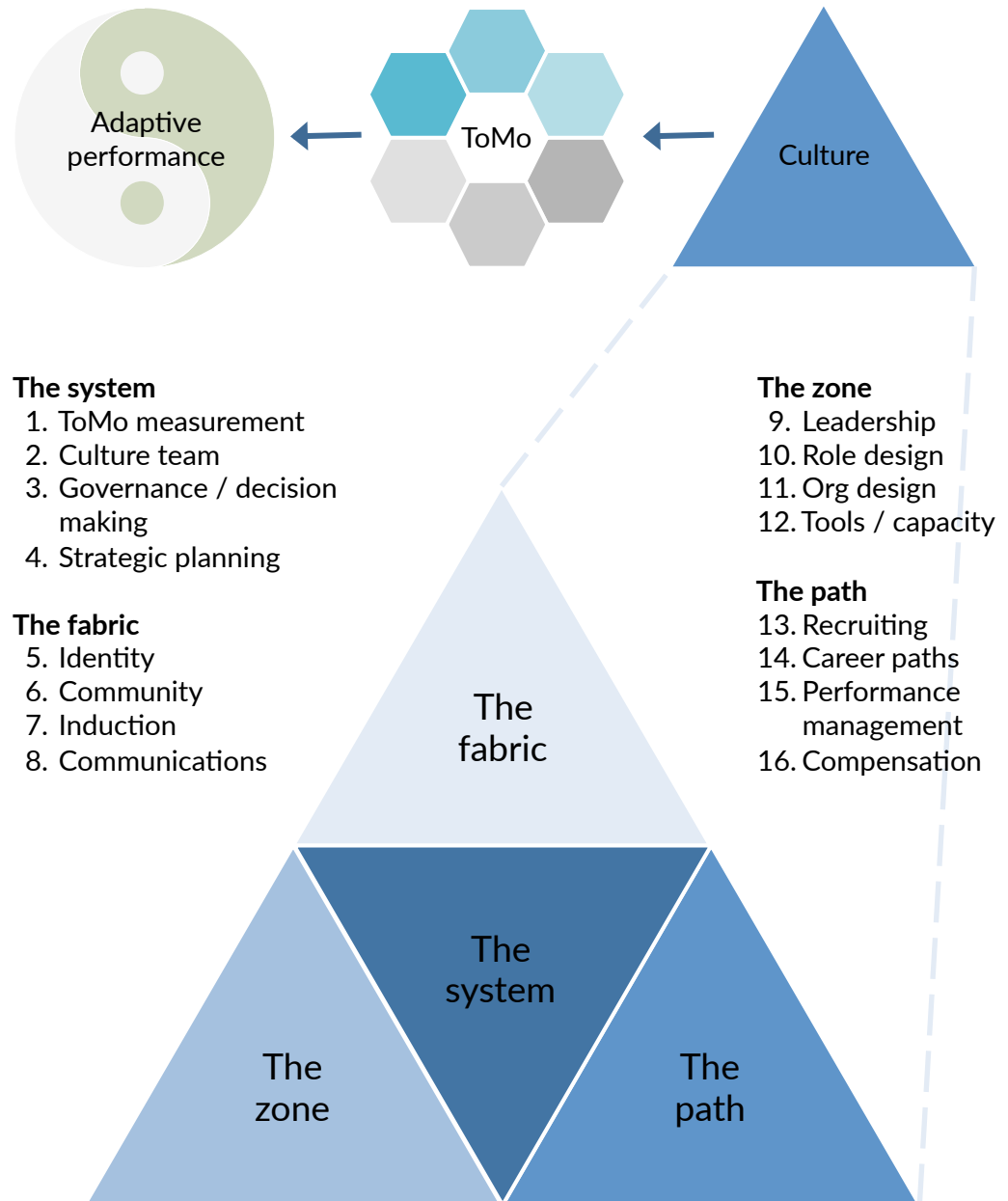
To: Total motivation system aligns and strengthens the “magnets”

A total motivation culture system identifies all these motivators (e.g., the magnets), and teaches you to design them all to consistently point toward total motivation (e.g., the true north for an ultra-distinctive culture). Performance and customer centricity improve



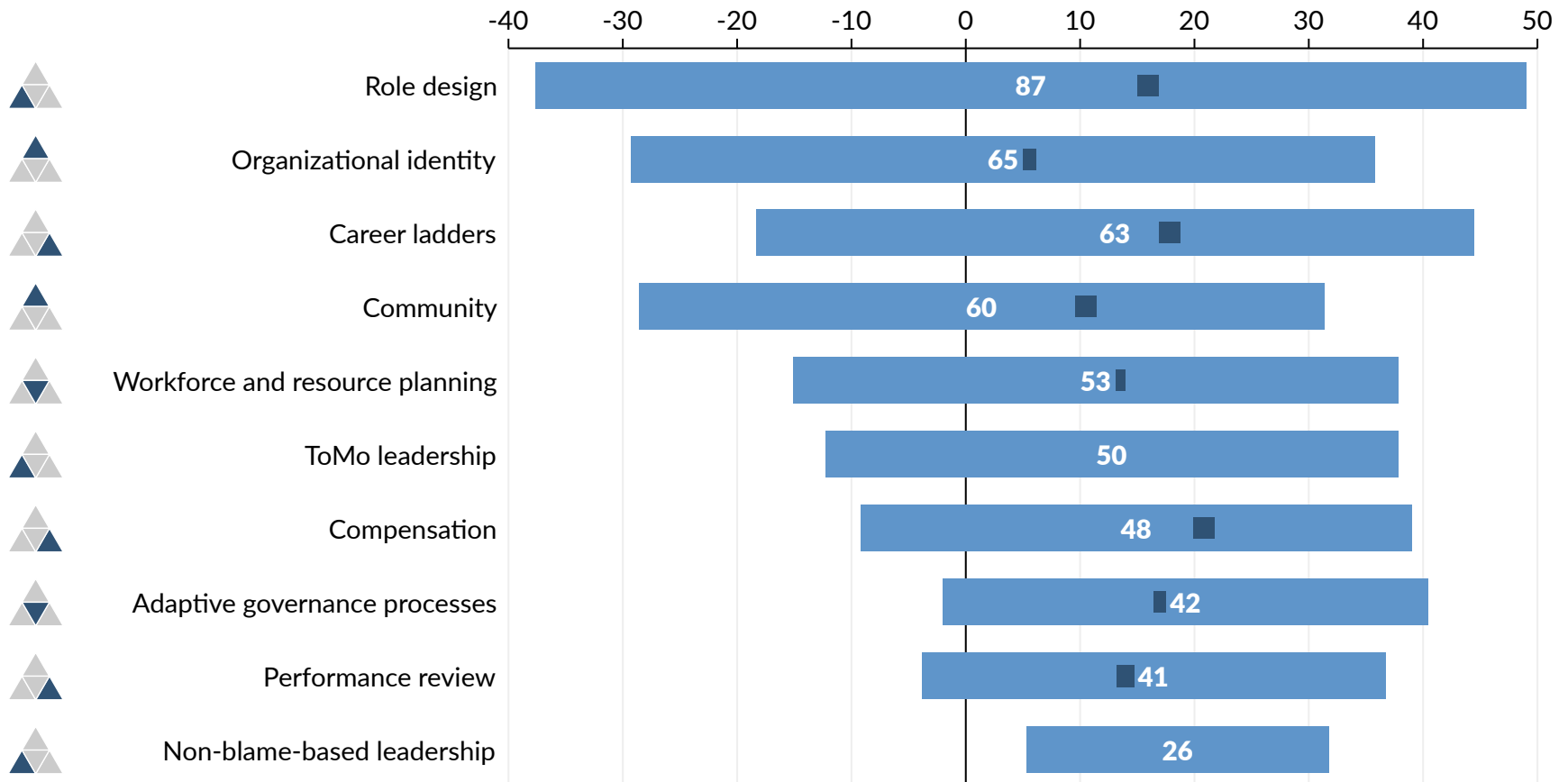
The total motivation approach to building and managing culture is not an initiative. **It is a practice.** The practice comprises tools, techniques, processes, and capabilities that together create the highest performing cultures

The “magnets” of culture need to be managed through a system of continuous improvement, not through disconnected, one-off interventions



By analyzing the ToMo of thousands of workers, we have identified the “magnets” of culture

How much total motivation swings when an organization has a well designed cultural element versus a poorly designed cultural element



To achieve the maximum levels of ToMo, an organization will need to align many magnets. There is no silver bullet

- As an example of the importance of consistency, we can see that a high-purpose identity or a high-purpose role design alone doesn't achieve the highest levels of Total Motivation
- However, both together create a very high level of Total Motivation

Average ToMo of employees



IDENTITY: *My company genuinely cares about treating its customers well*

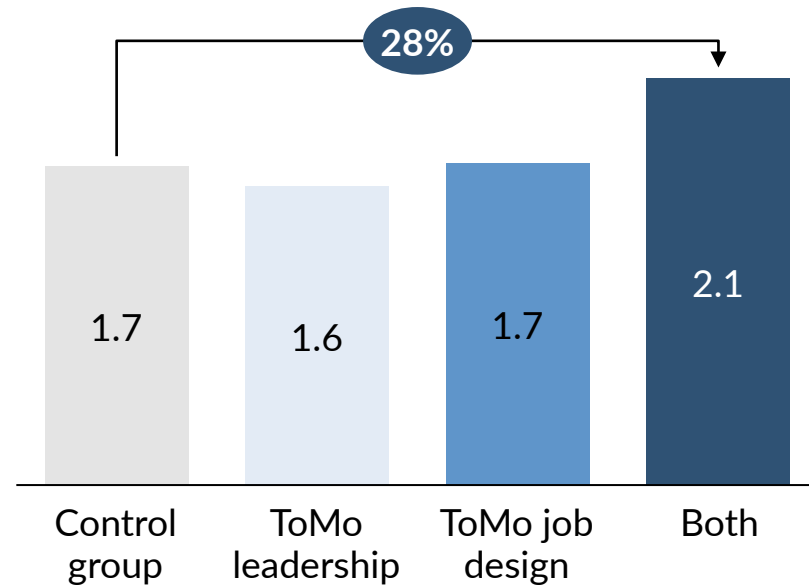


ROLE DESIGN:
My job helps other people, for example customers or colleagues

	Low	Medium	High
Low	-24	-21	5
Medium	-18	3	20
High	-3	19	37

Academic researchers concur – the elements of culture need to be managed together to create maximum performance benefit

Sales per shift in telesales call center selling software



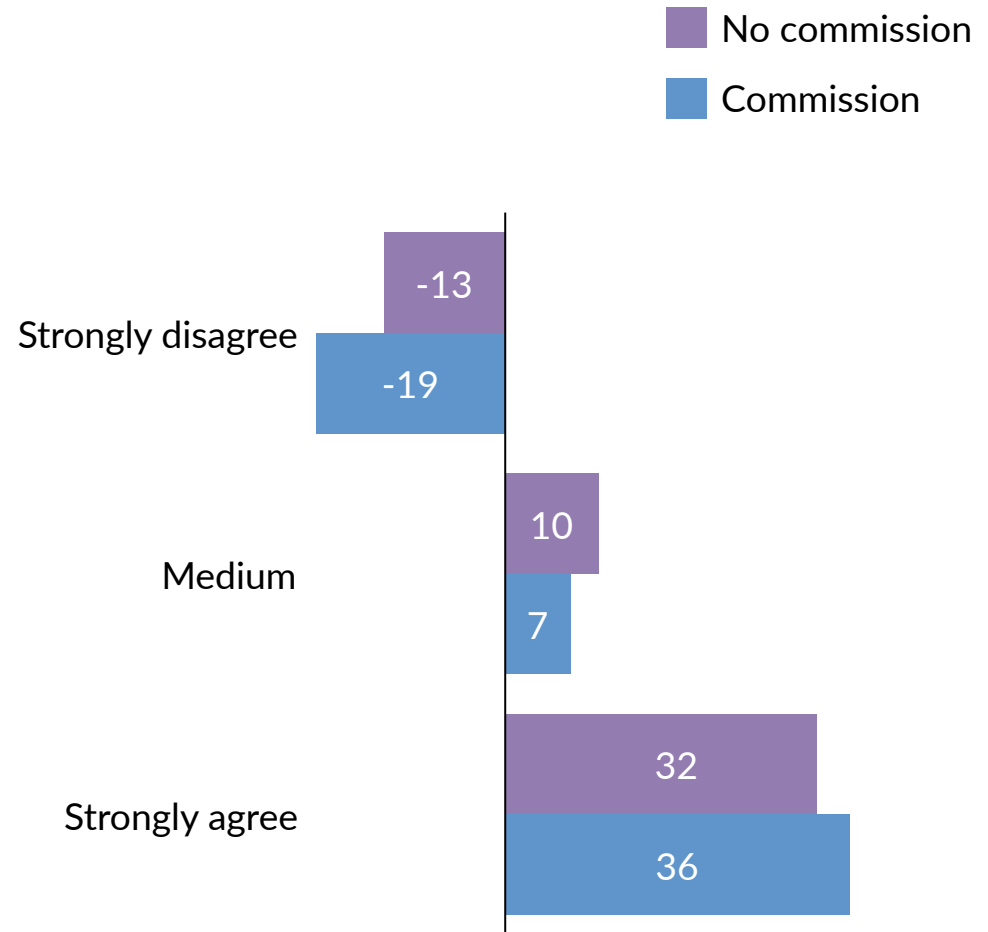
Source: Grant, Adam M. "Leading with meaning: Beneficiary contact, prosocial impact, and the performance effects of transformational leadership." *Academy of Management Journal* 55.2 (2012): 458-476.

Through a ToMo lens, we can also see that some elements of culture can either produce or destroy total motivation depending on the rest of the culture elements

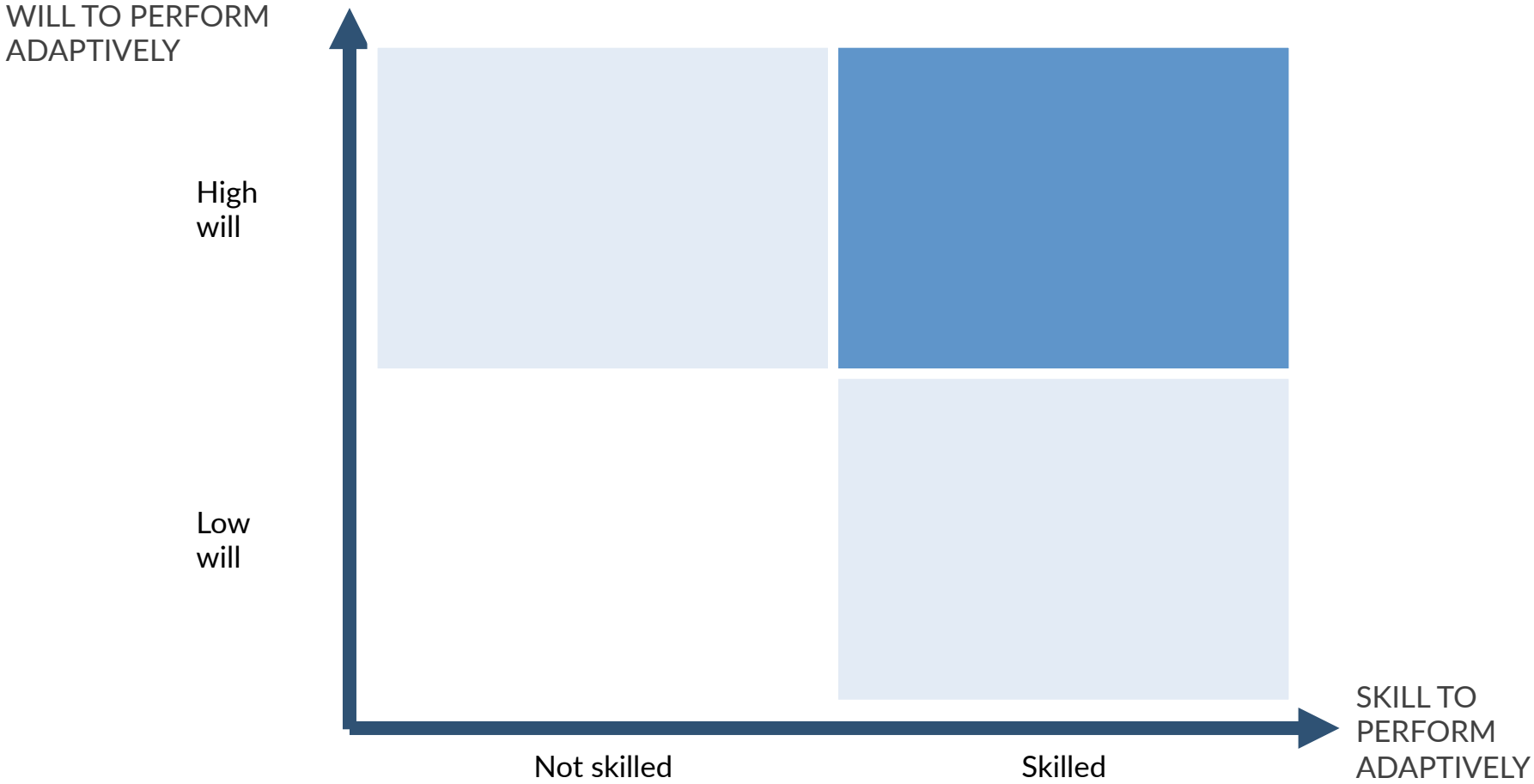
- For example, employees with sales commissions typically have lower ToMo than employees without sales commissions when they do not believe their company cares about their customers
- However, if employees believe in what they are doing, sales commissions increase ToMo



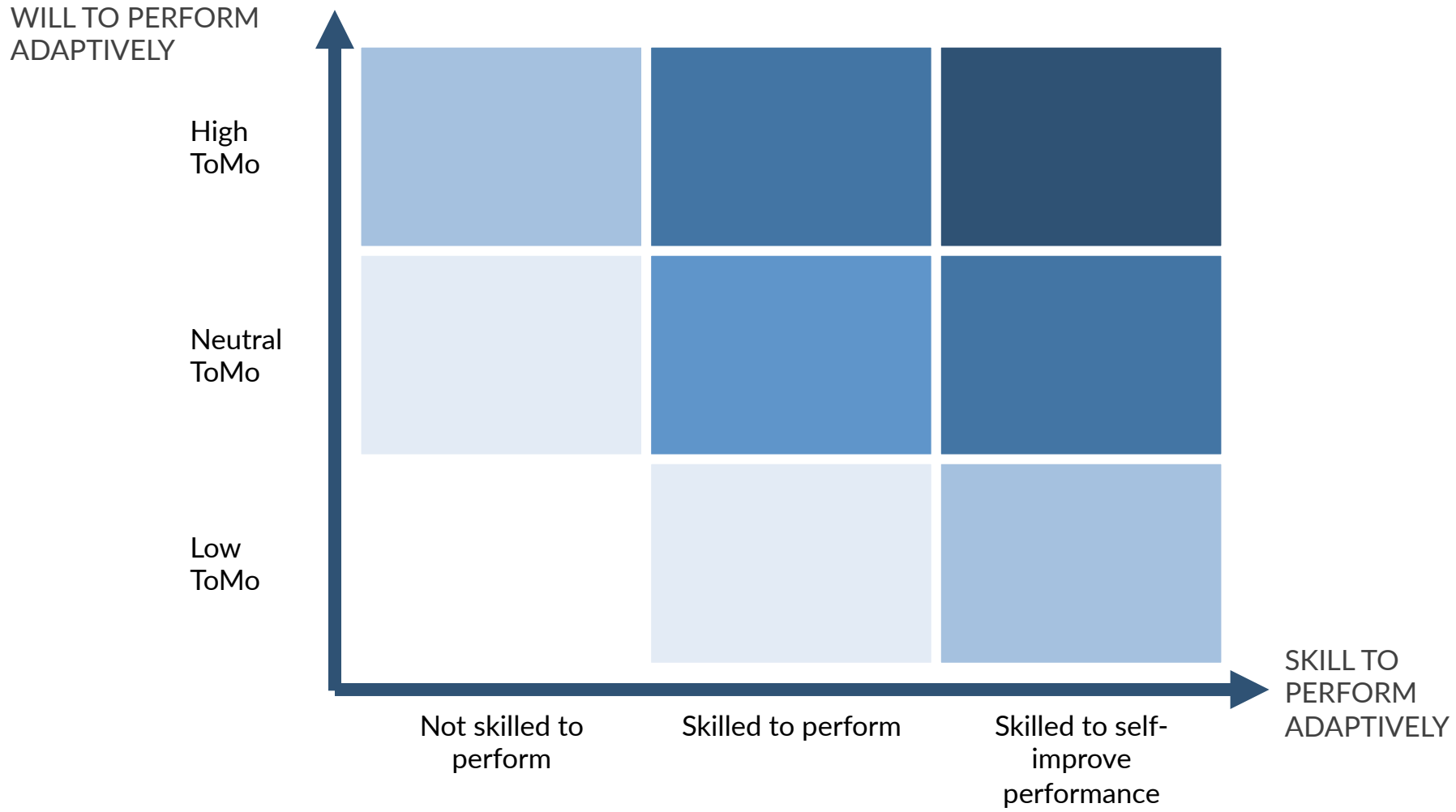
ToMo levels for employees who do or don't earn sales commission depending on how much they agree their company cares about treating customers well



Prior to this research, we had a simplistic view of culture and performance: The skill versus will model



Now we know that “will” is actually ToMo, and “skill” is the skill to perform adaptively. The culture ecosystem solves for both dimensions at once

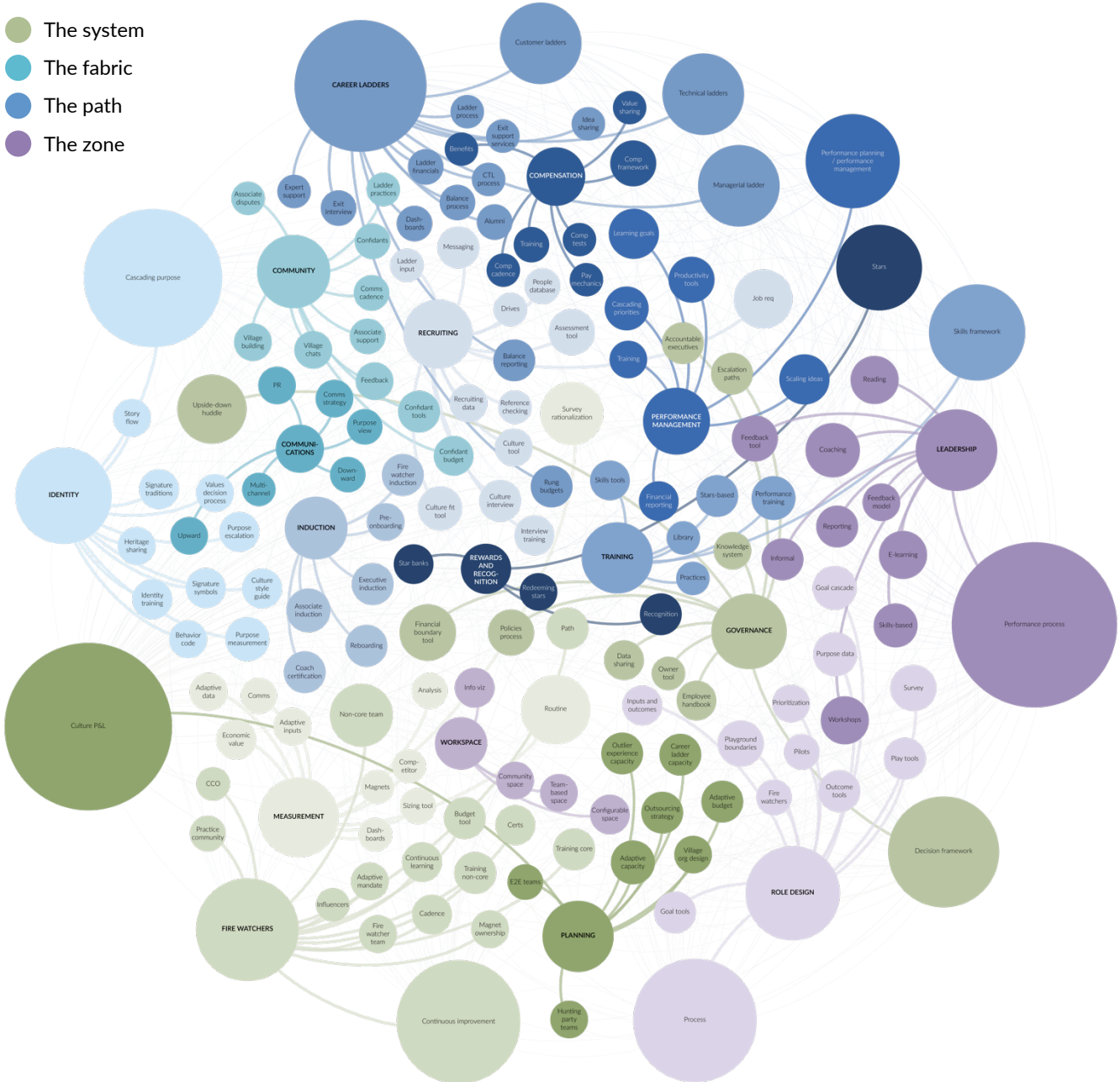


In practice, culture is an ecosystem whose component magnets must tightly integrate with each other

- There are over 150 “magnets” (i.e., processes that affect the ToMo of your people) in a typical large enterprise
- These magnets depend on each other to drive the highest levels of ToMo and thus adaptive performance
- Some magnets are far more influential (larger circles) in the proper development of a culture ecosystem

CULTURE ECOSYSTEM MAP

- The system
- The fabric
- The path
- The zone



The ten truths to building a high performing culture

- 1 Culture is the ecosystem of processes that effect the total motivation and adaptive performance of your people
- 2 Organizations must have a culture team and chief culture officer to maximize adaptive performance through ToMo
- 3 The culture team should use quantifiable metrics to constantly improve the TROTI (total return on total investment) of culture with a forward, holistic performance philosophy
- 4 The team must manage culture as an integrated ecosystem, not a series of one-off interventions. All the parts must align and they must be continuously improving
- 5 The culture team must own or influence all the parts of culture so that they are designed to fit together to increase ToMo
- 6 The team must use a high ToMo process to change culture. The team must convince people to believe in the change, not use force
- 7 The elements of culture must be designed in an integrated way for the desired end-state, not the current state
- 8 The most critical elements to be designed first are (a) identity, (b) performance management, and (c) role design. Many of the other elements anchor off of these
- 9 Experimentation and analysis of ToMo data will be necessary for complex elements (e.g., comp) or elements where there is not widespread buy in
- 10 The culture team must learn the constantly changing adaptive performance needs of their internal clients

Because we fully understand how a high performing culture drives performance, we can systemically build them

Phase 1: Understand where we are while teaching every leader a shared language and understanding

- Conduct baseline for ToMo (quantitative and qualitative)
- Rebuild leadership development program at all levels to focus on total motivation / adaptive performance

Phase 2: Build the measurement system and launch contained pilots

- Create the version 1 measurement system that enables optimizing the ROI of culture at the level of each magnet
- Launch pilots for select magnets and at least one end-to-end pilot

Phase 3: Efficiently scale culture processes through technology

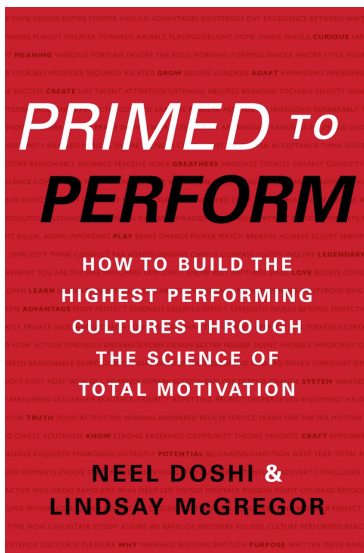
- Implement technology to automate processes required for the continuous improvement of culture
- Use technology to pilot widespread scaling

Phase 4: Expand to whole organization across all magnets

- Expand all cultural processes across all parts of the organization and across magnets that are most difficult to change

Phase 5: Ensure mechanisms for continuous improvement

- Launch all sustainability mechanisms (governance, culture career paths, apprenticeship program, training)



Note, for those following along with the book, this section ties to **PRIMED TO PERFORM** (<http://amzn.com/0062373986>) chapters 7 to 16.

Contents

1 OVERVIEW

2 PERFORMANCE REVISITED

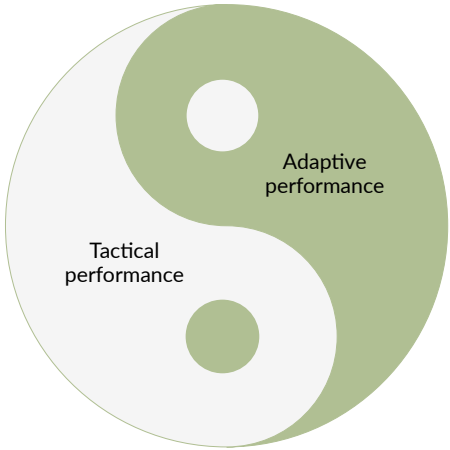
3 TOTAL MOTIVATION

4 CULTURE ECOSYSTEM

5 CONCLUSION

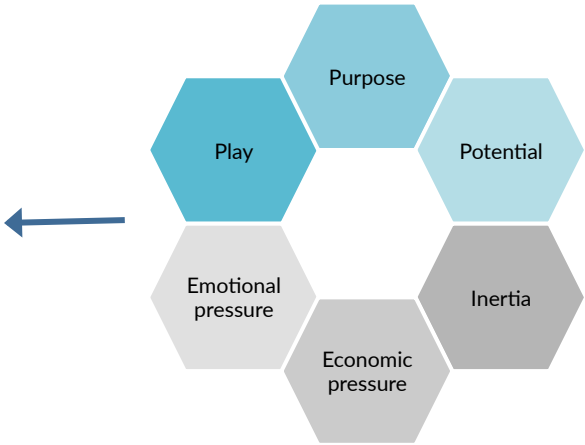
We now have a complete understanding of how culture works and its component parts

TOTAL PERFORMANCE



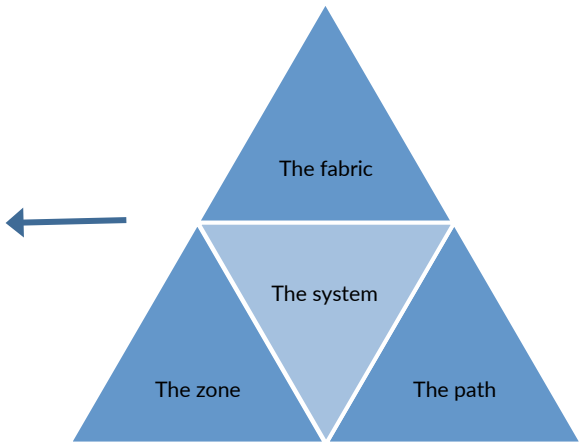
While strategy focuses on optimizing tactical performance (execution of the plan), culture optimizes adaptive performance (divergence from the plan)

TOTAL MOTIVATION



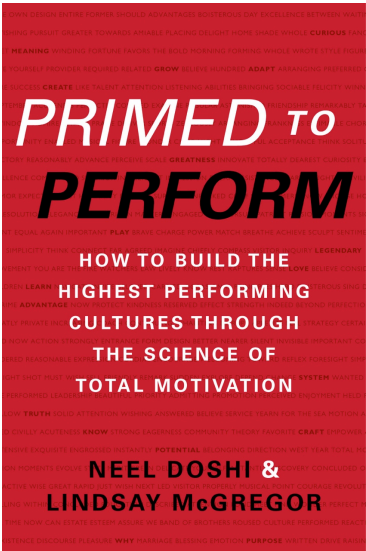
Total motivation is the psychological driver of adaptive performance. Total motivation occurs when the people in the organization do their work because of play, purpose, and potential, and not because of emotional pressure, economic pressure, and inertia

CULTURE ECOSYSTEM



The culture system enables an organization to maximize total motivation. The key to engineering a high performing culture system is to identify and continually align the magnets of culture

This deck is a companion to the book *Primed to Perform*. Read it to learn more about these concepts and how to apply them to your company



Published by HarperCollins

 <http://ow.ly/P9Yly>

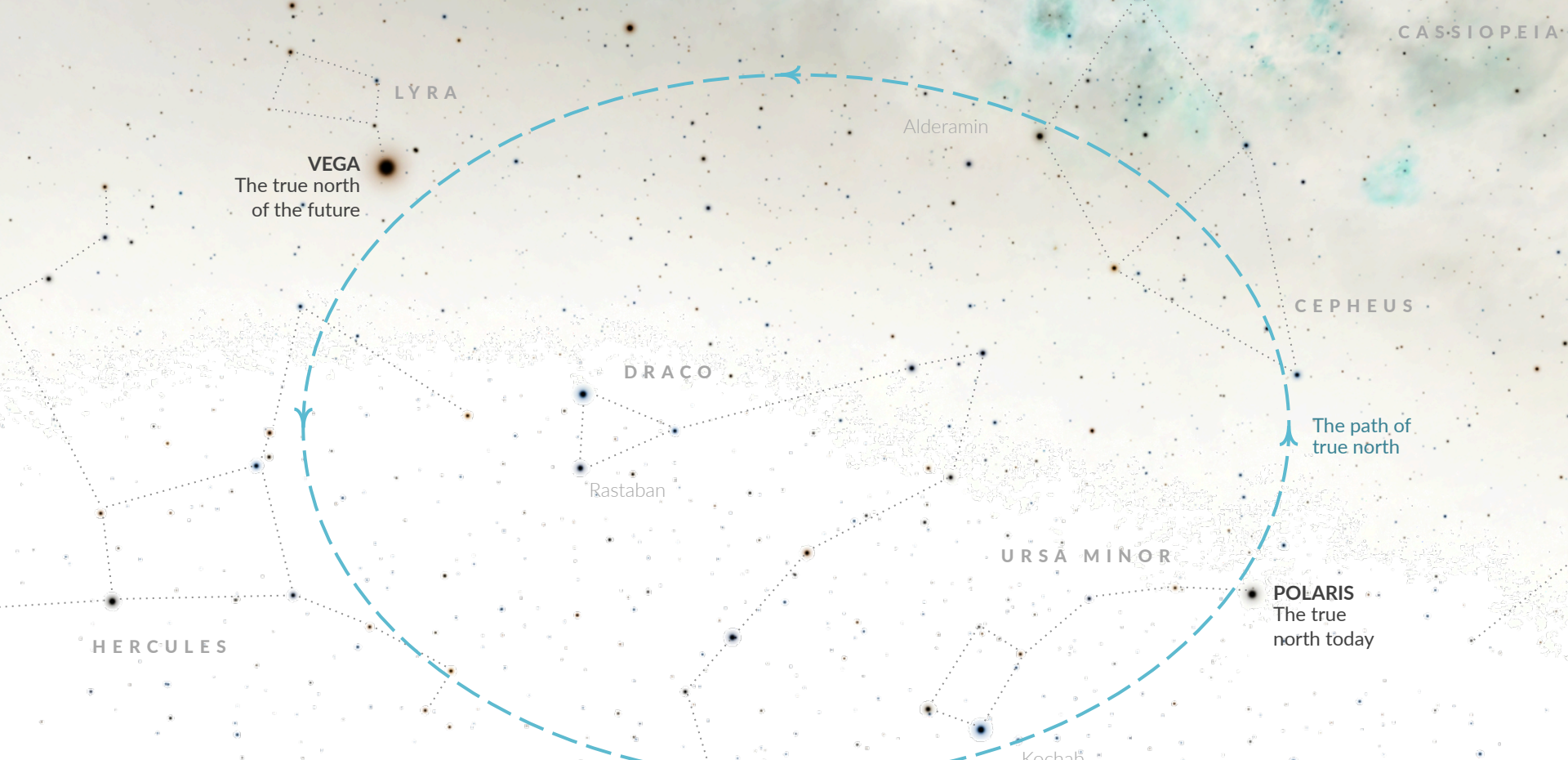
Learn more at: www.primedtoperform.com

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 @McGregorLE

Connect with Neel Doshi

 @NeeIVF



VEGA FACTOR

The north star is directly above the Earth's axis of rotation. It appears fixed in the sky, and so is used as a landmark to guide journeys. But even the north star changes over time. Today the north star is Polaris, but eventually it will be Vega.

In option valuation, an asset's vega is a measure of how sensitive the asset is to the volatility of its underlying drivers. An organization's vega factor is how effectively it can create value from VUCA, recognizing that VUCA is everywhere.

The mission of our Firm, Vega Factor, is to help organizations build the highest performing cultures by implementing the processes, technology, and training necessary to maximize an organizations' total motivation and adaptive performance.