

GREAT RESULTS THROUGH GREAT RELATIONSHIPS

2019 Iowa Performance Excellence Conference
Pathways to Excellence
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Desired Outcomes

- Increased understanding of the elements of a high performing culture
- Increased understanding of your role in creating a high performance culture
- Insight into the power of relationships in achieving sustainable results

Assumptions

- Some of us work in highly effective environments and some of us don't
- You know the importance of leadership
- Your past leaders have had an impact on your job satisfaction and professional growth and development
- Developing a high performance culture requires intentionality

What is the environment like where you work?

- Five words to describe your organization

How would you like to describe your work environment? What changes would you like to see?

- Five words to describe your preferred work environment

What is done

- To create the environment where you work?
- What could be done differently to create the environment where you want to work?

What is Culture?

What is Culture?

- How we do things around here
- The key to engaging your most valuable asset
- Clarifies expectations and direction
- Essential to high performance

CULTURE IS UNIQUE TO YOUR ORGANIZATION

Each organization has its own history and goals for the future.

Do you know and honor the history of your organization?

Do you have clearly stated goals for the future?

FIRST STEP: DEFINE THE CULTURE YOU WANT

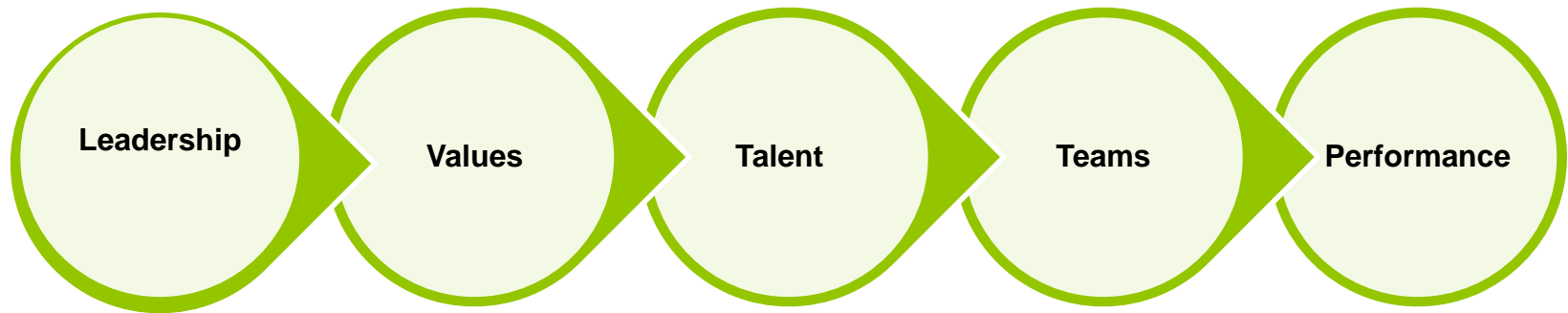
- Purpose/Mission: Why do you exist? Your purpose statement should embrace historical, ethical, emotional and practical perspectives.
- Brand: How do you want to be known in the world? It is critical to consistently communicate the brand internally. An organization's performance improves when employees understand what differentiates their organization's brand.
- Define Leadership Behavior: The words and actions of leaders drive the connection between purpose and brand.

WHY CULTURE MATTERS

- Culture attracts the best and the brightest talent
- Culture creates alignment across the organization
- Culture focuses the energy of engaged employees
- Culture affects individual and organization performance

FIVE DRIVERS OF CULTURE

Leadership, Values, Talent, Teams and Performance



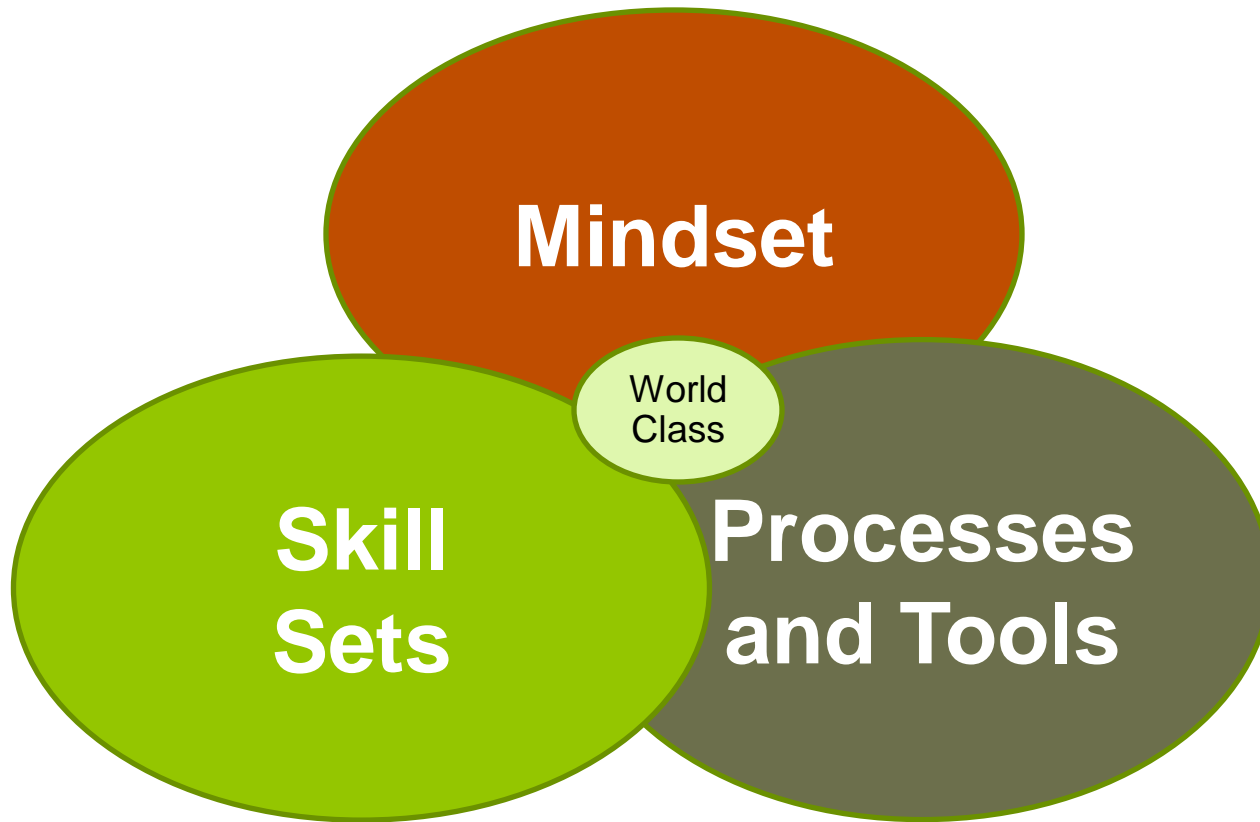
LEADERSHIP BEHAVIOR

**The culture is created by the way leaders
lead**

Actions speak louder than words

**People don't care how much you know
until they know how much you care**

What does a leader do to create the culture?



VALUES

Clearly stated and agreed upon values can serve as the grid for everyday decision making

TALENT

Engaging and effective processes represent the culture throughout the entire employee lifecycle

- Attraction and hiring
- On Boarding
- Development
- Promotion
- Exiting

TEAMS

- Teams and team members need to be developed and organized to support the culture.
- Communication should flow easily between teams

PERFORMANCE

- Performance management and recognition practices must be in line with the desired culture.
 - Customer Centric
 - Innovation
 - Shared Leadership

GETTING STARTED: 5 PRACTICES OF LEADERSHIP

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

The Leadership Challenge
James Kouzes and Barry Posner

MINDSET

- What do people think and feel about working in your organization?
- What do they think and feel about each other?
- What do they think and feel about the customer?

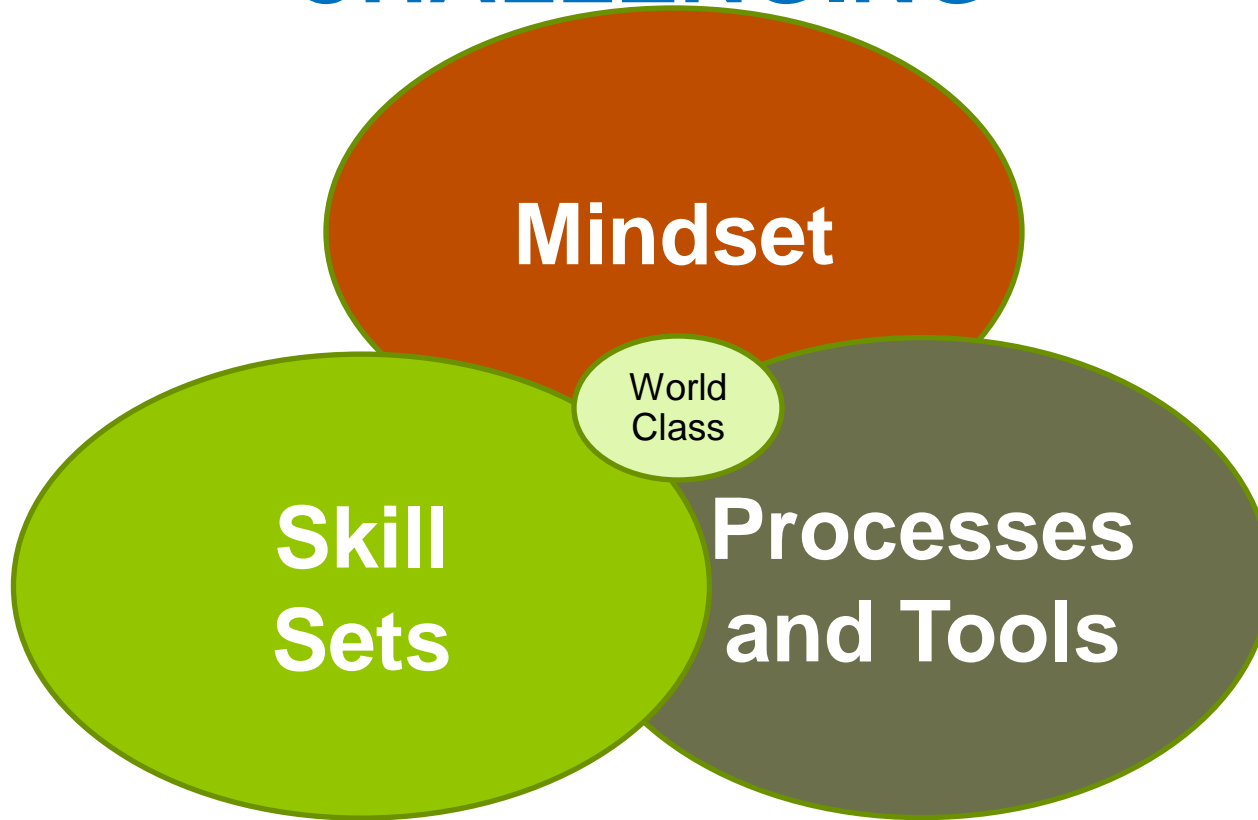
ESSENTIAL SKILL SETS

- Listen, Listen, Listen
- Questioning
- Identifying and Addressing Conflict
- Giving and Receiving Feedback

PROCESSES AND TOOLS

- Performance Appraisals
- Coaching
- Communication
 - 1 on 1's
 - Meetings

BUILDING A CULTURE IS CHALLENGING



GREAT RESULTS THROUGH GREAT RELATIONSHIPS

- What is your *mindset*?
- Continue to develop your *skill sets*
- Remove barriers in the *process* to achieve your Mission, Vision, Values

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