

# 24 Attributes of a High-Performance Culture

Prerequisites for Performance	Rebuilding the High-Performance Team			Creating a Culture of Consequences	
I Setting the Aspiration	II Right Roles and Responsibilities	III Right People	IV Right Skills	V Establishing the Standard	VI Rewarding for Performance
<b>#1. CLEAR COMMUNICATION</b>	<b>#5. EXPLICIT EXPECTATIONS</b>	<b>#9. COMPELLING PROPOSITION</b>	<b>#13. GENEROUS INVESTMENT</b>	<b>#17. RESULTS FOCUSED</b>	<b>#21. WORTHY REWARDS</b>
All levels of workforce understand organization's strategic goals and the requisite steps to successfully execute against them.	Performance measurement tools, job descriptions, consistently and directly define competencies, activities, behaviors and accomplishments expected of each employee.	Work environment and compensation package clearly articulate, offer competitive value for all employees.	Organization provides tools, funds worthwhile training and development activities to elevate workforce functioning.	Performance evaluation system evaluates success of outcomes, not effort.	Incentive design is streamlined for clarity, offers sufficient, incremental benefit to deflect performance on key strategic initiatives.
<b>#2. BURNING PLATFORM</b>	<b>#6. "BEATING HEART" TEST</b>	<b>#10. RESPECTFUL RESPONSIVENESS</b>	<b>#14. TARGETED LEARNING</b>	<b>#18. STRETCH AMBITION</b>	<b>#22. SHOWCASE CULTURE</b>
Senior leadership communicates to broader workforce rationale for strategic direction, ramifications of failing to execute, and thus urgency of task at hand.	Each goal (and each increment towards broader goals) unmistakably fixed on a single individual.	Leadership earns trust by demonstrating receptivity to input via structured upward communication.	Training opportunities address most pressing strategic needs and greatest skill deficiencies.	Goals target breakthrough (rather than incremental) improvement best calibrated to national best practices over local or peer group experience.	Highly visible signals (e.g. public meetings, published performance comparisons) motivate individual efforts, recognize stars and deter laggards.
<b>#3. REDUCING TO WORK</b>	<b>#7. INDIVIDUAL EMPOWERMENT</b>	<b>#11. DESTINATION JOBS</b>	<b>#15. LEVERAGED TRAINING</b>	<b>#19. RELENTLESS PROGRESS</b>	<b>#23. SENIOR SCRUTINY</b>
Strategic goal translated into operational objectives tied to the day-to-day activities of each unit, employee.	Employees have decision-making authority commensurate with level of accountability within the organization.	Wealth of diverse opportunities offers employees the prospect of unending stimulation and upward trajectory.	Key clinical vacancies filled by "upskilling" current staff through targeted training and on-the-job learning.	Unyielding insistence on continuous improvement, evidenced by ever-upward recalibration of performance targets.	Protocols hardwire senior involvement in swift but fair redress of missed interim targets.
<b>#4. INDIVIDUAL ENFRANCHISEMENT</b>	<b>#8. ACTIVE REDEPLOYMENT</b>	<b>#12. FOCUSED ON A FEW</b>	<b>#16. HARDWIRED APPLICATION</b>	<b>#20. TIMELY FEEDBACK</b>	<b>#24. EXIT PROTOCOLS</b>
Each employee feels a personal rule in enabling the organization to achieve its vision and goals.	New hires and incumbents are aggressively moved into roles best suited to their strengths.	High potential talent afforded greater opportunities-training, resources, and senior support-for leadership development.	Training extends beyond the classroom and is reinforced by on-the-job application.	Readily available performance data and qualitative assessments enable individuals to address lapses effectively and without delay.	Well-understood, ongoing process terminates employees consistently failing to meet organizational commitments.