



POWER of

PERFORMANCE

High Performance:
The Art of Staying Relevant

Minnesota Chief Engineers Guild Annual Conference
Capstone Presentation
9-9-2010



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Appreciation & Respect

MNCEG Takes Risks

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Appreciation & Respect

**Irv Bergman
40 Years Ago**

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Appreciation & Respect

Stewardship

**The Careful and Responsible Management
of Something Entrusted to One's Care.**

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High Performance:

The Art of Staying Relevant

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Relevant

Meaningful or Purposeful in
Current Society or Culture

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Culture Leadership Steps To Stay Relevant

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High Performance

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Goal:

**Leave Inspired to Improve:
Self & Your Organization**

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Why?

It Matters!

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To Whom:

**People You Serve
Your Staff
Your Stakeholders
Your Future Leaders
Your Leadership Legacy**

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**Does
Culture
Really Matter?**

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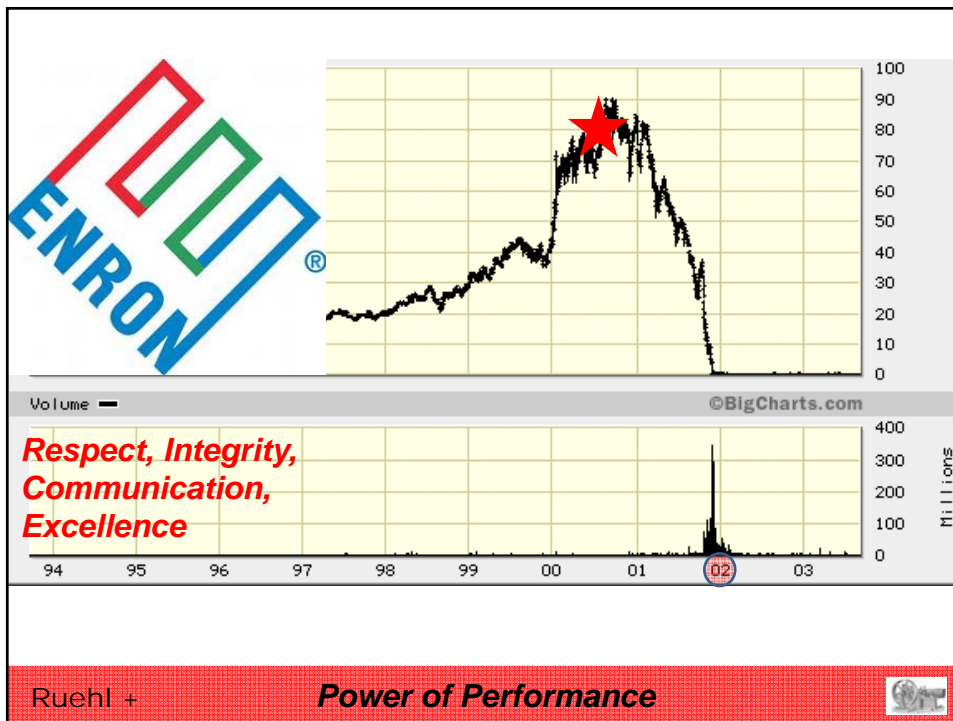


Memo, July 1, 2000 Office of the Chairman

*“We stand on the foundation of our Vision and Values. Every employeeis expected to conduct business with other employees, partners, contractors, suppliers, vendors, and customers keeping in mind **Respect, Integrity, Communication, and Excellence**. Everything we do evolves from our vision and values.”*

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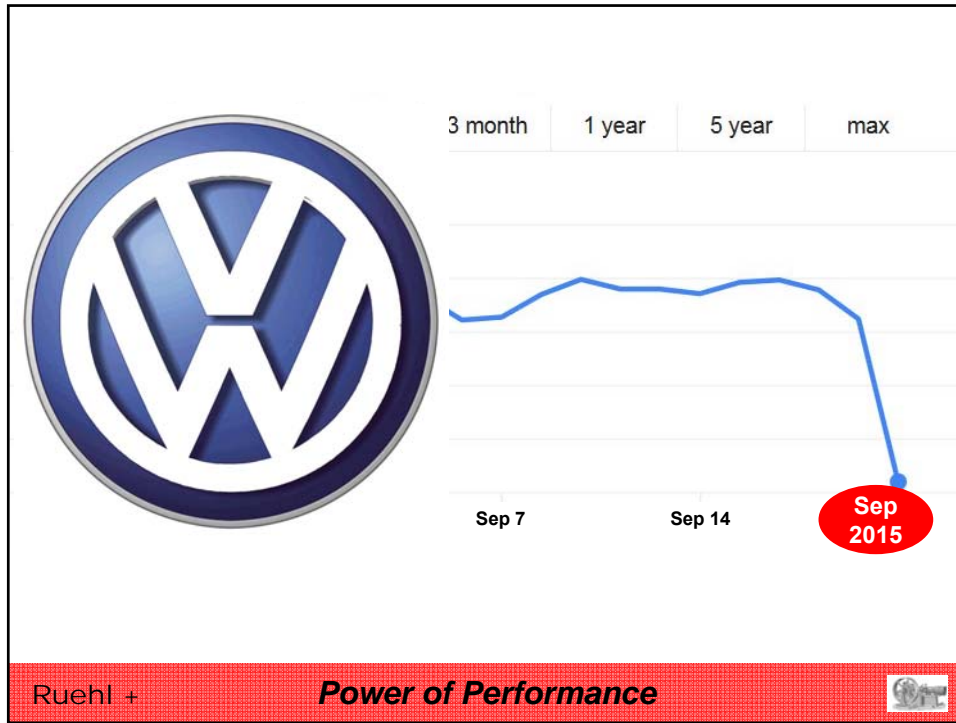
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Volkswagen couldn't balance performance with low pollution. So it cheated.

THE VOLKSWAGEN EMISSIONS SCANDAL

DRIVERS SUE VW

Problems at Volkswagen Start in the Boardroom

1 Toxic scandal on our roads

2 Volkswagen in meltdown after faked diesel tests

3 We have broken the most important part in our vehicles: your trust.

Jetta (model) | Beetle (model) | Audi A3 (model) | Golf (model)

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ACEC
of Minnesota


2015 Fall Welcome and Expo
Simon Anderson / Global Futurist & Author

10 Transformational Trends




FORESIGHT
2020
A FUTURIST EXPLORES THE TRENDS TRANSFORMING TOMORROW

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Alvin Toffler, Futurist
Future Shock, Third Wave, Powershift

“The illiterate of the 21st century will not be those who cannot read and write, **but those who cannot learn, unlearn, and relearn.**”

Alvin Toffler

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Harvard Business Review HIRING **Recruiting for Cultural Fit** **Time Off When You Want It?**
by Katie Bouton JULY 17, 2015 Will the 'unlimited' vacation trend render offices ghost towns?

How to Find Out If a Company is a Cultural Fit for You **lifehacker** **TwinCities BUSINESS**

Is it better to hire for cultural fit over experience?

FORTUNE

by Ethan Rouen APRIL 28, 2011, 1:44 PM EDT

Social Studies **Job Applicants' Cultural Fit Can Trump Qualifications**

by Logan Hill | January 03, 2013 LEADERSHIP 3/17/2015 @ 8:48PM | 5,913 views **Is 'Cultural Fit' Just A New Way To Discriminate?**

Doing a Google search on the phrase "cultural fit" returns 413,000 results. I suspect (though I haven't been able to find any real information about the genesis or history of the phrase), that if I had done the same search 15 years ago, when Google was in its infancy, it would have yielded very few results.

Bloomberg Business **Forbes**

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PSMJ Industry Expert Predicts Struggle for Talent Will Define A/E/C Industry for Next 10 Years

bimacademy


bimacademy

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GLOBAL TEAM DESIGNS TOWER, ARENA IN 48 HOURS
Build New York Competition – West Yard of Hudson Yards
Ryder Alliance – 39 People / 10 Companies / 3 Countries



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AIA
Foresight
Report

**The Changing Context,
Business, and Practice
of Architecture 2014**

**One Constant
For Firms (Orgs)
in the future...**

“...will be the continuing incorporation of
technology, sustainability and accessibility...”

**The other constant is
CHANGE.**

Adapt quickly or die.”

Shawn Alshut
Principal, Studio A2

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Yes, Culture Really Matters!

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**Peter Drucker: The Man Who Invented Modern Management
39 Books over 70 Years**


Lessons:

- How organizations can bring out the best in people
- How workers can find a sense of community and dignity

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Leadership on the Line HAUDAN
Heart of Engagement HAUDAN
Leadership Challenge 4th Edition
Good to Great
The Extraordinary Leader ZENGER
Leaders Eat Last Why Some Teams Pull Together and Others Don't
People Skills Handbook
8 Keys to Self-Leadership
Leadership by Design RICHARD N. SWETT
Great Leadership
Leadership Development
Culture & High Performance • Jeffries
The 80/20 Principle RICHARD KOCH
Measuring Business Creativity Bill Parker
A Whack on the Side of the Head Roger von Oech
The Leadership Skills Handbook Joe Owen

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Can't Talk Culture



Without Linking Leadership

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Culture of Organization:

***“Sum Expression of
What Matters to the
Senior Leaders”***

Nick Ruehl

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How Do You Know What Matters?

- How they **Model Shared Values**
- Where they **Are Centered**
- Where they **Spend Money**
- **Whom they Hire**
- What they **Reward**
- What they **Tolerate**
- How they **Care For People**

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Culture Keys for High Performing Orgs


1. Know **Where** They Are Going
2. **Live** Their Values
3. Focus **On Their Work**
4. Embrace the **TEAM** / individual
5. **Reward** the **Right Behaviors**
6. **Generate Internal Energy**
7. **Stay Relevant**

#1
High Performing Organizations
Know Where They Are Going

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**"If you don't know where you're going,
you'll end up someplace else"**
Yogi Berra

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bing Paris, France

Directions My places

Directions ×

A Paris, Paris, France

B Bayeux, Calvados, France

add destination show options

We found 1 more result for Paris ▶

162.0 mi, 2 hr 33 min driving

A Paris, Paris, France

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High Performing Organizations **Know Where They Are Going**

Clarity :

- **Mission**
- **Vision**
- **Shared Values**
- **Principles**

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High Performing Organizations **Know Where They Are Going**

Clarity of **Mission**

- **Purpose / Why?**
- **Overall Goals**

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High Performing Organizations **Know Where They Are Going**

Clarity of **Vision**

- **Direction / Where?**
- **Aspirations**
- **Provides Focus**

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High Performing Organizations **Know Where They Are Going**

Clarity of **Values**

- **What Is Important**
- **Shared v. Individual**

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High Performing Organizations **Know Where They Are Going**

Clarity of **Principles**

- **Translate the M/V/V into Behaviors & Outcomes**

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**Minnesota State
Colleges & Universities**

Strategic Facilities Principles
2008 Capital Budget Guidelines

1. Projects must reflect Strategic Plan principles:

- Student focus
- Community success
- Stewardship

and strategic directions:

- Increase access and opportunity
- Promote and measure high-quality learning programs
- Provide programs and services integral to state and region economic needs
- Innovate to meet current and future education needs efficiently



MINNESOTA
DEPARTMENT OF
CORRECTIONS



CITY OF
ST.CLOUD
MINNESOTA

ORGANIZATIONAL MISSION AND VALUES

- ◆ Excellence and quality in delivery of se
- ◆ Fiscal responsibility
- ◆ Ethics and integrity
- ◆ Professionalism
- ◆ Visionary leadership and planning



MINNESOTA DEPARTMENT OF
LABOR & INDUSTRY

MISSION

DLI's mission is to ensure equitable, healthy and safe work and living environments in Minnesota.

DLI works to carry out its mission through enforcement, outreach and education. The agency works



Minnesota Department of Human Services

Who we are

The Minnesota Department of Human Services is an organization of individuals who help Minnesota residents meet their basic needs so they can live in dignity and achieve their highest potential.

Mission

The Minnesota Department of Human Services, working with many others, helps people meet their basic needs so they can live in dignity and achieve their highest potential.

Values

- We focus on people, not programs.
- We provide ladders up and safety nets for the people we serve.
- We work in partnership with others: we cannot do it alone.
- We are accountable for results to the people we serve and all Minnesotans.

DHS practices these shared values in an ethical environment where integrity, trustworthiness, responsibility, respect, diversity, justice, fairness and caring are



MINNESOTA ZOO

Mission : To connect people, animals and the nat

Vision: The Minnesota Zoo is a leader in saving v

Values: Stewardship, Excellence with Integrity, S



HAMLINE UNIVERSITY

Facilities Services

Facilities Services strives to provide outstar Hamline University. As a service organizati

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High Performing Organizations Know Where They Are Going

When was the last time you had a conversation with your folks about your Mission, Vision, Values, & Principles?

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#1
High Performing
Organizations
Know Where They Are Going

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#2
High Performing
Organizations
Live Their Values

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High Performing Organizations **Live Their Values**

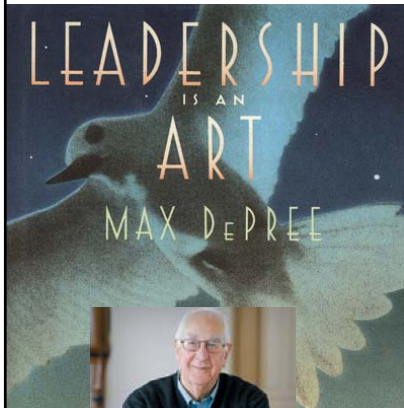
Leaders are Responsible for and Stewards of the Culture

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High Performing Organizations **Live Their Values**



“Leaders must take a role in developing, expressing, and defending civility and values.”

*Max De Pree
Former CEO, Herman Miller*

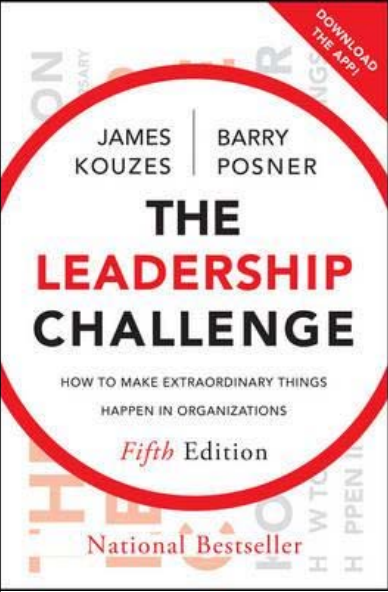
- Integrity
- Building & Nurturing Relationships
- Community Building

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High Performing Organizations **Live Their Values**



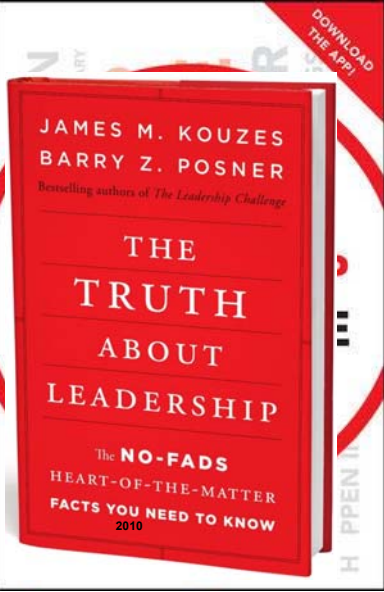
The Five Practices of Exemplary Leadership:

What Leaders “Do”:

- *Model the Way*
 - *Clarify values*
 - *Set the Example*
- *Personify the Shared Values*
- *Teach Others To Model the Values*

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High Performing Organizations **Live Their Values**



Ten Truths About Leadership:

Truths 2 & 8

- **#2: *Credibility* is Foundation**
 - *Honest, Forward-Looking, Inspiring, Competent*
- **#8: Either *Lead by Example* or *You Don't Lead at All***

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High Performing Organizations **Live Their Values**

Leaders:
"If not you, then who?
If not now, then when?"

Hillel the Elder / 1st Century Religious Leader

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High Performing Organizations **Know Where They Are Going**

***What One Behavior
Could You Change To
Better Align With Stated
Values?***

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#2
**High Performing
Organizations**
Live Their Values

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#3
**High Performing
Organizations**
Focus On Their Work

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High Performing Organizations **Focus On Their Work**

Those They Serve **Communities** *Vendors*
Partners **Building**

RELATIONSHIPS

Scanning the Horizon

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High Performing Organizations **Focus On Their Work**

Not On
Internal Politics &
Ineffective Processes
which Drain Resources and Morale

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High Performing Organizations **Focus On Their Work**



Leaders:
Remove All
Obstacles with
a Sense of
Urgency!

ASAP!

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High Performing Organizations **Know Where They Are Going**

What Obstacle Could You
Remove Quickly To
Improve Performance?

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#3
High Performing
Organizations
Focus On Their Work

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High Performing
Organizations

Embrace the
TEAM

Individual

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High Performing Organizations **Embrace the Team**

Our Cultural History Individualism

- Independent, Unique, Special
- Rewarded Individual Goals over Group
- Value Personal Identity & Achievement
- Competitive
- Less Conformation to Others' Expectations

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High Performing Organizations **Embrace the Team**



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High Performing Organizations **Embrace the Team**

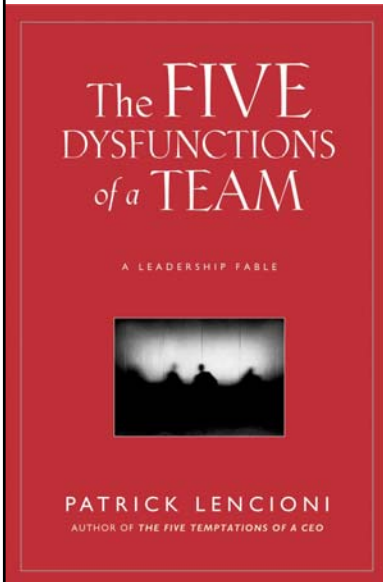


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High Performing Organizations **Embrace the Team**



On Being a Team

- Choice You Make
- Choice for Great Results
- No Shortcuts
- Heavy Lifting
- Uncommon
- Huge Advantages
 - More Competitive
 - Better Work
 - More Profitable
 - Fun

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High Performing Companies **Embrace the Team**



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High Performing Organizations **Know Where They Are Going**

***What Team Issue
is Preventing High
Performance?***

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High Performing Organizations

**Embrace the
TEAM**

Individual

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#5

High Performing Organizations

Reward the Right Behaviors

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High Performing Organizations **Reward the Right Behaviors**

A Fundamental Law of Human Behavior
Reinforced Behavior Gets Repeated!

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High Performing Organizations **Reward the Right Behaviors**

You Get What You Reward!

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High Performing Organizations **Reward the Right Behaviors**

**Subversive
Second
Guessing** **Withholding
Information** **Passive-
Aggressive
Behavior**

You Get What You Tolerate!

**Lack of
Profitability** **Selfish
Agenda** **Triangulating
Sabotage**

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High Performing Organizations **Reward the Right Behaviors**

Reward System

Compensation
Benefits
Recognition
Perques
Appreciation
Promotion

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High Performing Organizations **Reward the Right Behaviors**

What Matters?

- Innovation
- Process Improvement
- Shared Values Alignment
- Organizational Improvement
- Team Participation
- Team Leadership
- Leadership
- Mentoring
- Constructive Conflict
- Positive, Supportive Attitude
- Work Performance
- Schedules & Budgets
- No Re-work
- Awards & Testimonials
- Specialization / Certification
- Relationship Development
- Competency

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High Performing Organizations **Reward the Right Behaviors**

Reward What Matters!
Treat the Cancer!

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High Performing Organizations **Know Where They Are Going**

***What Should You
Tolerate Less &
Reward More?***

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#5
**High Performing
Organizations**
Reward the Right Behaviors

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#6 High Performing Organizations Generate Internal Energy

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High Performing Organizations **Generate Internal Energy**

Climate for People to Flourish

To learn, to grow, to shine, to step forward, to challenge and be challenged, to risk, to become competent, & have fun innovating. Opportunity to lead and belong.

**Unique to Each Organization
Universal to People**

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High Performing Organizations **Generate Internal Energy**

**Caring about
who they are and
what they can become
VS
what they can do for you.**

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High Performing Organizations **Generate Internal Energy**

Diversity & Inclusion

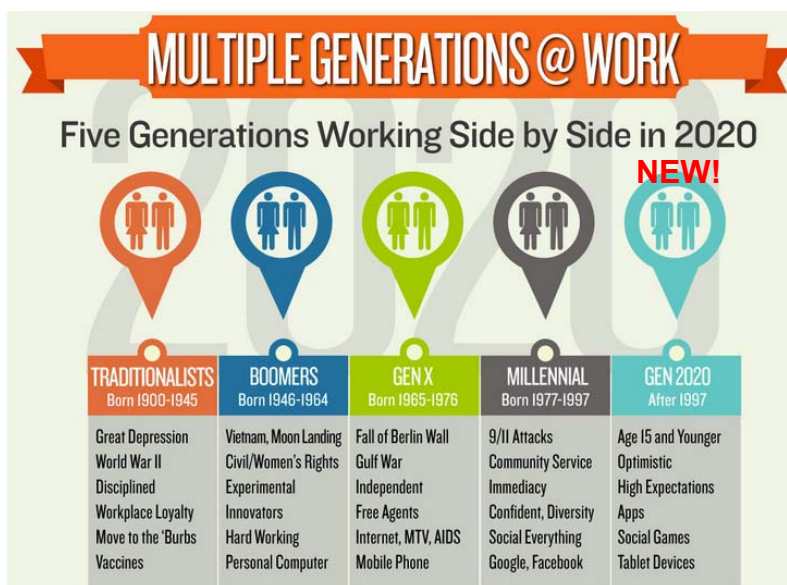


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High Performing Organizations **Generate Internal Energy**



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High Performing Organizations **Generate Internal Energy**

Generation Z (1995/'97)

- 50% of Gen Z send more than 50 Texts / Day
- Engages in the co-construction of knowledge - Not just recipients of communication
- Sharing online is entertaining, and enjoy learning in the process
- Tend not to use blogs, voicemail, & detests emailing messaging
- Especially fond of short communication bursts, on point

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High Performing Organizations **Generate Internal Energy**

Developing Next Gen Leaders

Leading Company / Developing & Sustaining

Leading Others / Building Synergy - Teams & Projects

Leading Self / Understanding Self & Others (MBTI), Emotional Intelligence

Phased Leadership Development Program

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High Performing Organizations **Generate Internal Energy**

Golden Rule Revisited:

Treat all like you wish you had been treated!

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High Performing Organizations **Know Where They Are Going**

***Involve,
Inspire,
Invest,
and you'll
Innovate***

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High Performing Organizations **Know Where They Are Going**

***How Are You Showing
Your People You Care
About Who They Are?***

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#6
**High Performing
Organizations**
Generate Internal Energy

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#7
**High Performing
Organizations**
**Stay Relevant Through
Change**


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High Performing Organizations
Stay Relevant Through Change

CHANGE!

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High Performing Organizations
Stay Relevant Through Change



Skeptical? Anxiety? Hide?

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High Performing Organizations
Stay Relevant Through Change



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High Performing Organizations
Stay Relevant Through Change



Change
happens when
the pain of
holding on
becomes greater
than the fear of
letting go.

Spencer Johnson

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High Performing Organizations
Stay Relevant Through Change

Change

“People do not resist change – people change all of the time. What people resist is having others impose change on them.”

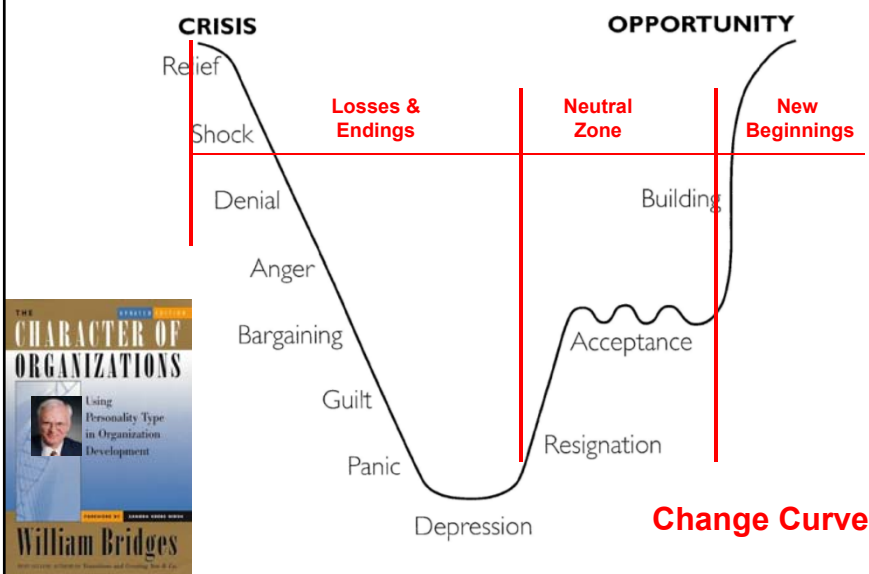
Margaret Wheatley

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High Performing Organizations
Stay Relevant Through Change

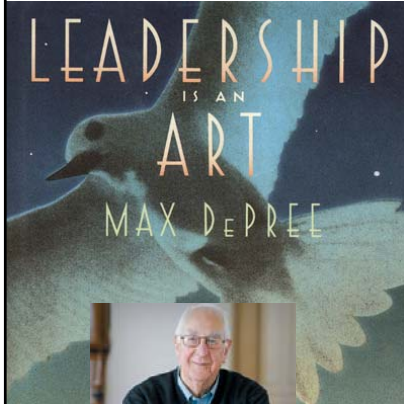


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High Performing Organizations
Stay Relevant Through Change



**The First
Responsibility of a
Leader
is to
Define Reality**

Max DePree

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High Performing Organizations
Stay Relevant Through Change

Leaders must:

- **Constantly Scan & Listen**
- **Consider Optional Approaches**
- **Evaluate - Inclusive Discussion**
- **Understand Impacts to People**
- **Courageously Act**

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High Performing Organizations
Stay Relevant Through Change

Communication

Scan / Listen

Consider Options

Inclusive Evaluation

Understand Impacts

ACT!

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High Performing Organizations
Stay Relevant Through Change

CRISIS

OPPORTUNITY

Relief

Shock

Losses & Endings

Denial

Anger

Bargaining

Guilt

Panic

Neutral Zone

Building

Acceptance

Resignation

New Beginnings

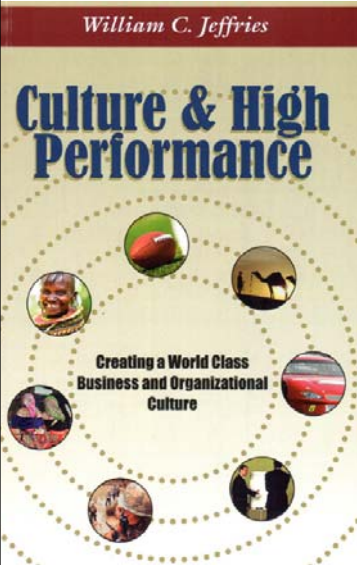

Depression

Change Curve

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High Performing Organizations
Stay Relevant Through Change

William C. Jeffries

William "Bill" Jeffries

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High Performing Organizations
Stay Relevant Through Change

Cultural Changes

<u>OLD Culture</u>								<u>New Culture</u>
Discussion	1	2	3	4	5	6	7	Dialogue
Avoid Risk	1	2	3	4	5	6	7	Reward Risk
Focus = Not Failing	1	2	3	4	5	6	7	Focus = Succeeding
Hesitancy (Checking)	1	2	3	4	5	6	7	Openness & Trust
Information Orientation	1	2	3	4	5	6	7	Process Orientation
File Information	1	2	3	4	5	6	7	Share Information
Individual Agenda	1	2	3	4	5	6	7	TEAM Agenda
OBTRUSIVE Hierarchy	1	2	3	4	5	6	7	TRANSPARENT Hierarchy
Control	1	2	3	4	5	6	7	Involvement
Internal Competition	1	2	3	4	5	6	7	External Competition
Use Knowledge	1	2	3	4	5	6	7	Apply Learnings
Directed	1	2	3	4	5	6	7	Empowered
Individual Values	1	2	3	4	5	6	7	Shared Values
Accept Differences	1	2	3	4	5	6	7	Value <i>DIVe</i> Result Y

Executive Strategies International, Inc. / Jeffries

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High Performing Organizations **Know Where They Are Going**

***How Will You Have A
Conversation Regarding
Trending Cultural Changes?***

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#7
**High Performing
Organizations**
**Stay Relevant Through
Change**

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8 Inspirations (Steps) Leaders Take To Stay Relevant

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Scan The Horizon



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Evaluate Fad v Trend

True genius resides in
the capacity for
evaluation of uncertain,
hazardous, and
conflicting information.

Winston Churchill

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Stretch For Alternatives

“We cannot solve
our problems
with the same
thinking we used
when we created
them.”

Albert Einstein

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Courageously Decide

COURAGE

is being scared to death,
but saddling up anyway.

-John Wayne

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Plan the Change

IF I HAD EIGHT HOURS
TO CHOP DOWN A
TREE, I'D SPEND SIX
HOURS SHARPENING MY
AX.

ABRAHAM LINCOLN

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Stay the Course

We cannot become
what we need to be
by remaining what we
are.

Max De Pree

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Seek & Understand Feedback

The biggest
communication problem
is we do not listen to
understand.


We listen to reply.

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Adjust the Sails



I can't change the direction of the wind,
but I can adjust my sails to always reach my destination

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Who's Job Is It?



Leader

Leader

Leader

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***“With One Minor
Exception, the Entire
World is Made Up of
Others.”***

John Maxwell

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**Stay Relevant!
Make a Difference!**

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**High
Performance:**

The Art of Staying Relevant

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**High
Performance:**

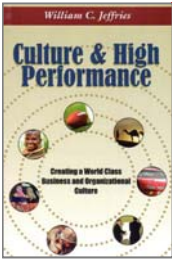
**The Art of
Staying Relevant**

***For A Copy of
Presentation
Contact:***

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“Growing A High Performance Culture”

Cultural Self-Assessment

Where Am I? ▲

Where Are We? ●

Old Culture	1	2	3	4	5	6	7	New Culture
Discussion								Dialogue
Avoid Risk								Reward Risk
Focus = Not Failing								Focus = Succeeding
Hesitancy (Checking)								Openness & Trust
Information Orientation								Process Orientation
File Information								Share Information
Individual Agenda								TEAM Agenda
OBTRUSIVE Hierarchy								TRANSPARENT Hierarchy
Control								Involvement
Internal Competition								External Competition
Use Knowledge								Apply Learnings
Directed								Empowered
Individual Values								Shared Values
Accept Differences								Value <i>DiVe</i> Rslt Y

Definitions

1. Discussion **vs.** Dialogue: *Top Down, One Way vs. Encouraged Bottom Up, Two Way*
2. Risk Avoidance **vs.** Risk Rewarding: *Status Quo vs. Willingness to Try/Embrace New Approaches*
3. Not Failing **vs.** Succeeding: *Focus/Vision of the Leadership Message*
4. Hesitancy **vs.** Openness and Trust: *Hesitant to Tell Whole Truth to Avoid Conflict vs. Honest Disagreement*
5. Information **vs.** Process Orientation: *Focus of Meetings – Updating/Sharing/Information vs. Challenge/Solve/Fix*
6. File Information **vs.** Share Information: *Stratification/Protection of Information vs. Sharing Up and Down Organization*
7. Individual Agenda **vs.** Team Agenda: *Reward Individual vs. Team / Department vs. Team / Location vs. Team*
8. Obtrusive **vs.** Transparency Hierarchy: *Obsessive Attention to Hierarchy (Suck Up) vs. All Focused on Work & Customer*
9. Control **vs.** Involvement: *Directive, One Way Down vs. Learning/Doing It Together*
10. Competition Within **vs.** Without: *Focused on Competition for Internal Resources/Status vs. Competing Externally*
11. Use Knowledge **vs.** Apply Learnings: *Protection of Lessons Learned (Silos) vs. Wide Sharing of Lessons Learned/Change*
12. Directed **vs.** Empowered: *People are Directed vs. People Enabled to be Empowered*
13. Individual **vs.** Shared Values: *Organizational Values Clear, Understood Internally and Externally, Behaviors Aligned*
14. Accept Differences **vs.** Value Diversity: *Race/Gender/Personality - Grudging Acceptance vs. Avid Valuing*

Assessment used with permission from William C. Jeffries, Author

Culture Of The Organization

Culture of Organization:

“Sum Expression of What Matters to the Senior Leaders”

Nick Ruehl

Ruehl + Power of Performance

How Do You Know What Matters?

- How they Model Shared Values
- Where they Are Centered
- Where they Spend Money
- Whom they Hire
- What they Reward
- What they Tolerate
- How they Care For People

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Culture Keys for High Performing Orgs

1. Know **Where** They Are Going
2. **Live** Their Values
3. Focus **On Their Work**
4. Embrace the **TEAM** / individual
5. **Reward** the Right Behaviors
6. **Generate Internal Energy**
7. **Stay Relevant**

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8 Steps To Staying Relevant

Scan The Horizon



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Evaluate Fad v Trend

True genius resides in the capacity for evaluation of uncertain, hazardous, and conflicting information.

Winston Churchill

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Stretch For Alternatives

“We cannot solve our problems with the same thinking we used when we created them.”

Albert Einstein

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Courageously Decide

COURAGE

is being scared to death, but saddling up anyway.

John Wayne

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Plan the Change

IF I HAD EIGHT HOURS TO CHOP DOWN A TREE, I'D SPEND SIX HOURS SHARPENING MY AX.

ABRAHAM LINCOLN

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Stay the Course

We cannot become what we need to be by remaining what we are.

Max De Pree

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Seek & Understand Feedback

The biggest communication problem is we do not listen to understand.

We listen to reply.

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Adjust the Sails



I can't change the direction of the wind, but I can adjust my sails to always reach my destination.

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Involve
Inspire
Invest
Innovate

High Performing Organizations Generate Internal Energy

Diversity & Inclusion



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High Performing Organizations Generate Internal Energy

MULTIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020



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High Performing Organizations Generate Internal Energy

Developing Next Gen Leaders



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Minnesota Chief Engineers Guild 2016 Annual Conference



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