



# JOURNEY INTO HIGH PERFORMANCE DOMAINS: How Boards, Physicians and Executive Leaders can Master Nine Habits for Strategy Execution

## Series: Part 3 of 3

### THIS SERIES FOCUSES ON:

- WHAT ARE “STRATEGIC VISIONING CHARRETTS” AND “SCENARIO BASED PLANS?”
- WHY DO THEY YIELD SUPERIOR RESULTS?
- HOW CAN THEY BE USED IN VARIOUS PUBLIC AND PRIVATE ORGANIZATIONAL SETTINGS?

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## ALIGNING AND REWARDING A PASSION FOR PERFORMANCE: (Habits 6-9)

How do high performance organizations focus and motivate their executives, staff and partners to implement strategy and continuously improve their results?

Most not only master the future mapping of Habits 1-5, but enhance their prospects for peak performance by establishing a “high performance culture” that encourages and facilitates results with:

- Habit 6: Clear performance targets organized in Balanced Score Cards (BSC)
- Habit 7: Results focused managers who can assign and track accountabilities for inter-departmental matrix projects and strategic initiatives
- Habit 8: Enthusiasm to engage frontline staff
- Habit 9: Bold ways to recognize and reward great performance

These are four essential habits needed to establish and cultivate a culture that sustains a continuous pursuit of peak performance.

### **Habit 6: Balanced Score Cards (BSC)**

Winning organizations distill measurable targets for high performance from their Future Mapping initiatives within Habits 1-5. The excellent work of Kaplan and Norton on Balanced Score Cards has raised the bar on organizational performance enhancement.<sup>1</sup>

Employees and middle managers achieve higher levels of results when they understand clear targets for their performance, and when they have helped develop the targets and the tactics to achieve them. While a great variety of performance

metrics have evolved for different industries and organizations, most define measures in customer and employee satisfaction, fiscal vitality, image or market position growth and learning or innovative renewal of product and service features.

**Habit 7: Results Aligned Management (RAM)**

Senior leadership teams enhance the strength of their organization’s performance by providing training and coaching for their employees to work together and live out mutual promises of support to accomplish the performance targets of their Balanced Score Card. While software now exists to unleash project management (see Microsoft Project or Project Kick Start at [www.projectkickstart.com](http://www.projectkickstart.com)), and for performance management (see Performance Soft at [www.performancesoft.com/](http://www.performancesoft.com/), or Insight Formation [www.insightformation.com/](http://www.insightformation.com/)). The real key is to unleash the

behavior and habits of the employees and middle managers who use this software.

High performing organizations ensure that the objectives and work of their managers and staff are tightly aligned with their vision and performance strategies. Systems for accounting, budgeting performance reviews and incentive compensation all reinforce the sense of focus on results and organization mission. Leaders forge performance driven cultures that are mission focused and value based. Managers are recruited, hired and developed to meet these desired results.

High performance is the situation in which leaders and followers are perfectly balanced to achieve optimal performance results as measured along classic dimensions of peak performance, such as: more profits; more product innovations; delighted customers; satisfied employees or

even expanded political influence. Exhibit 1 indicates that leaders and followers must talk to each other to define how best to establish a culture that unleashes and nurtures a balance of E<sup>8</sup> followers and C<sup>8</sup> work processes. New knowledge management tools are needed to help establish and then sustain this balance. Leaders with the L<sup>8</sup> attributes are the most likely to find and wield these needed knowledge management tools.

**Habit 8: Frontline Engagement**

Average people. Frontline staff. Customer-facing employees. Experienced long-term workers who know first-hand in your unique organization and market what is likely to work or be a waste of time. They are the ones who have become numb to the latest fad of the month from top management. These folks are also your most important ally to: 1) achieve your future vitality; 2) expand your capacity to develop new products and

Exhibit 1: Leaders with L<sup>8</sup> Attributes Must Balance E<sup>8</sup> Employees and C<sup>8</sup> Work Processes

**E<sup>8</sup> Employees**

1. Engaged
2. Empowered
3. Energized
4. Enthusiastic
5. Entrepreneurial
6. Effective
7. Efficient
8. Eclectic

**C<sup>8</sup> Processes**

1. Calibrated
2. Cooperative
3. Collaborative
4. Coordinated
5. Continuously-improving
6. Clear
7. Compensated
8. Customer-focused

**L<sup>8</sup> Leaders**

1. Long-View Visionary
2. Lifts-up Followers
3. Listens to engaged Followers
4. Leverages Risks
5. Lean Process Improver
6. Life-long Learner
7. Laugh Infector
8. Logjam Remover

product features; 3) delight customers; and 4) implement continuous process improvement for new levels of profitability and quality.

How can leaders best engage these frontline allies to own the plan and work together to achieve unprecedented results? Ask them!

Ask them to prioritize the top three to five barriers to strategy development; and to strategy execution. Ask them to define practical actions that have the potential to remove, reduce or work around these barriers. Then ask them the best way to monitor and celebrate their progress to plan. Sincere requests for their insights improves their engagement and sense of ownership.

Invite them into your processes for Future Mapping and problem solving.

Strong leadership moves people from the present to the future, from zones of where they feel comfortable to uncharted territory. It urges rather than coerces, inspires rather than conspires, fuels rather than controls. The strong leader abandons the hammer of force to the lever of influence.

*John Cotter in The 20% Solution, Wiley, 1995*

You will be rewarded with better ideas, faster strategies, and more effective strategy execution. Worksheets to help facilitate their engagement are on Integrated Healthcare Strategies' website at [www.IHStrategies.com](http://www.IHStrategies.com).

### **Habit 9: Merit Based Recognition & Rewards**

Great organizations are not just good at one-time implementation of plans and projects, they must also have a performance driven culture that continuously implements new and refined strategies. Strategy execution is an ongoing process in which multiple projects and initiatives are developed and implemented, and then new ones are established as new challenges and opportunities present themselves.

Studies of high performing organizations show that leaders not only engage their employees for the long journey of continuous performance enhancement by connecting with the emotional or affective domains of their minds, but also by providing prompt and visible public recognition of a job well done, and with tangible celebrations and rewards for desired behaviors and results.<sup>2</sup> Exhibit 2 provides a list of considerations for recognition that should be reviewed by your SWAT teams and HR staff for appropriateness for your situation.



### **Exhibit 2: Recognition and Rewards**

- Plans
- People
- Process
- Project Management
- Pride
- Passion
- Praise
- Parking
- Pay Teams
- Pay Individuals
- Profits
- Pride
- Promotions
- Plaques
- Pats on Back
- Pizza
- Prizes
- Promises (hope)
- Promises (commitment)
- Promises (interpersonal)

#### **SOURCES CITED IN THIS ARTICLE:**

<sup>1</sup> See e.g., <http://www.bscol.com/>

<sup>2</sup> See this company and others for ideas and approaches: Maritz at <http://www.maritzincentives.com>.

**The previous articles of this series describe these habits and offer practical insights into their use.**

**Part 1** of the series is entitled: “Exploring the Domain of High Performance: Mastering Nine Habits for Peak Performance” teaches how to remove barriers to high performance using Aikido Action Planning and introduces the nine habits.

**Part 2** is entitled: “Future Mapping: The Art and Science of Strategic Visioning for Business Planning” and addresses the first five habits of high performance organizations.

*Questions and comments on this series can be directed to Jim Rice at [jim.rice@IHStrategies.com](mailto:jim.rice@IHStrategies.com).*

#### ABOUT THE AUTHOR

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Integrated Healthcare Strategies can solve governance challenges along with all of the issues surrounding leadership of the people in your organization. Whether you are a member of the board, a senior executive or a physician leader, our team of experts will advise you on how best address your unique governance and leadership issues.

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