

On the rollercoaster of change: managing the challenges of a high performance culture

Sonia Sharp
June 2017



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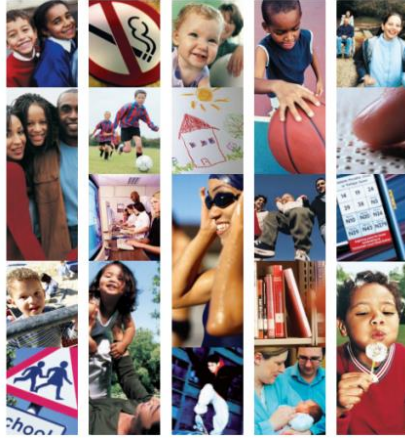
Where Everyone Matters



Department of
Education & Training

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Every child matters



UK's austerity welfare spending is closer to poorest nations of EU

Britain was only rich EU country to cut welfare as a proportion of GDP over four years - but it does spend more on subsidising housing, says Eurostat



An anti-austerity protest on the day of the Queen's speech in May 2015. Eurostat said the UK cut its social protection spending as a proportion of GDP between 2011 and 2014. Photograph: Carl Court/Getty Images

Newspaper headlines: Osborne's U-turn and the 'end of austerity'

By Alex Morrison
BBC News

EUROPE 26 November 2015



With Philip Hammond's Plan, U.K. Shelves Austerity

By STEPHEN CASTLE NOV. 23, 2016

Austerity cuts are causing mental distress and are linked to rise in suicides, health professionals warn

But for government cuts, Mark Wood, a mentally ill young man, might not have died. And with suicide rates continuing to rise, austerity measures are costing more minds and lives every day. Mary O'Hara wonders why the system doesn't care

Mary O'Hara | Thursday 29 October 2015 | 118 comments

Intervention in failing authorities

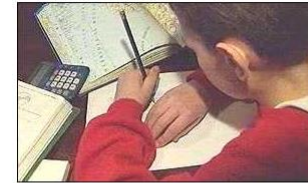


Leeds could face privatisation for its education services

The government is to intervene in three local education authorities after highly-critical inspection reports.

The education authority in Leeds, which has been accused of "poor leadership" and "unsatisfactory" performance, faces the privatisation of education services.

Struggling council seeks private partner



Southwark was deemed "failing" by inspectors

An inner-London education authority which has been heavily criticised by inspectors is seeking inspiration from a private sector partner.

The London Borough of Southwark's education service, which was branded a failure by inspectors from the Office for Standards in Education, is advertising for an outside company to help make improvements in its schools.

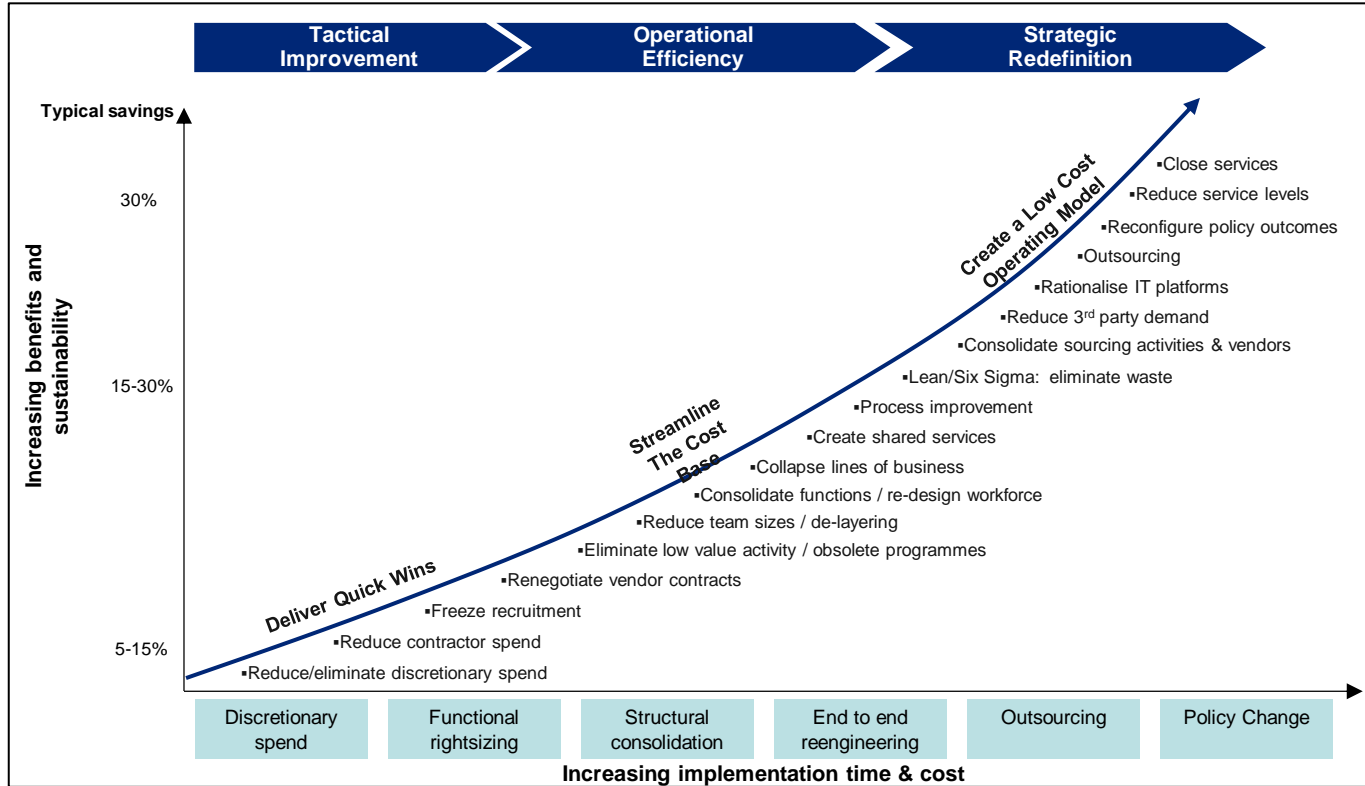
This "partnership" is the latest version of the government's attempts to use the private sector to kick-start the efforts of failing education authorities.







Improving performance whilst reducing costs

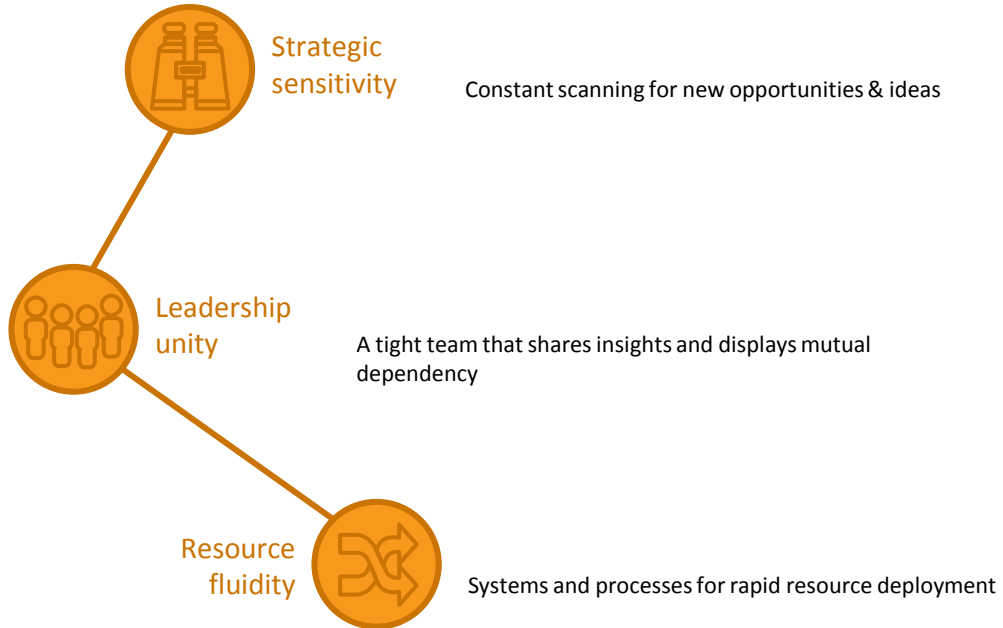


Lessons from agile organisations



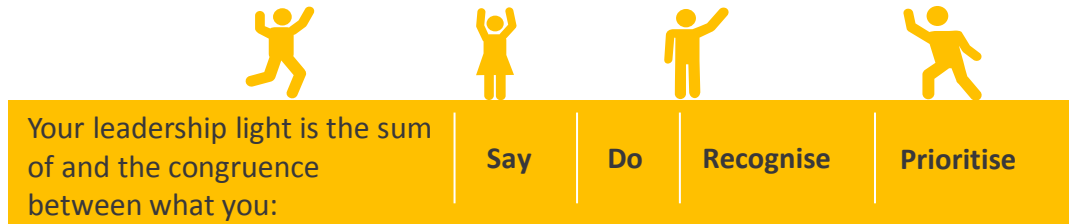
Strategy and policy in complex, dynamic environments is less about the production of long terms goals and plans.

It is more about nurturing the capabilities and processes that enable agile strategy and external responsiveness.



Your leadership light

Those in positions of leadership and power, through their behaviour and actions, influence the behaviour and actions of those around them.



What I say

How well do I communicate the purpose and value of **xxxx**?

What do I repeat and emphasise?

How do I share with my people what their future may hold?

What I do

Where and with whom do I invest my time?

How consistently do I role model the behaviours we need?

How do I demonstrate the performance I expect of others?

What I recognise

What are the things I praise in my team?

What do I measure?

How well are the organisation's priorities integrated into our regular discussions?

What I prioritise

What priorities do I allocate resources to?

Who do I interact with?

What do I focus on during meetings?

Adapted from Duke Corporate Education









"It is essential empower your people, your front line staff, your channel, your partners, to fully act in the interests of the customer, to take instant on the ground decisions on the basis that they have both the responsibility and power to create a breakthrough customer experience."

Steve Jones on The Law of Empowerment







SUCCESS



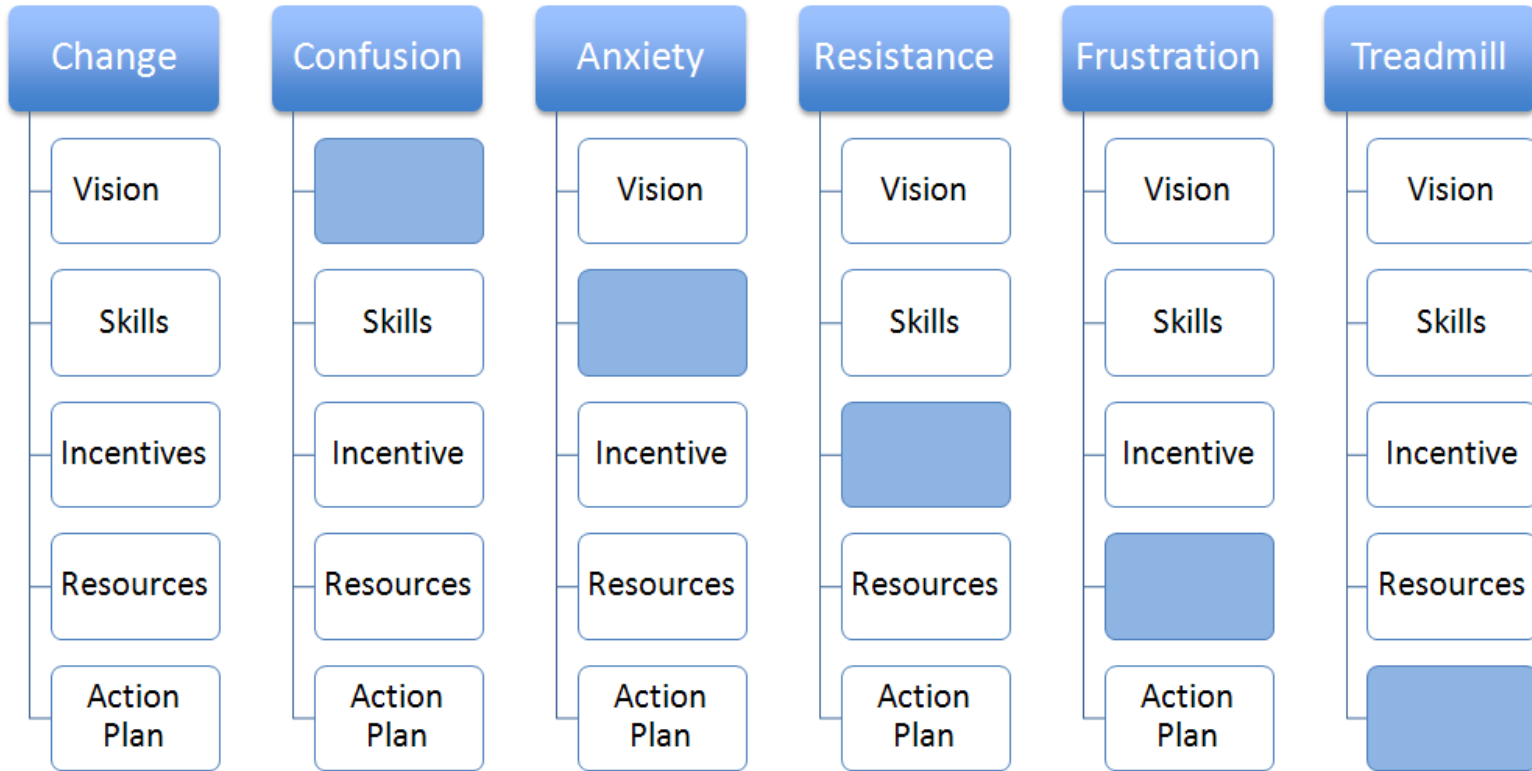






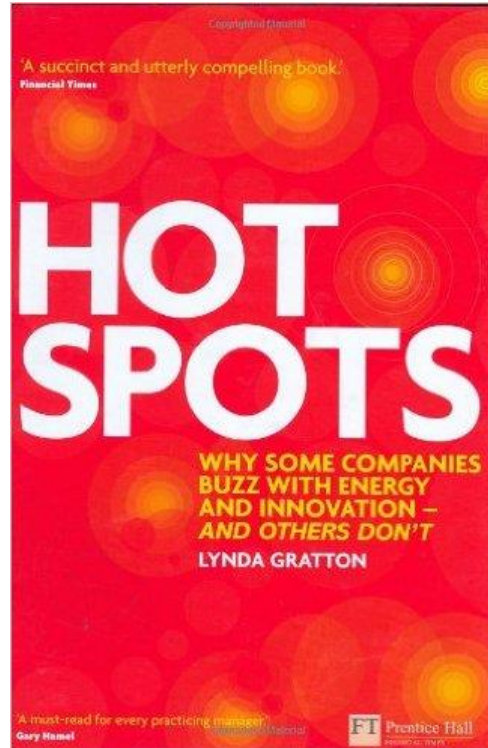




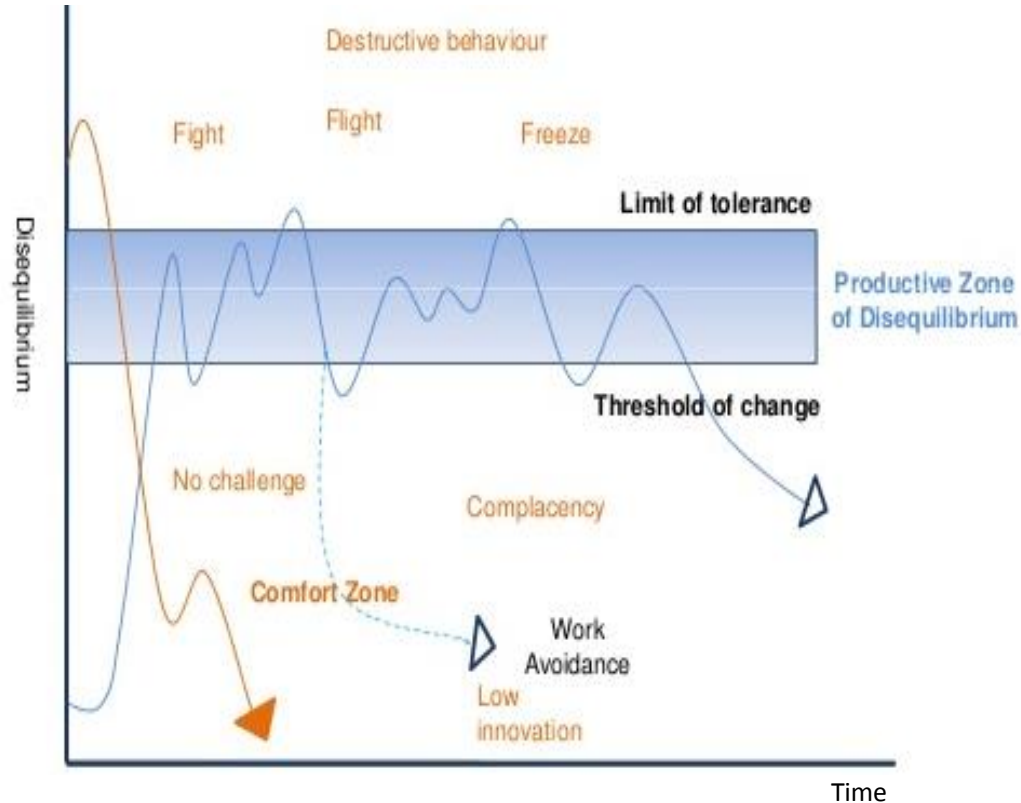


Dr Mary Lippitt (1987)

Hot Spots



The productive zone of disequilibrium



Do not mess with intrinsic **motivation.**

Amplify it instead to create

DELIGHT.



- Jake Orlowitz, Head of the Wikipedia Library
Wikimedia Foundation

Learning can emerge as

SPONTANEOUS
ORDER

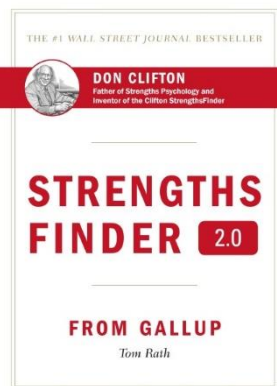
at the edge of chaos.



- Sugata Mitra
Professor of Educational Technology
Newcastle University

Nous approach to high performance culture

- high trust, high responsibility
- 'all about me' and project based development goals/performance review
- real time high value feedback
- 6 monthly strengths based 360 review



All about me!

Name: Sam Sample

My top strengths...

- Context (Strategic Thinking) – think about the past; understand the present by researching its history
- Learner (Strategic Thinking) – desire to learn and want to continuously improve
- Activator (Influencing) – make things happen by turning thoughts into action; often impatient
- Relator (Relationship Building) – enjoy close relationships; find deep satisfaction in working hard to achieve a goal
- Arranger (Executing) – organised, flexible; how things can be arranged for maximum productivity

When working with a team on a project I like to...

- Focus our discussions on the big picture issues, leaving resolution of minor matters to outside of meetings
- Have a sense of where all the pieces are up to
- Get an early sense of the delays or roadblocks

My three professional development areas in this project are:

- Ensure our deliverables are visually appealing and our recommendations and deliverables drive can real change.
- Provide the right level of feedback and ensure opportunities for team members to shine.
- Build a compelling innovation and cultural 'apparatus' we can use with other clients.

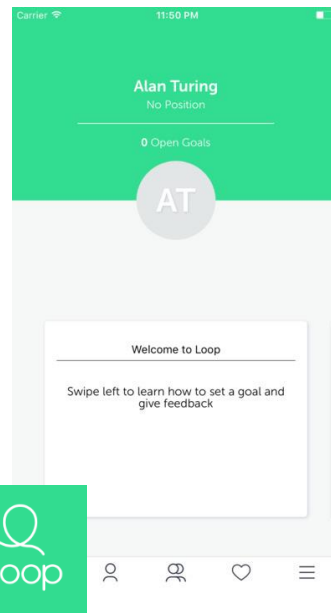
In the office I get annoyed or anxious when...

- I have not heard from project team members for a while
- Tasks that require my considered attention are not flagged in advance

Four handy hints about working with me are...

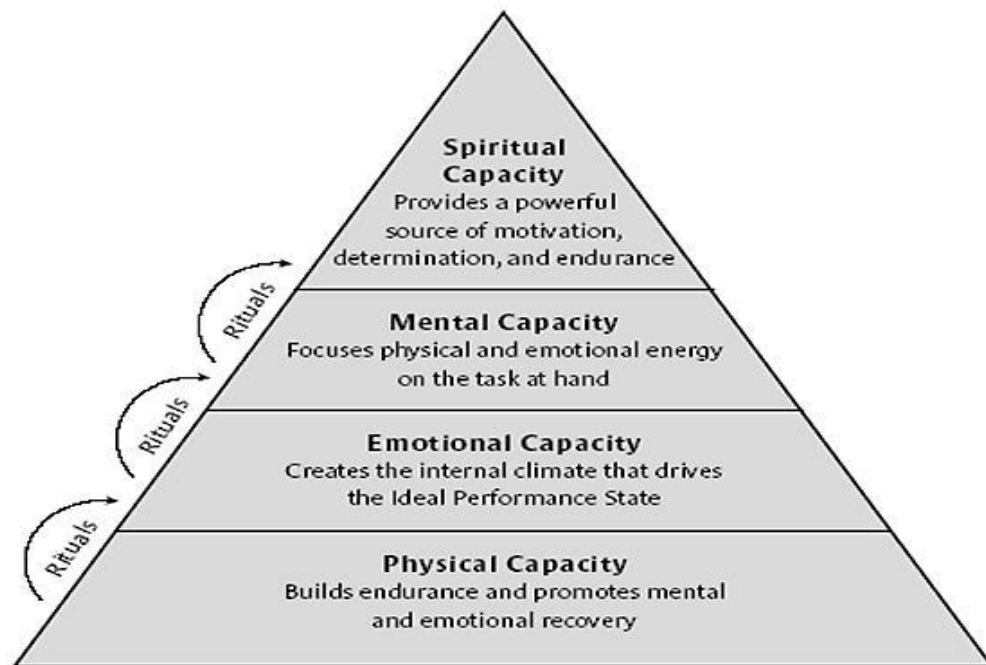
1. I'm focused on the ultimate answer, so sometimes forget to share the intermediate thinking (please ask, as I'm happy to discuss)
2. I'm sometimes quite colloquial in my language as I think it helps to build quicker and deeper understanding – but do remember our writing must be professional!
3. I'm happy with interruptions (in person, by phone or email), though may not give that appearance
4. I tend to do more work in the evening due to family commitments, but please try and avoid sending me things late in the day.

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	Professional Athlete	Corporate Athlete
Workday	4 to 5 hours (when on)	8-12-hour days
Career Span	5-7 years (average)	30-40 years
Preparation	90% of time spent training	small percentage of time training
Performance	10% of time	most of the time
Accountability	minimal accountability/ mostly practicing	mostly accountable/ virtually no practice
Recovery	off-season/several months	no off-season/few weeks or months vacation (often not taken, or not totally away)









Some final reflections:

- High performance is everybody's business - do the ordinary extraordinarily well
- Create a compelling narrative – 'our noble purpose'
- Maintain long antennae – stay attuned to early trends and small signals of difficulty, act promptly
- Celebrate loudly and authentically - evidence based boasting
- Continually invest in a courageous and high value learning and feedback culture - lean into discomfort and dissent
- Pay attention to your leadership shadow - be versatile in approach and consistent in values
- Develop the mindset and habits of the corporate athlete

