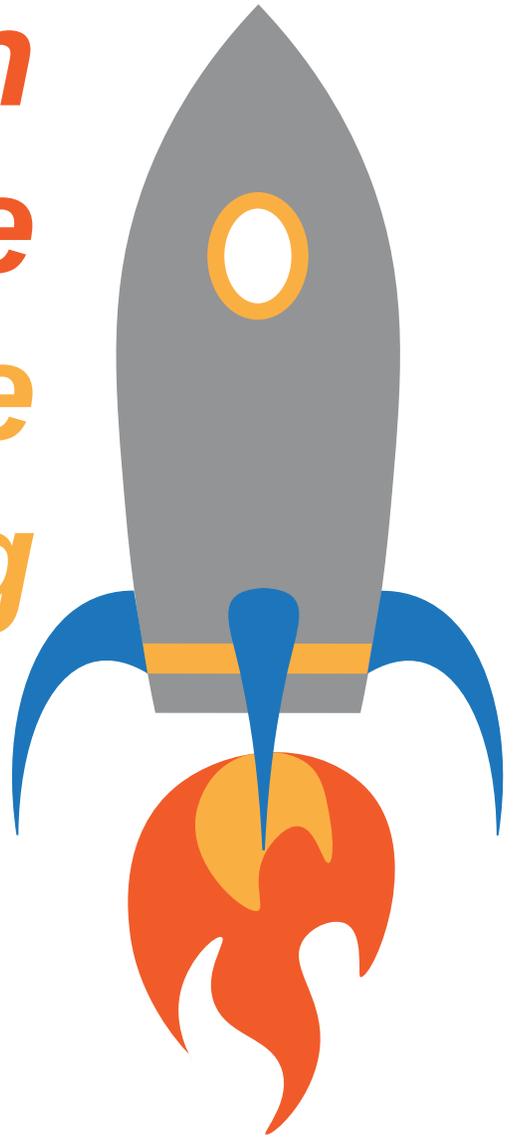

High Performance Culture Coaching

*A Leadership
Development
Program*



iHub Learning Inc. (iHub) is a Canadian not-for-profit organization specializing in innovative education, engagement, and organizational culture.

iHub is a research and support organization with a strong commitment to facilitating organizational cultural change and openly sharing research, ideas, and innovations to better support our communities.

We hope you find the following materials helpful in assessing the current state of your organization's culture, and look forward to hearing from you if you feel the *High Performance Culture Coaching Program* will help you achieve your goals.

Please visit us at www.ihublearningnb.ca for more information.

High Performance Culture Coaching

A Leadership Development Program



CO-CREATING SOLUTIONS TO YOUR ORGANIZATION'S UNIQUE CHALLENGES.

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INTRODUCTION

Every team and every organization in the world are made up of individuals who either work together effectively or do not. The quality of their common efforts can mean the success or failure of entire organizations. As managers and leaders, we want individual employees to be highly productive and to thrive in their work. To achieve this, we must learn to create safe work environments that support employees, and which provide room for them to achieve quality results that align with and support the team and organization's growth and purpose.

Teams and organizations are problematic as they are made up of individuals who must work together to be productive yet do so without a roadmap of *relationships, directions, processes, and learning* together.

Essentially, teams and organizations typically lack an understanding of who they are collectively, and this muddying creates tensions and conflicts that can result in the unintended outcomes of apathy, burnout, entrenchment, and a variety of toxic work cultures.

There is, however, one proactive organizational state that supports healthy high-performance teams and organizations. And this state can be reached and maintained by using the HPCC program which provides organizational leadership teams with guided training, coaching, discussion, and activities that clarify and solidify high-performance tendencies in both team and organizational cultures.

CULTURE

Every organization has a culture whether we attend to it or not, and like a volcano it looks like one thing on the surface while below the surface there is a mass of hidden molten energy which can be terribly dangerous or amazingly powerful.

Most organizations pay lip service to their culture-volcano and throw in a 'donut Friday' now and then, or a golf game at the end of a cycle, or an office party etc. with a hope that the culture will change, and the team or organization will find a positive performance path forward. But, while these initiatives are nice, they have no strategic basis. They are akin to expecting to be a great musician by buying a Stradivarius – we know that

While HPCC is practical in its application, it is based on extensive work in the areas of neuroscience, psychology, business management, social learning, organizational research, and leadership studies. It is deep in its research roots, but simple, practical, and unassuming in its methods. There are 12 Practical Coaching Sessions followed by a Major Project with one month of One-on-One Coaching support.

money does not buy excellence, but it can help set up the structures and conditions for excellence. HPCC is the 'something' you can do to deliberately create a high-performance culture in your team or organization, and it is not a difficult method to set up or maintain, with ample coaching support to get you started.

Many organizations have been burned when their culture has taken a turn for the worse becoming highly stressed and reactive, existing in purposeless mediocrity, or when it becomes entrenched in mindless bureaucracy without any 'discernable' reason for being less than it can be.

The truth is, there are clear reasons for underperforming organizational cultures...many of them. We just typically do not see them because most of what we see in organizational cultures is a confusing mess of overlapping causes and effects that starts well-below the surface where most people do not know how to look or have influence to make a difference.

In HPCC you will be guided through the two major parts to building a high-performance culture that will clarify the confusion and make leverage points out of its hidden causes:

- 1. understanding and influencing the foundation your path will be built upon**
- 2. deliberately constructing and visioning the path ahead**

Those are the two broad conceptual areas of the HPCC framework and method: making sure the foundation for your path is solid, then constructing and visioning the path you want to take.

The culture of teams and organizations have dramatic effects on the following items and more:

- **Return on Investment (ROI)**
- **Innovation**
- **Employee Engagement**
- **Diversity**
- **Mental Health**
- **Competitive Advantage**
- **Well-being**
- **Inclusion**

And these effects can be just as easily *positive* as they can be *negative*. Our choice as leaders and good team members is to use our influence to create a **pro-social, proactive environment**. Or we can roll the dice and let culture develop without us.

The challenge with letting culture 'do its own thing' is that there is at least a **75%** chance that it will **not** develop to support what we want in our teams and organizations.

What you do to create a high-performance culture matters greatly yet it is not difficult to do. All you need is some crucial support to establish the key elements of this framework and employ the HPCC method. With some one-on-one coaching, you and your team can build the foundation and path that will create and manage your own high-performance culture.

FOUNDATION OF HPCC

The HPCC program is founded on the concepts of *meta-cognition* and *meta-awareness* which are an awareness of our own learning and an understanding of where we are and what our organization looks like to us and others. As with the parable of the blind men and an elephant, we each have an individual experience of our teams and organizations. And, if these experiences are not common and not

aligned, we are not working together with high effect.

Furthermore, the highest performing teams and organizations share information and intention with clarity, share often, and so work to stem our human tendency to 'make things up'. The HPCC program helps create *common stories and understandings* that feed a healthy, proactive inter-subjective understanding of the team and organization rather than the unhealthy alternatives.

THE PROBLEM (FOUR ORIENTATIONS)

Organizations tend to have problems that can be classified through four distinct yet highly interrelated orientations: **relational, ends, processes, and learning**.

Relational

In the relational orientation problems that can exist are poor communication and collaboration amongst key players, a lack of common vocabulary and norms, conflicting values and needs, low psychological safety, poor inclusion, a low sense of value and trust. At its worst, the relational orientation is the epicenter of toxic work culture, low morale, conflict, and low employee engagement.

Ends

The ends orientation is related to vision and mission statements, but the greatest problems with ends occur as the organization works with mission and towards vision. Problems that can exist in this orientation include poorly clarified outcome measures, diluted strategic objectives, and a foggy sense of common purpose. Additionally, misalignment or redundancy of effort and the lack of or incorrect use of

key performance indicators (KPIs) can compound the problems of ends.

Process

Each of the orientations is highly interrelated with the others, so the problems of process share borders with the problems of all the other orientations. For example, process problems include process unreliability, mistaken corrective actions, misapplication of preventative actions, and poorly written and operationalized standard operating procedures (SOPs). Further, process problems include missteps in operational timing, bottlenecks, low production rates, and workers who do not know for themselves what to do and when if they are not told. A poor process orientation further kills innovation and organizational agility.

Learning (active knowledge creation and knowledge conversion to action)

The engine of innovation, creativity, competitive advantage, and

continuous improvement is the ability of the team or organization to continuously learn and activate that learning in real time. Problems with the learning orientation are low engagement in learning, irrelevance of learning activity, inauthentic activities, 'check box' training programs etc. Further problems are the inability to move knowledge from the skilled individual to combine with the knowledge of the team or organization. Poor learning results in a lack of innovation, creativity, and competitive advantage, and the ability to continuously improve is seriously reduced.

THE HPCC SOLUTION

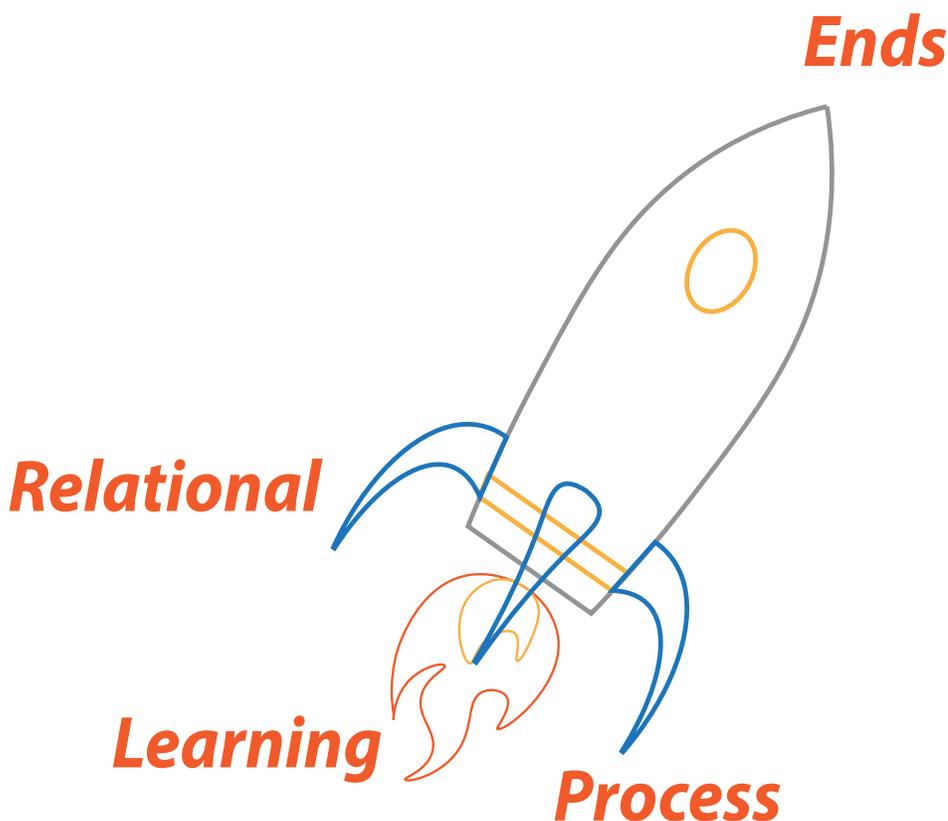
All the problems listed above can be solved and are tackled by working with each of the four orientations, using the learning gained through the HPCC program. Importantly, each of the four orientations listed above can also be leveraged to affect positive team and organizational growth and

production beyond the problems solved.

The HPCC program positions your leadership team to solve problems and influence growth in each of the four orientations, but it also helps create an understanding of the team or organization as a series of interrelated systems that can be leveraged for positive affect.

The HPCC program includes opportunities to initiate, support, and develop team and organizational work in the following areas:

- defining and operationalizing high-performance
- increasing worker mental health
- creating common understandings, actions, and knowledge
- developing work agreements
- using meta-understandings and meta-learning for growth
- grass roots research and development
- increased adaptability
- role clarity and self-directed behavior
- using knowledge creation and conversion to grow organizational capacity
- self-directed performance evaluations, and
- consistently creating a positive work culture



ENGAGEMENT

Every team and organization across the globe share fundamental elements, as they have purpose, processes to achieve purpose, some form of knowledge acquisition and development, and ways and means of dealing with one another. While it is true that how members and management choose to work with these elements creates and maintains each unique team and organizational culture, there are two general themes that intersect to create four basic culture types: *intensity* and *alignment*. There are the two essential aspects of any culture that give it a unique signature and its unique level of positive worker engagement.

Engagement is mentioned a lot in

HPCC VALUE

Candid conversations resulting in quick and effective solutions/transformation

Knowledge and expertise of instructor

Activities to stay accountable

Learning geared directly to your organization's needs, backed by proven data and research

the current management literature, with a recent 2018 ADPRI study found that across multiple sectors, in 19 countries around the world, *only 16% of the 19000 workers they interviewed are fully engaged with their work.*

That leaves some loss of return on investment on the efforts of **84%** of the workers in these organizations.

The intersection of intensity and alignment provides a snapshot of the Four Organizational States, and each of these states has a relationship to engagement.

As you will see, and as you certainly already know from experience, it is not *just* engagement that matters, but the type of and nature of engagement with and within the culture of the team or organization that creates the structures and conditions that make the difference between high-dysfunction and high-performance.

Before proceeding to the Four Organizational States matrix, each of intensity, alignment, and engagement will be defined.

Intensity refers to the amount of drive in an organization. In its highest form, people are constantly moving, acting, and doing. In its lowest form, people are present and working but not realizing the higher organizational goals and strategic objectives needed to be a high-performance culture.

Alignment refers to the cohesiveness of the action taken. In its highest form, people are working and collaborating with a common purpose, pulling together. In its lowest form, action is pitted against action and the net result is wasted effort and a toxic culture.

Engagement refers to the purpose an individual feels in their organizational

culture, and the value and ability they are given to use their strengths at work. It also refers to the perceived effectiveness of their actions, the recognition they receive, and the confidence they have in the future of the organization and their opportunity to grow.

The research is clear: positive engagement matters to the lives of workers and managers, the bottom line, and the potential for organizational growth and competitive advantage. This (and more) is what you get in a High-Performance culture.

FOUR ORGANIZATIONAL STATES

What is Your Culture Right Now?

Each of the organizational states listed in the Four Organizational States diagram below show the result of organizational intensity intersecting with organizational alignment. The product of each intersection is one of four distinct organizational cultures, each with its own relationship to engagement.

The following matrix represents a culmination of practical experience, practical research, and academic research.

It is likely that you will see your team or organization represented in one (or more) of these quadrants. The focus of this section is to describe each quadrant, while keeping in mind that High-Performance Culture Coaching (HPCC) can migrate any one or a combination of states towards the development and maintenance of a Proactive, Aligned Engagement culture of Innovation and continuous improvement.

Organizations are at first conceived of and built with an intention to achieve specific objectives and outcomes unique to that organization and its stated purpose. In time, however, and without constant attention to the continuous development of an organizational culture, three of these states will occur by default. Only one of them, the *Proactive* state, is desirable writ large; however, while your organization may be in one or more of the three less desirable states, movement over the short-term and the long-term can be achieved by teams and by the entire organization through HPCC.

General Description of the Four Organizational States

Working from bottom right – Entrenched – and then left to Presenteeism, followed by the Reactive state, each of these three 'less-desirable' states will be defined and described through the headings that follow in this section. Finally, the Proactive state, the focus of High-Performance Culture Coaching, will be defined and described. This is followed by a detailed table that includes the actors, effects, and actions of each culture and which will more fully demonstrate the differences and similarities between each of the quadrants.

Entrenched

In the Entrenched state, those who are good at or used to keeping things the same, managing what was and bringing that forward into the future, benefit from, and protect the status quo. In fact, these people will often defend their maintenance of status quo by describing it as a solid and secure platform for

working and providing accountability to all organizational actions. They will therefore point to innovation as dangerous folly that has no form, function, or boundary. The entrenched bureaucrat is clearly the beneficiary of this state, as they hold the dusty playbook of what worked in the past and use it as their guide to the future. This bureaucrat is open to engagement that functions to maintain status quo as does, for example, a committee that iteratively meets to talk about what they will talk about at the next meeting and never advances beyond the confines of keeping things the same. Entrenched cultures often venture to create an innovative program or two, and then measure the results of these against the standard yardstick of the status quo. Consequently, as an innovative program exists within an entrenched culture, it eventually loses endorsement, support falls away, and funding disappears, all of which is proof to the entrenched worker that innovation is folly, and it is best to stay safe in what they know rather than venture into the unknown. Engagement in this culture is counterproductive as it exists in the constant maintenance of what was, and not what could be.

As the name suggests, the entrenched culture is the most difficult to transform and will take clear and stated endorsement from the top to move it; and it will also require the testing and development of new and more innovative high-performance measures that all workers can use to align their culture towards positive, proactive action.

Presenteeism

Presenteeism benefits the loafer and freezes the lost worker in a state of inactivity. In this state, the 'performance art' of working is paramount, as looking busy, seeming to do things of significance, and maintaining a safe stasis are all central to presenteeism. The complete lack of intensity or alignment to meaningful goals provides a murky grey culture where appearances are everything, and everyone lacks clarity of role and function. People in this culture are

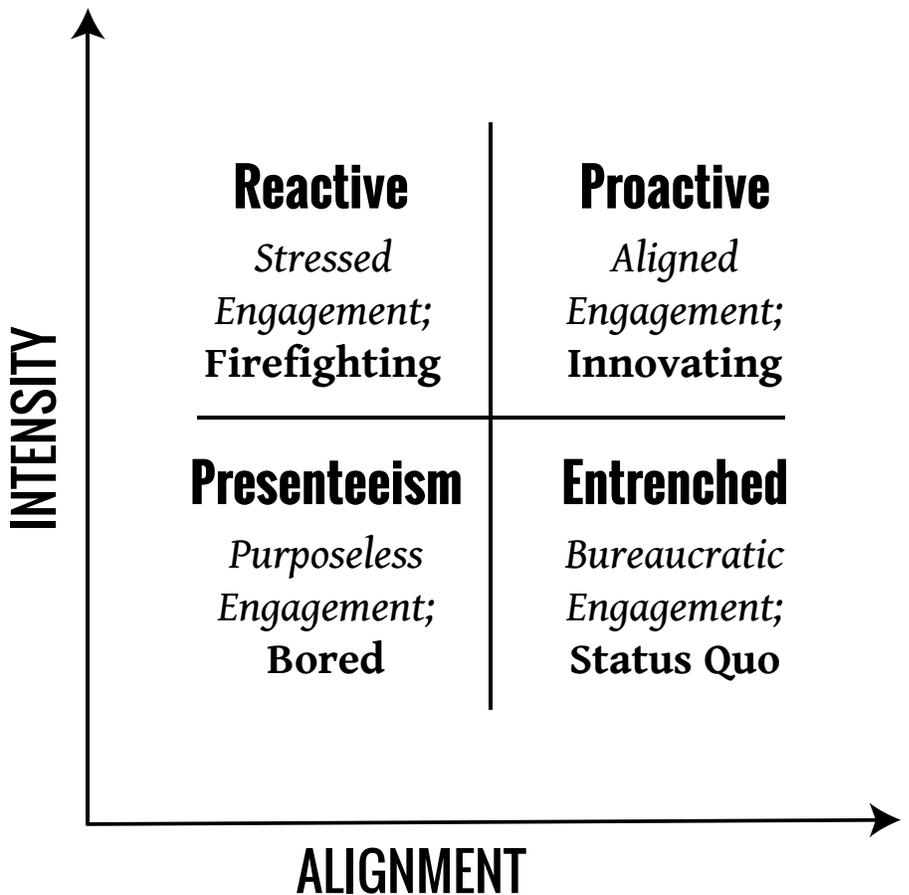
exhausted by their engagement in impotence.

This culture is a beaten culture, and the thought of innovation can bring back memories of failed initiatives that long ago drifted away and settled into obscurity and ineffectiveness. Due to the lack of volition and clear direction, workers in this culture drift into a state of meaningless engagement where nothing really matters, or if it does, it is impossible to discern it from the greyness surrounding every other action. Innovation is failed before it begins because there is no organizational meaning or purpose that supports the action of innovation. So, why bother to begin? It will go away soon enough if workers stay busy and ignore it.

This culture can be transformed through consistent messaging that provides purpose and direction to workers. It also requires the development of high-performance measures that help all organizational members see that progress can be made and maintained in pursuit of meaningful objectives.

Reactive

Though this is a terribly fatiguing state, there are many workers who enjoy the constant jolt of adrenaline provided by a high-intensity reactive environment. Anyone working in this culture knows that they are fully engaged in working hard, and the proof is that they go home exhausted each night. The challenge in this culture is finding alignment to a greater purpose. Time is a major challenge in this culture, and innovation is regarded as a roadblock to getting a hundred other things done. The martyr loves the reactive culture and will tell anyone who will listen how they come in early, stay late, and miss their breaks. There is a certain heroism to this state and those who love it will defend it against such time wasters as innovation and alignment initiatives. The cost of this state is burnout and a deep engagement with things that are reactive. In a reactive state, everything is a fire, and everyone is engaged as a firefighter, and the deep, meaningful work of the organization



and the potential of the organization to become more than reactive is disregarded because there is just too much to do.

When operating in a reactive state, it is difficult to see measures of high-performance other than what they are already doing, as there simply is not

time to get heads above water. The transformation of this culture requires time, however, and it also requires systems thinking and strategic leverage activities and strategies to turn the tables on reactivity and towards converting the considerable effort of this culture towards a Proactive state.

ProActive

In this culture state, members understand and have continually reinforced ideas of what is expected of each person and the collective as the organization pursues meaningful organizational goals and strategic objectives. The processes of proactive

	Entrenched	Presenteeism	Reactive	Proactive
Intensity	Low-level as there is a playbook that has all the answers, and which dictates action	Low-level as there is little discernable goal orientation or need to function at capacity	High-level and frenetic as there is much to do, but little aligned action	High-level with meaning and direction providing common purpose to achievement
Alignment	High-level as there is a strict set of rules and regulations that govern action	Low-level as there is little discernable goal orientation or need to function at capacity	Low-level as there is too much to do and sort to take time to align	High-level with meaning and direction providing common purpose
Engagement	Bureaucratic	Purposeless	Stressed	Aligned
Goal Direction	Do what we did yesterday and do it better (but the same) in the future	Do whatever appears to be the correct thing to do. Hide in the work	Do everything you can to get things done. Our work is important	Collaborate to develop a system of solid, hard work that is healthily paced, meaningful, and directed to appropriate purposeful action
Processes	Already done. Follow what worked before	Not sure	Triage rules	Develop, refine, feedback, refine, codify and leave open to improvement. Constantly evolving
Learning	Why?	What?	How?	Deliberately create and convert knowledge to action
Relational Work	Based on hierarchy. Do what I say, and you will be fine	Be nice. We have got to get through this together	Pull together and do it quickly. Niceties are not affordable	Deliberate structures and conditions value all members, provide autonomy towards excellence, and support individual growth as is relates to ongoing organizational performance
Leadership	Focused. Rational and rule-bound hierarchy	Present. Hierarchical but without direction	Dynamic and reactive. Quick thinking chains of command	Not without hierarchy, but inclusive and collaborative; everyone understands and can measure their own performance and its effect
View of Innovation	Very suspect. It is folly	Very suspect. It doesn't really matter	Loathing. It will take time from work	Competitive advantage
Function of Action	Do more of the same	Be here. Use time to showcase the performance art of work	Put out fires. All hands on deck	Deliberate achievement
Psychological Safety	The rules are safety	Staying still is safest	Heroes are safe	We provide the space for everyone to be successful and to report their success in terms of organizational goals and strategic objectives

alignment are developed and practiced before being codified, and they are always open for negotiation in the pursuit of continuous improvement. Learning and the development of new knowledge and the conversion of knowledge to action is key to the Proactive state, and people relate to one another with goals of collaboration, cooperation, and improvement constantly in mind. Engagement in progress, innovation, and improvement is easy to define and track. Measurement is part of the fabric of this cybernetic culture, and everyone loves the Proactive state as it satisfies the needs of autonomy, mastery, purpose, and hope present in all fully engaged workers. It recognizes that people really do want to come to work to do a good job but need the structure and conditions of the organization to support them to do so.

The major challenge of the Proactive state is the encroachment of the other three. Without constant attention to end goals, process development, knowledge conversion, and relational functions, an organization can slip backwards and have good work eroded as the culture becomes entrenched, presenteeism, or reactive oriented.

Developing and supporting the Proactive state is the goal of HPCC, and within it, the HPCC method provides tools and leverage strategies for movement from less-desirable cultures while installing safeguards to backwards slippage.

The Four Organizational States Table

While there are more items that can be added and presented in the left-most column, the above table hits the highlights of each of the Four Organizational States through several lenses. Perhaps you will see your organization represented here. If you do, there is always some work to do to either make the journey to Proactive or to maintain a Proactive state if you are already lucky enough to be in one.

DR. LEADBETTER'S APPROACH

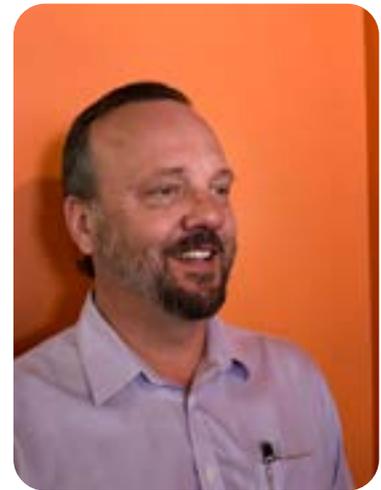
For three decades, Dr. Ross Leadbetter has been researching the key orientations and work-systems of high-performance teams and organizations. He has created a simple, structured coaching framework and method that is now available to teams and organizations: High Performance Culture Coaching

Ross has been the CEO of iHub since its inception in 2018 and has extensively supported and researched positive performance outcomes in classrooms and has now distilled this content into a coaching package for organizations.

Backed with research from iHub's first two years of operation, combined with decades of research (PhD in Knowledge Creation Theory) and experience as an educator and coach, Dr. Ross Leadbetter will be facilitating one-on-one Organizational Culture Change Coaching packages to businesses.

HPCC with Dr. Leadbetter offers businesses the opportunity to investigate and explore their current organizational culture and define their ideal culture vision. From there, Dr. Leadbetter will work with the organization's leadership team to define the orientations and agreements necessary for success as well as how to manage the knowledge conversion cycle to promote continuous learning in support of the desired organizational culture.

To change, one must invariably *learn*. The approach Dr. Leadbetter takes in this program is to equip organizations with learning models that best support their team. Culture is an *experience*, and to create an agreed upon culture, a shared experience is necessary. This begins with creating a vision of such experiences, orientating everyone in the same directions, while autonomously agreeing to said direction. From there, structures for continuous learning of how to contribute to and participate in the culture can be put in place. Reflection



on the efficacy and suitability of these structures by both teams and individuals must follow suit to ensure performance development continues to take place.

Dr. Leadbetter will consult with management to decipher what the general culture goal is, then meet with teams for 12 Practical Coaching Sessions via Zoom, followed by a Major Project with One-on-One Coaching support for a month to make sure you are well equipped and achieving results.

No organization is alike, and while there may be similarities in general culture goals across organizations, each will have their own set of challenges and meaning behind their vision. With this in mind, HPCC coaching is open and unique to each client. Dr. Leadbetter masterfully assists each client by defining their specific needs and area of foci. With decades of experience, research and knowledge in a broad range of fields such as neuroscience, knowledge creation and conversion, philosophy, sociology, and psychology, Dr. Leadbetter brings an integrated and effective approach to enacting culture change. Organizations of all shapes, sizes, and industries can feel confident that the advice and support offered to them as this package is catered specifically to their needs.

HPCC PROGRAM

Part I

12 Practical Coaching Sessions

12 one-hour sessions with your leadership team, facilitated by Dr. Leadbetter over Zoom. Your schedule is unique and we will coordinate these sessions to suit your needs

Part II

Major Project

Based on the theory you learned, tools you acquired, and skills you developed over the 12 Practical Coaching Sessions, you will design a Major Project within your organization to begin creating a culture of high-performance...and seeing results!

Part III

One-on-One Coaching

While you commence your Major Project, Dr. Leadbetter will be available for one-on-one coaching for any challenges or setbacks you experience to assist you in navigating your team to success

CONTACT

If your leadership team is interested in participating in iHub's HPCC with Dr. Leadbetter and would like to learn more, please visit our website: www.ihublearningnb.ca or contact Michelle at michelle.duncan@ihublearningnb.ca for to schedule a free consultation.

WHAT PARTICIPANTS HAD TO SAY ABOUT HPCC

It guided us to streamline our processes and focus on things that can drive positive change.

It's like work therapy! You get to talk about issues with unbiased third party. It also gets you in the right mindset for changing your work patterns, and working within your organization and through the problems.

It was valuable because it helped me find my purpose in my work again.

HPCC focuses on data driven results and guides you in that direction. it allowed us to focus and put processes in place that are moving the organization forward. We moved from having the correct conversations to quickly looking at how do we achieve our end goal.

I thoroughly enjoyed the open discussion technique because we were part of the conversation and it has been highly engaging for me. We have access to slides that were used to solidify concepts and Ross makes himself available if we have any questions.

The honest conversations are refreshing because we put action items on the table that can be tried immediately.

Ross is passionate about what he does and I feel this from him. Passion breeds passion and I hope I am carrying this through my organization.