

# Creating a Culture of High Performance

HR success strategies for 2023



# Speakers

---



**Jules Strong**  
VP Marketing & Insights, Lattice



**David Perring**  
Director of Research, Fosway Group



Join 19,000+ HR leaders navigating the new world of work together. Apply at [lattice.com/community/rfh](https://lattice.com/community/rfh)

**Resources for Humans**

- Katherine Goble

Channels


- # culture
- # general
- # events

**#general**

**Erin**  
👋 Hi! I'm looking into new onboarding activities for new hires. Any ideas? 🙏


**Grace**  
Yes! We do scavenger hunt where new hires have to go talk to different departments.

**Alex**  
👋 Hi all, found this resource for performance review questions [here](#) 🔗

 Lattice — Resources for Humans

*“RfH is such a helpful resource, especially during challenging and uncertain times. I definitely learn a lot and have the chance to bounce ideas with knowledgeable and helpful folks in this community.”*

— **Christine Doan**, Training & Development Specialist

 Lattice — Resources for Humans

*“RfH is a one stop shop for real diverse thought and experience on all things HR — a super welcoming community of HR people who all want to learn and share from one another. Seriously, every HR colleague I meet I recommend to apply.”*

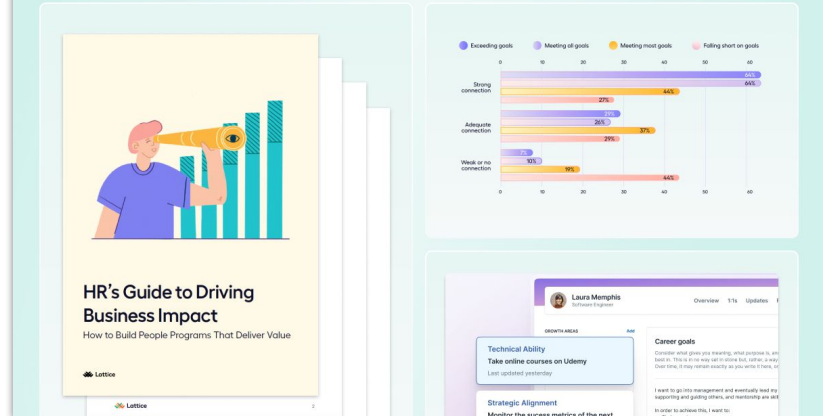
— **Chiara Keating**, People Director at Forecast



## Build a high-performance business

Actionable guides and resources to help your employees and business win together.

Access your toolkit



**HR's Guide to Driving Business Impact**  
How to Build People Programs That Deliver Value

**Performance Dashboard**

Category	Exceeding goals	Meeting all goals	Meeting most goals	Falling short on goals
Strong connection	27%	44%	25%	4%
Adequate connection	2%	25%	25%	48%
Weak or no connection	0%	0%	0%	100%

**Career goals tool**

**Technical Ability**  
Take online courses on Udemy  
Last updated yesterday

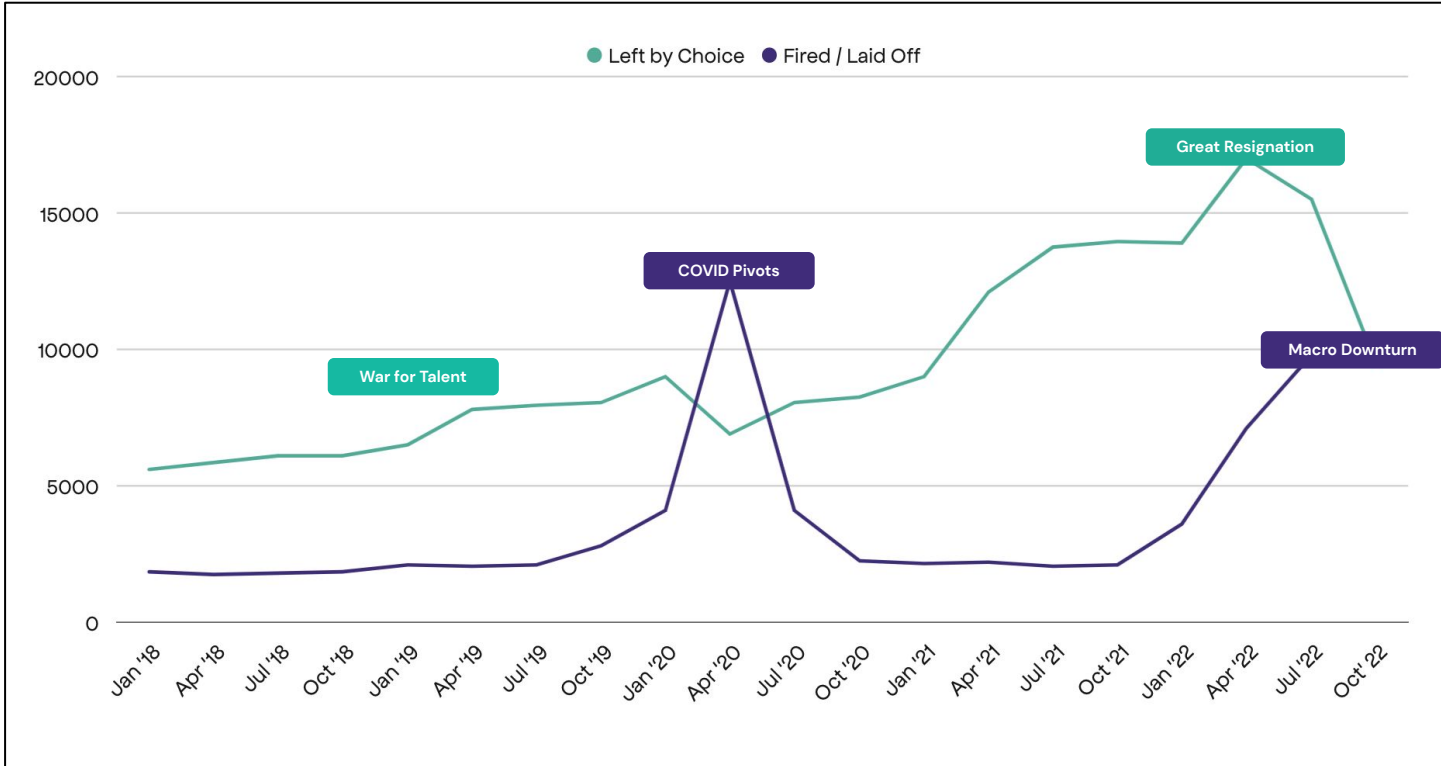
**Strategic Alignment**  
Monitor the success metrics of the next

# Agenda

- Shifting dynamics in the world of work
- Why performance matters right now
- The foundations of a high performance culture
- The keys to unlocking discretionary effort and productivity
- Actionable steps HR leaders can take to drive high performance and business success



# Power Shifts are Faster → Frequent Strategic Pivots

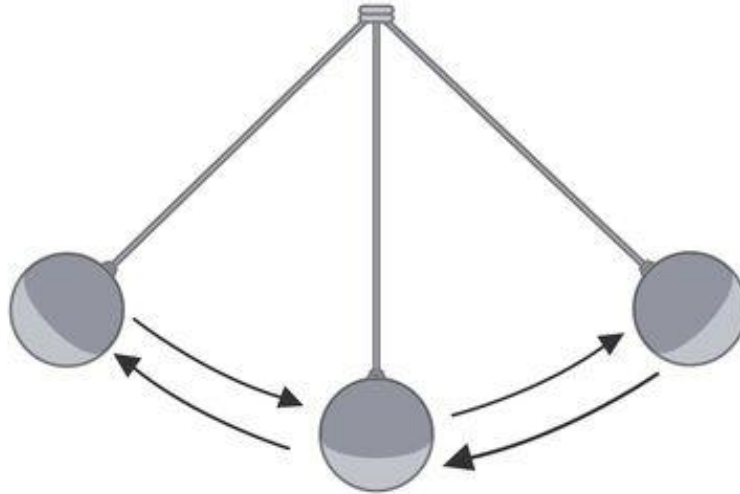


Monthly employees departing by choice or by layoffs | Jan 2018 – Nov 2022

# The Pendulum Effect → HR Feels Whiplash

## Company-centric

- COVID uncertainty; strategic workforce pivots
- “Return to work”
- Macroeconomic downturn
- Furloughs, RIFs



## People-Centric

- Remote work
- War for talent
- Great resignation
- Rapid hiring for growth
- Retention at all costs

The New Way:  
Company–People  
Alignment



## The Current Boardroom Discussion

→ Raising capital is harder than ever

→ Belts tighten across company

**= Sharp decreases in People Team budget**

## Consequences

→ Reduced alignment, accountability

→ Gaps in execution from a part of the org leading to key talent being at risk

**= Business results suffer**



# Market conditions have been amplifying employee disconnect for some time

**49%**

employees are experiencing some degree of burnout

*McKinsey*

**Only 21%**

of employees feel engaged at work

*Gallup*

**40%**

Managers likely to quit in the next 12 months

*Gallup /Gartner*





# But now, businesses are pivoting focus more than ever towards performance and efficiency

1 in 4

Employees report increased business focus on productivity and performance

More than  
1 in 10

Report hiring freezes (**16%**), changes to overall business strategy (**16%**), and layoffs/redundancies (**13%**)



# Employees feel buoyant about their performance but not necessarily proud of their contributions

1 in 4

Employees rate their performance as "extremely good"

Just 1%

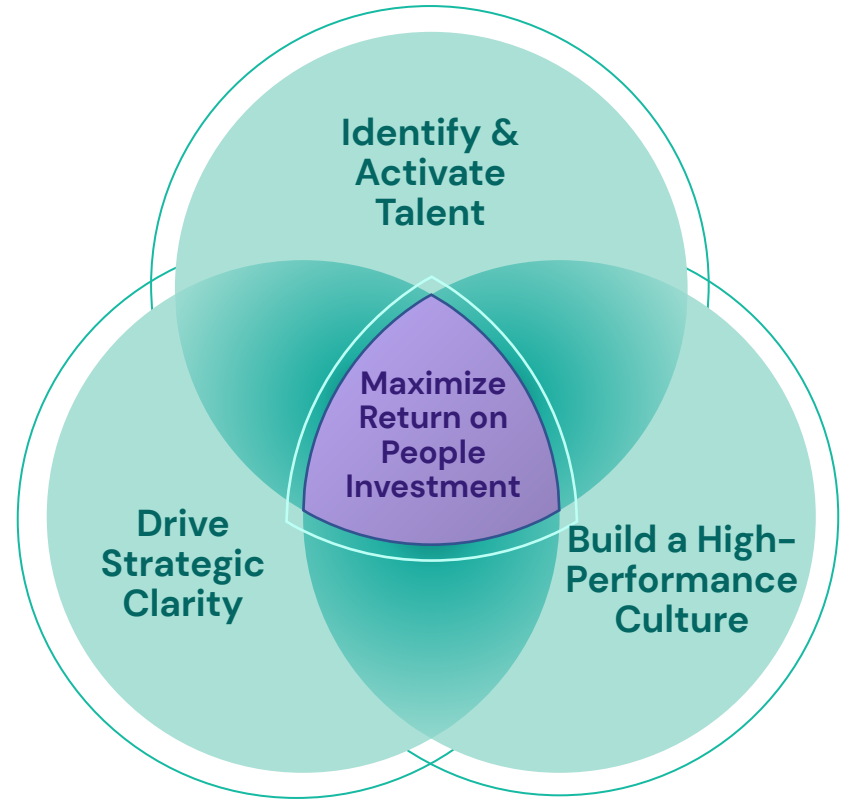
Rate their current performance as "poor"

34%

"Rarely" or only "sometimes" feel pride in their work



Maximize the return on  
your biggest and most  
important investment:  
**your people**



Power to



the

People Team

# What would it take to improve productivity further?

79%

Say they could improve performance further for the right incentives

This represents huge untapped potential for **discretionary effort** that could help businesses amplify results in tough times.



---

**POLL:**

**Has focus on performance increased in your business over the last 3 months?**



# Welcome

---



**David Perring**  
Director of Research, Fosway Group





In association with



# Creating a Culture of High Performance

*HR success strategies for 2023*

David Perring, Director of Research, Fosway Group  
& Stan Massueras, General Manager, International, Lattice



# Why Performance Matters now?

*State of the Nation*

*How are we doing with performance, productivity and engagement?*

CEOs are extremely pessimistic about global economic growth for the year ahead, in a dramatic shift from last year's optimistic outlook

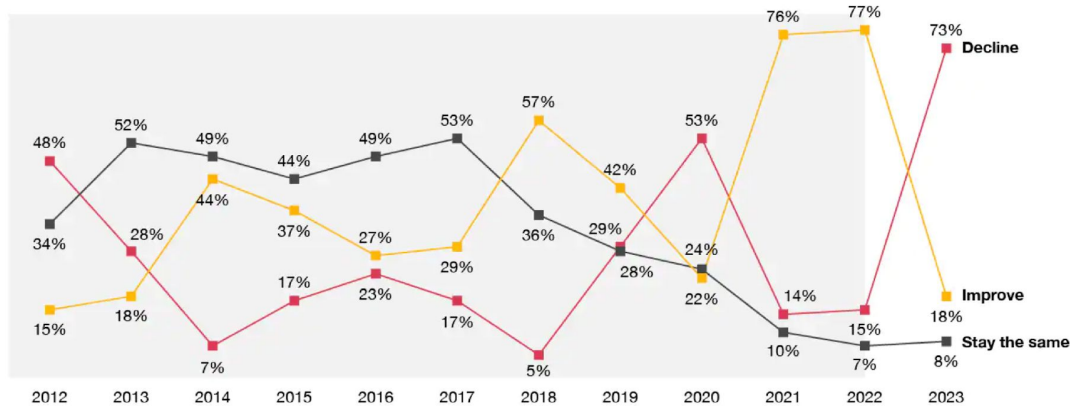
**Question:** How do you believe global economic growth (i.e., gross domestic product) will change, if at all, over the next 12 months?

## PERFORMANCE MATTERS!

**CEOs say they are taking actions to spur revenue growth and cut costs, without delaying strategic M&A initiatives. Interestingly, although**

**52% of CEOs say they have already begun cutting costs, just 19% are implementing hiring freezes, and 16% are reducing the size of their workforce.**

*This stands in stark contrast to what we heard from CEOs back in October and November of 2008, when about twice as many told us they anticipated near-term headcount reductions."*



Note: Percentages shown may not total 100 due to rounding.



Source: PwC's 26th Annual Global CEO Survey  
[www.ceosurvey.pwc](http://www.ceosurvey.pwc)  
 © 2023 PwC. All rights reserved.

**Forty percent of global CEOs think their organisation will no longer be economically viable in ten years' time, if it continues on its current course.**



Nearly 40% of CEOs don't think their companies will be economically viable a decade from now if they continue on their current path

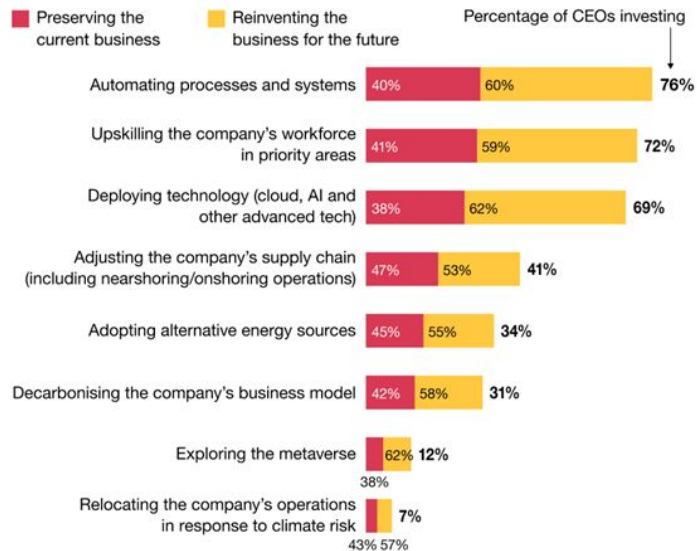
**Question:** If your company continues running on its current path, for how long do you think your business will be economically viable?



Note: Percentages shown may not total 100 due to rounding.  
Source: PwC's 26th Annual Global CEO Survey

**Question a:** Which of the following investments, if any, is your company making in the next 12 months?

**Question b:** For each of the investment areas selected, please indicate the percentage of investment allocated to preserving current business versus reinventing the business for the future.



Source: PwC's 26th Annual Global CEO Survey



# Employee Dis-engagement is becoming critical!



**21%**

*of employees are engaged at work.*



**33%**

*of employees are thriving in their overall wellbeing.*

Gallup Q12 items: see "Appendix 3: Support Information" for item wording

% ENGAGED

Global

**21%**

Gender



Age



Regional Ranking

% Engaged

1	United States and Canada	33
2	South Asia	27
3	Southeast Asia	24
4	Latin America and the Caribbean	23
5	Sub-Saharan Africa	21
6	Commonwealth of Independent States	20
7	East Asia	17
8	Australia and New Zealand	17
9	Middle East and North Africa	15
10	Europe	14

State of the Global Workplace Report - Gallup

# What makes a high performing organisation - high performing?

*What makes you perform at your best?*

# Why is a High-Performance Organisation = High-Performing?



Is it, the organisation that does the smartest things, with the highest value, for the least effort?

*Innovative, evolving, intelligent, ground-breaking, inventive*



Is it... an energised workforce that delivers exceptional results - again and again?

*Motivated, engaged, nurtured, supported, incentivised*



Is it... that people who work really, really hard? Tenacious, team working - relentless - go getting. They never stop until they've delivered?

*Self starting, team playing and resilient personalities*



Is it.... the best people working on the right work at the right time?

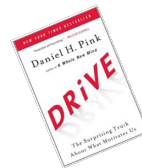
*Attract, retain, align and optimised*



## Why is a High-Performance Organisation = High-Performing?



High Performance organisation's - release individual's  
**“Discretionary Effort”**



**DAN PINK**  
DRIVE



OUR MOTIVATIONS ARE INGENUOUSLY INTERESTING

3 FACTORS LEAD TO BETTER PERFORMANCE & PERSONAL SATISFACTION...  
**AUTONOMY**  
**MASTERY**  
**PURPOSE**



RSA ANIMATE: <https://youtu.be/u6XAPnuFJc>

# The critical foundations of a high-performance culture?



# Having GREAT people always matters!

*“Go after the cream of the cream. A small team of A+ players can run circles around a giant team of B and C players.”*

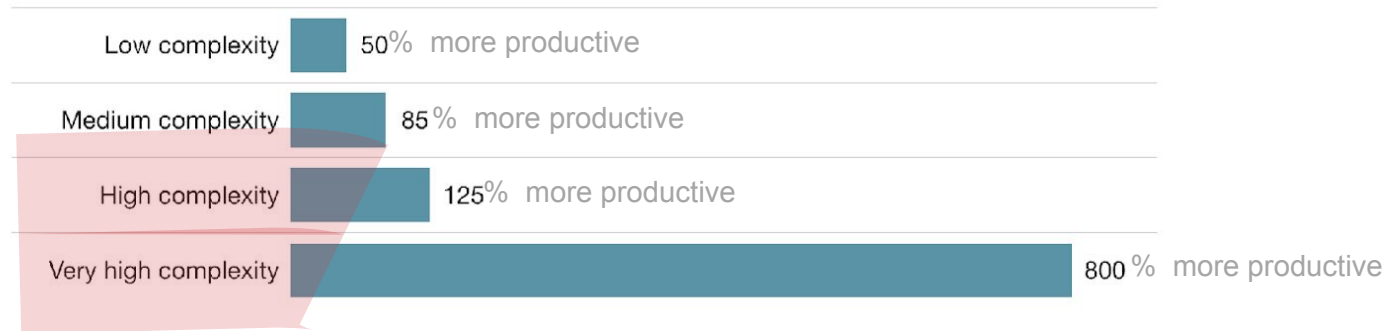
Steve Jobs



UP TO 800%  
MORE PRODUCTIVE

The relationship between quality of talent and business performance is dramatic.

Productivity gap between average performers and high performers, by job complexity, %



McKinsey&Company | Source: "McKinsey Global Survey: War for talent 2000," refreshed in 2012

# What are companies doing to activate discretionary effort?

*Organisational  
Life cycle*

The Great Resignation



The New Hire Chasm

*Stagnation*

Economic Stress



Restructure & Lay-Offs

*Decline*



Magnetic Reputation



Irresistible Retention & Attraction

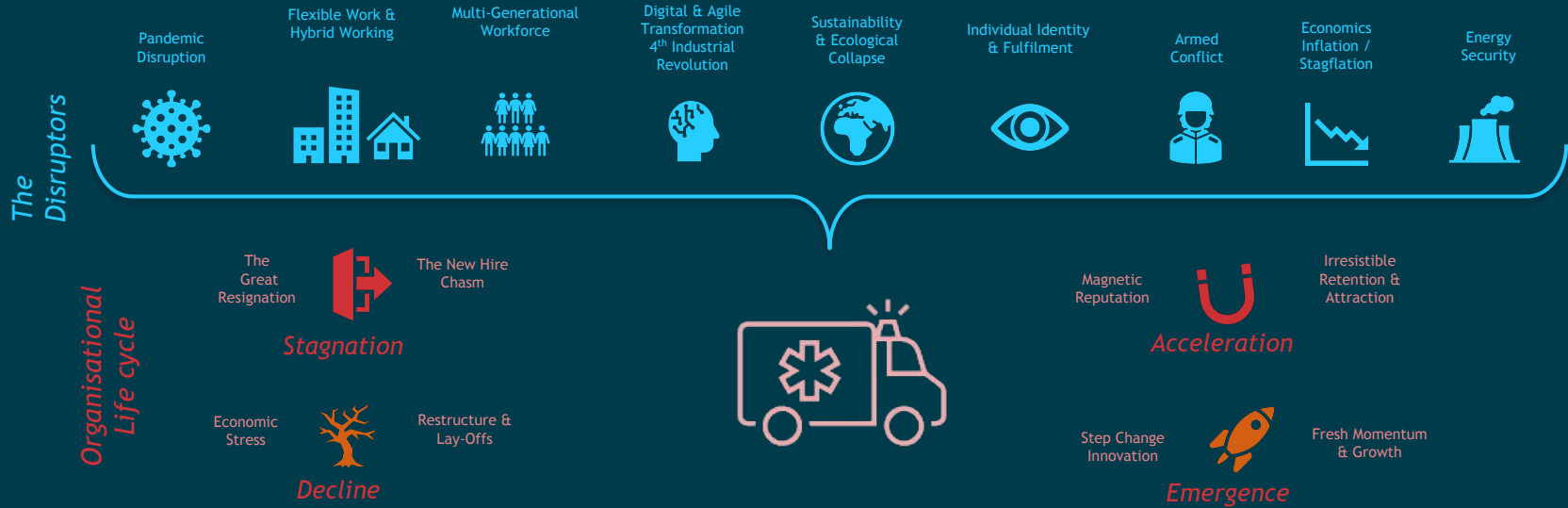
*Acceleration*

Step Change Innovation



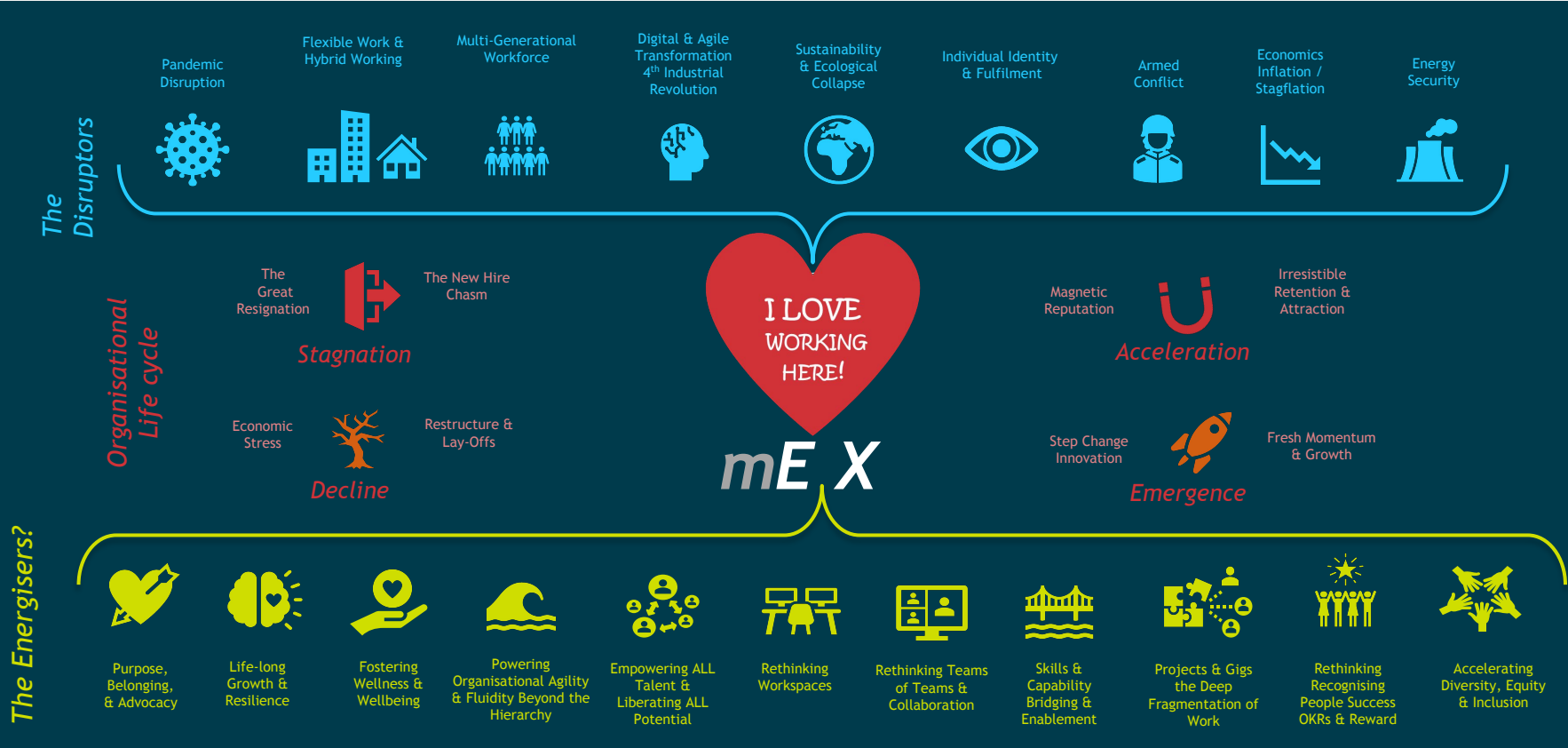
Fresh Momentum & Growth

*Emergence*



# CRISIS OR OPPORTUNITY?

*How do we motivate our people to thrive?*



# Which people/HR initiatives do you think are most important for your organisation to future proof itself as we approach 2025?



## The Disruptors

<p>Pandemic Disruption</p>	<p>Individual Identity &amp; Fulfilment</p>	<p>Armed Conflict</p>
<p>Flexible Work &amp; Hybrid Working</p>	<p>Sustainability &amp; Ecological Collapse</p>	<p>Economics Inflation / Stagflation</p>
<p>Multi-Generational Workforce</p>	<p>Digital &amp; Agile Transformation 4<sup>th</sup> Industrial Revolution</p>	<p>Energy Security</p>



## The Energiser?

<p><b>50%</b></p> <p>Purpose, Belonging, &amp; Advocacy</p>	<p><b>44%</b></p> <p>Powering Organisational Agility &amp; Fluidity Beyond the Hierarchy</p>	<p><b>32%</b></p> <p>Rethinking Teams of Teams &amp; Collaboration</p>	<p><b>25%</b></p> <p>Rethinking Recognising Success OKRs &amp; People</p>
<p><b>54%</b></p> <p>Life-long Growth &amp; Resilience</p>	<p><b>54%</b></p> <p>Empowering ALL Talent &amp; Liberating ALL Potential</p>	<p><b>45%</b></p> <p>Skills &amp; Capability Bridging &amp; Enablement</p>	<p><b>35%</b></p> <p>Accelerating Diversity, Equity &amp; Inclusion</p>
<p><b>38%</b></p> <p>Fostering Wellness &amp; Wellbeing</p>	<p><b>19%</b></p> <p>Rethinking Workspaces</p>	<p><b>19%</b></p> <p>Projects &amp; Gigs The Deep Fragmentation of Work</p>	<p><b>52%</b></p> <p>Flexible Working</p>

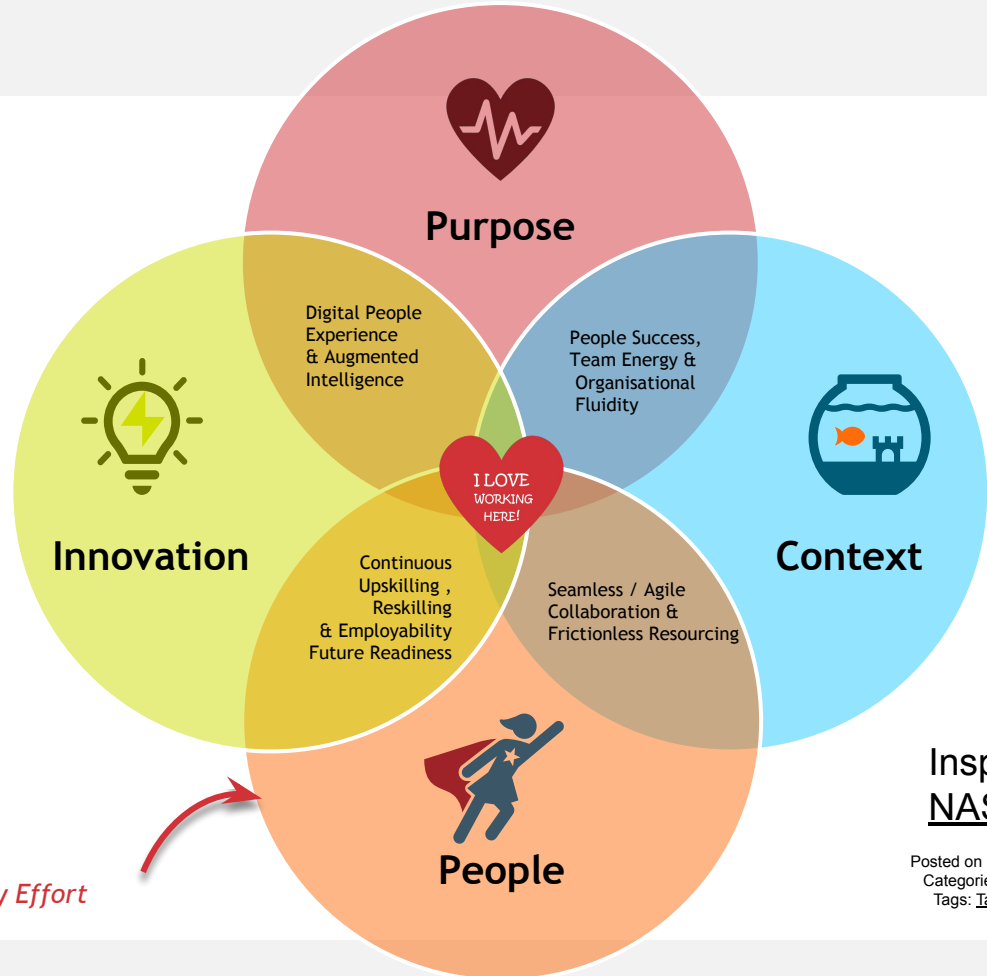
# A People Strategy to drive *High Engagement & High Performance*

A connected People Strategy which uses the levers of purpose, context, people and innovation to energise and empower more fluid organisations, optimise engagement and the unleash people's full potential.



= **Aligning & energising**

*Discretionary Effort*



Inspired by  
**NASA**

Nick Skytland  
Posted on [October 17, 2019](#)  
Categories [Future of Work](#)  
Tags: [Talent Marketplace](#)



---

**POLL:**

**Which elements of your people strategy  
are you increasing focus/investment on in  
the next 6 months?**



# What can HR do to enable a HIGH-PERFORMANCE CULTURE? *today and in the future*

# How do you deliver a people experience that powers High Performance?

## What is the Roadmap?

- People are happy. It works perfectly
- People are happy. It's almost perfect
- People are accepting. It works well enough
- People are accepting. It works doesn't work well enough
- People are unhappy. It works doesn't work well enough
- People are unhappy. It doesn't work at all



**Organisational Mission, Values, Culture & Strategy**

Engage, excite and empower people's sense of purpose. Sell the vision for the organisation's contribution to the world, its people, partners and customers and the values the organisation delivers.

**Skills, Capability Workforce Planning & Work Optimisation**

Ensure the organisation has the skills and capability to deliver against the organisation's purpose, culture, strategy, goals and empower individuals and teams to harness their full potential at work. Understand strengths, gaps and optimal resourcing approaches.

**Work Execution, Excellence, Agility & Value Delivery**

Support the assignment and execution of work. Drive effective working, promote agility, track quality, excellence of client deliverables, and the realisation of value or outcomes across the lifetime of a transaction, project, role or initiative.

**Capability & Skills Development, Personal & Team Growth, Learning, Coaching & Mentoring**

Continuously grow people's capability and skills through learning, coaching and mentoring. Optimise and energise exceptional results and innovation. Foster a culture of continuous learning.

**Performance Measurement, Tracking & Recognition**

Enable the transparent and fair measurement and tracking of individual, team and group performance to organisational goals and measures of success. Ensure unbiased and contextual recognition of contribution. Highlight, role models of cultural values and customer success.

**Purpose, Values, Objectives & Key Results Alignment**

Create and communicate a clear vision of success. Support people's alignment of individual teams' values, purpose, objectives and key results to the organisation's purpose, culture and strategy. Set audacious stretch goals to motivate, challenge & inspire. Agree measures of success.

**Teaming, Listening, Dialogue & Relationships**

Harness proactive conversations to continuously mobilise shared commitment, maintain focus of individuals and teams. Invest in connections and energising relationships to deliver exceptional results. Motivate, build trust, psychological safety, foster ideas, accelerate and empower change.

**Continuous Feedback, Engagement, Belonging & Wellbeing**

Facilitate continuous feedback, employee and client engagement and foster a sense of team belonging and continuous improvement. Promote co-worker emotional investment and support wellbeing. Bring intelligence to how we make teams' love working here'.

**Realising Potential, Employability, Promotion & Career Optimisation**

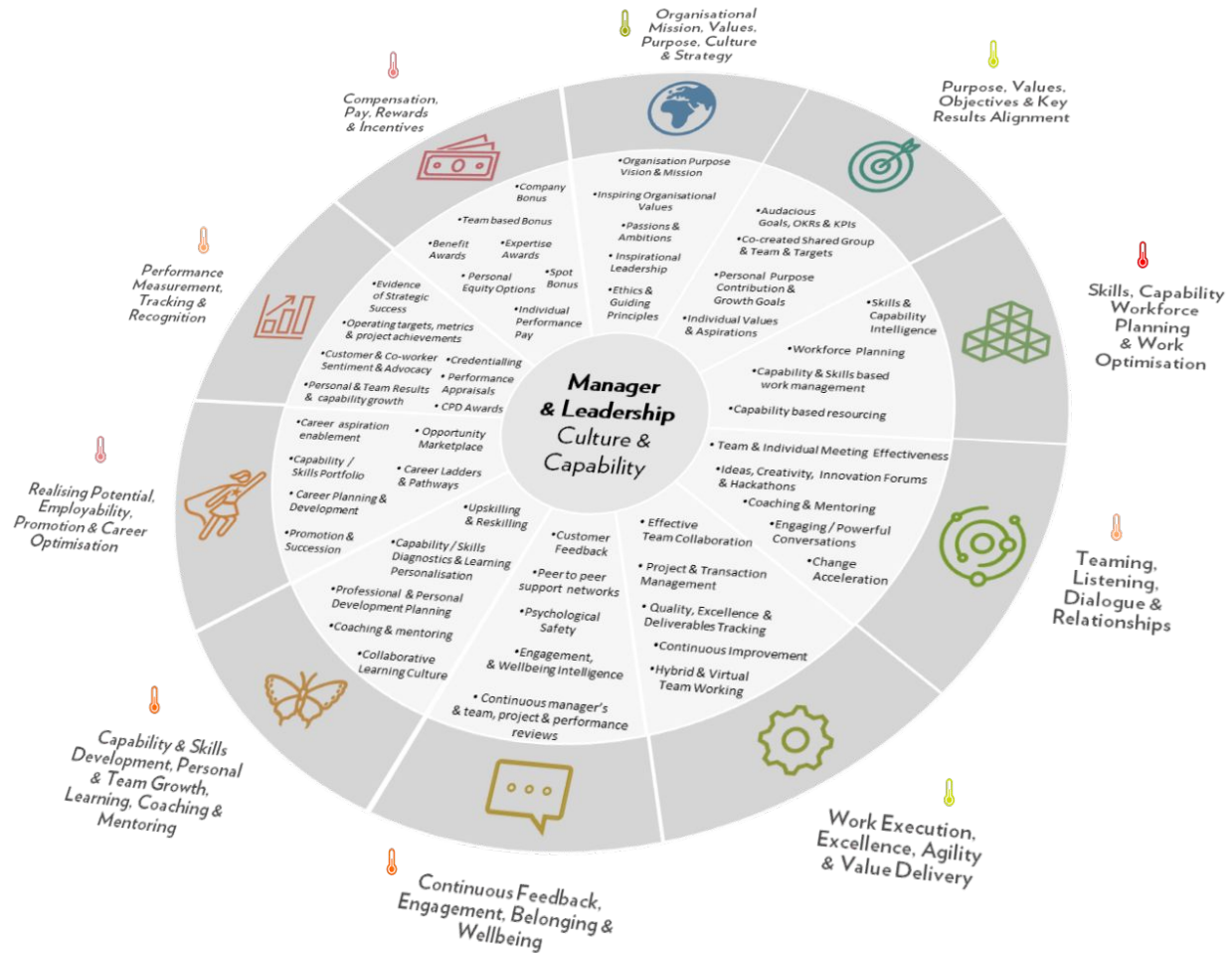
Connect and release people's potential through projects, assignments and experimentation. Building experiences and proficiency to build individual employability and empower career growth. Create a portfolio of expertise to power employee promotion and optimise work utilization.

**Compensation, Pay, Rewards, Equity & Incentives**

Incentivise and reward individuals and team performance. Energise team-work and promote inclusion and the release of discretionary effort. Ensure equity and fair stake in organisation success against the organisation's purpose, vision, mission and OKRs.

# What can you do to unleash High Performance?

## Priorities and Actions

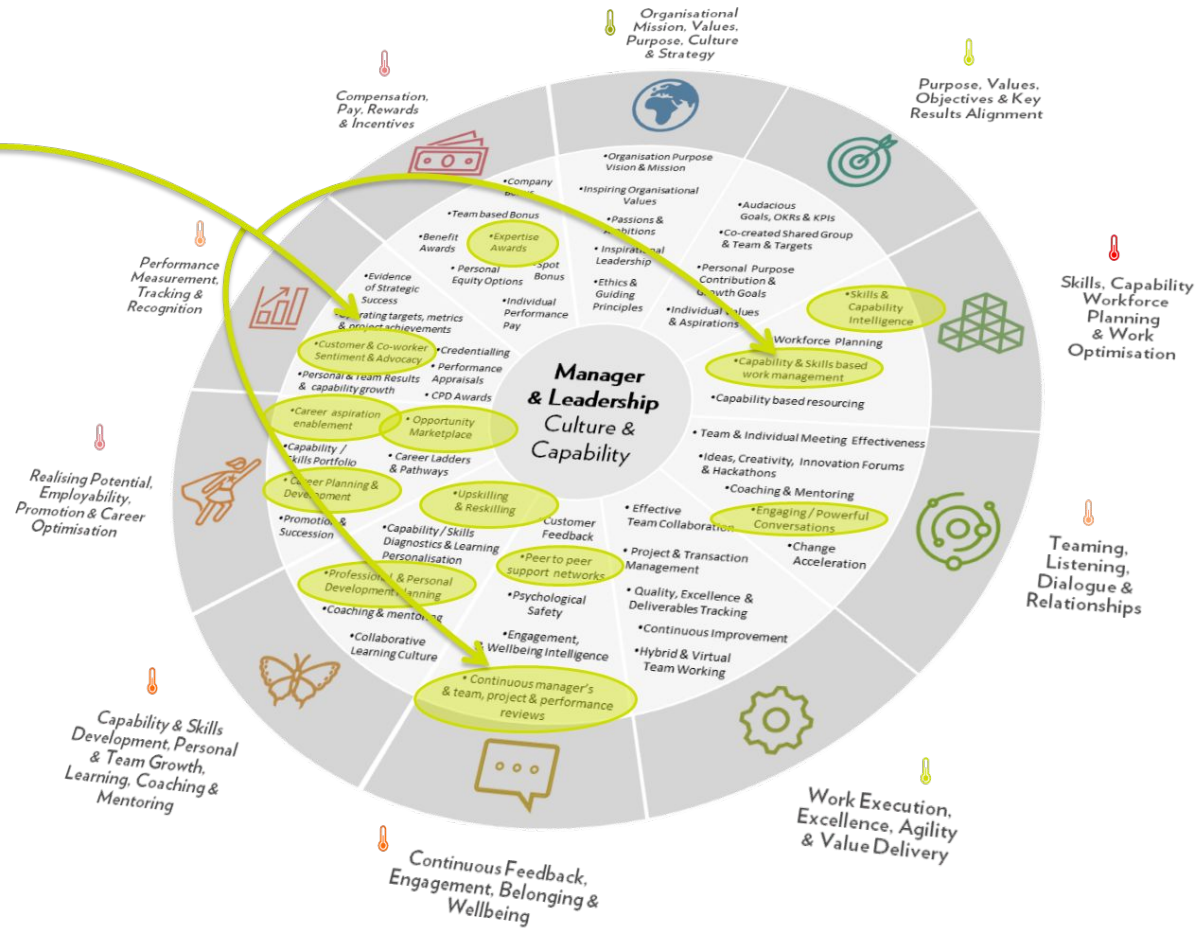


## Your Priorities



# What can you do to unleash High Performance?

## Priorities and actions



# Create a high-level plan



	Priority, Urgency, Value / Biz Case & Proposed Actions	
	<b>Organisational Purpose, Culture &amp; Strategy</b>	
	<b>Goals, Objectives &amp; Key Results Alignment</b>	
	<b>Skills, Capability Workforce Planning &amp; Work Optimisation</b>	
	<b>Teaming, Listening, Dialogue &amp; Relationships</b>	
	<b>Work Execution, Excellence, Agility &amp; Value Delivery</b>	
	<b>Feedback, Engagement, Belonging &amp; Wellbeing</b>	
	<b>Capability &amp; Skills Development, Personal &amp; Team Growth, Learning, Coaching &amp; Mentoring</b>	
	<b>Realising Potential, Employability, Promotion &amp; Career Optimisation</b>	<ul style="list-style-type: none"> <li>● People are happy. It works perfectly</li> <li>● People are happy. It's almost perfect</li> </ul>
	<b>Performance Measurement, Tracking &amp; Recognition</b>	<ul style="list-style-type: none"> <li>● People are accepting. It works well enough</li> <li>● People are accepting. It works doesn't work well enough</li> </ul>
	<b>Compensation, Pay, Rewards, Equity &amp; Incentives</b>	<ul style="list-style-type: none"> <li>● People are unhappy. It works doesn't work well enough</li> <li>● People are unhappy. It doesn't work at all</li> </ul>

# MANAGERS UNLEASH HIGH PERFORMANCE



**TIGHT**  
On why & outcomes



**LOOSE**  
On how work gets done



**TIGHT**  
On follow-up & evidence

**HR ENABLE MANAGERS WITH THE EXPECTATIONS, POLICIES & TOOLS**





**Europe's #1 HR Analyst**

*Contact us to start a discussion today ..*

*[www.fosway.com](http://www.fosway.com) @fosway +44(0)20 7917 1870*



# Q&A

Dive into the chat and let us know what your key takeaway is from today's event!



**Thank you for  
joining us!**

