

Performance on Purpose:
the QUANTUM LEAP



Learning
& Vision
Partners

The QUANTUM LEAP in performance. Everyone talks about it. Everyone wants it. Seminars and books on improving it flood the market.

What if there were a way to IMPROVE PERFORMANCE not just by 10% or 20%, but by 100% or 200%? And what if that way did not involve a gimmick, but a sound approach based on understanding what drives performance?

What Does Drive Performance? If you were responding to the previous questions with a vigorous head nod and a genuine interest, then please read on. And listen closely: performance is never an accident. Nor is it the stuff of arcane mysteries, spells, or incantations. Nevertheless, it can be powerfully invoked. But this can't happen until we get rid of some wrong notions floating around in the business ether about the very nature of performance and what creates it.

We believe that clarity and passionate purpose drive performance, whereas vagueness and lack of knowledge weaken performance.

Our work is centered on this premise.

This may sound obvious to you, yet it is a truth that has, for the most part, escaped most corporate business models, even at the start of a fresh new millennium.

Why? Because the prevailing wisdom has been for so long that incentives and rewards drive employee performance and create great products and great companies.

We are here to tell you this is not true.

What drives great performance and true employee commitment is a connection between the employees' own values and passionate purpose in life and the raison d'être of the company, or who the company is at its core.

Sounds simple, doesn't it? But simple is not easy. To make the connection we have just described takes hard work, and often, help from outside.

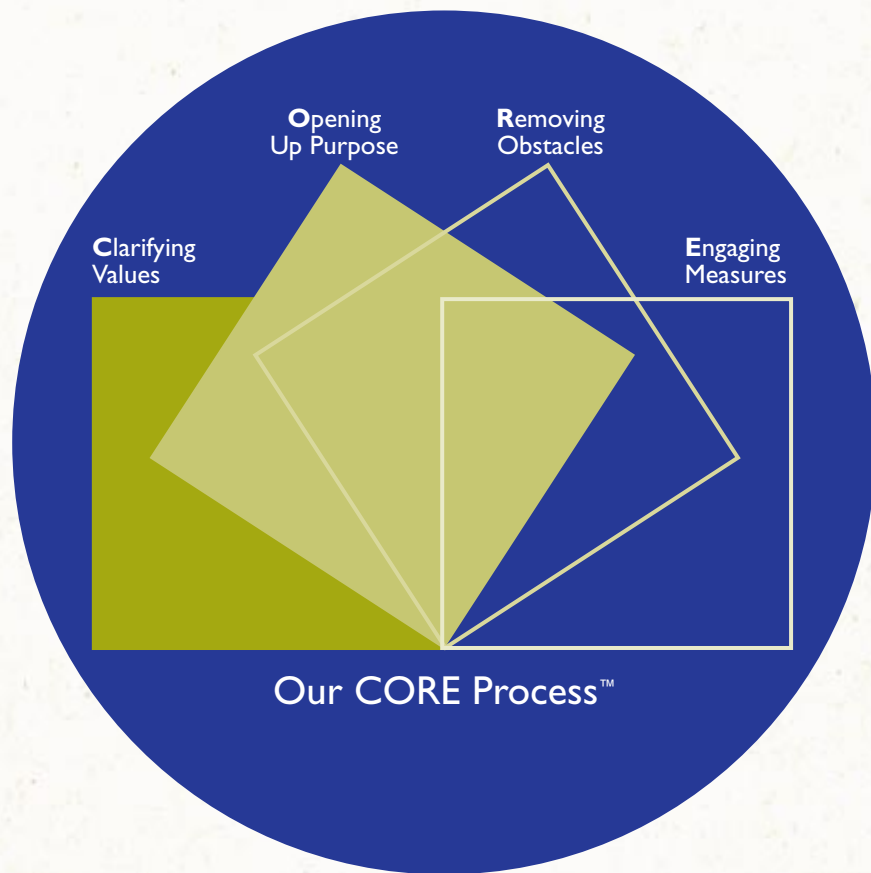
Which is where we come in.

Us, in a Nutshell. We are Learning and Vision Partners, and our reason for being is to help companies connect to their passionate purpose, get absolutely clear on their core values, and develop ways to measure how they are meeting their business goals within this framework. Everything we have learned about our work, we learned from our clients, and if we sound very sure about what we are saying, it is because we have seen the truth of it borne out over and over again.

An Approach That's Right for Each Client. To do our work, we don't assume that we should approach a small entrepreneurial services company the same way we would a multi-billion dollar international corporation. Rather, we tailor our work to the kind of company we are working with, as well as to the needs of the client. We work with CEOs and upper management; we also work with teams and employee work groups. We are brought in to companies during different stages of the company's life. All of these factors influence how we design our work.

In each instance, we use a systematic approach and a concrete way of measuring improvements in order to effect long-lasting and meaningful changes.

Our CORE Process™. The performance-improving work we do for our clients will always involve a Values and Purpose Audit. We call this connecting to the company's core, and we use our own acronym to make this meaningful:



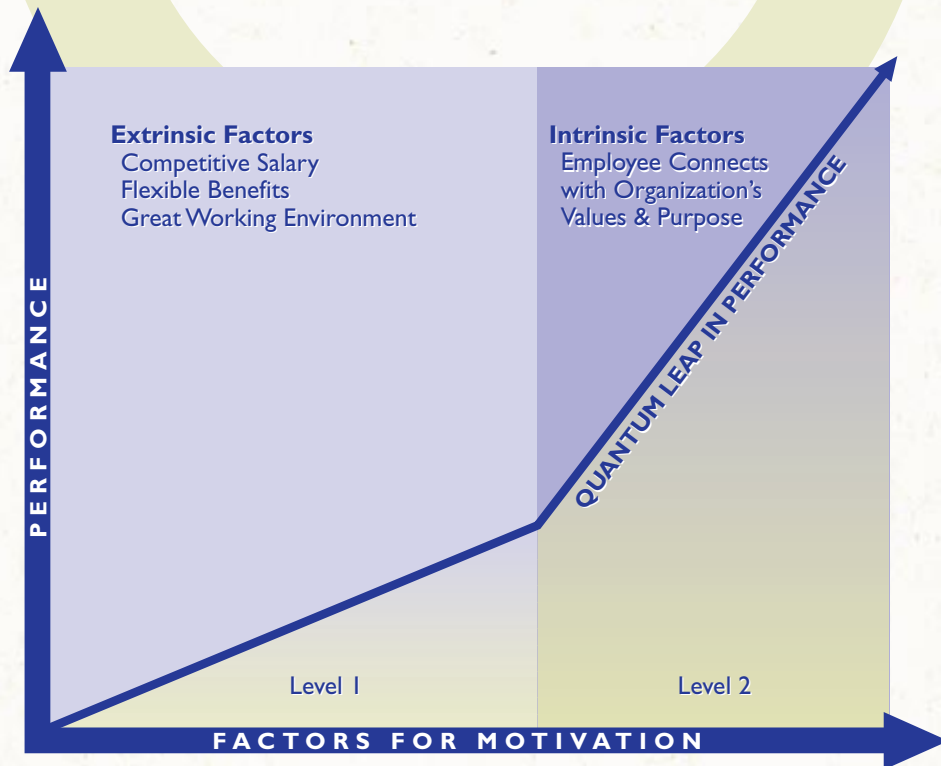
Clarifying Values. As you can see, in our CORE Process™, we begin by clarifying values for your organization, your division, or your team. This is a special kind of focused digging aimed not at uncovering fossils, but instead, at unearthing the core or most deeply held values that define who you are. Once we know this, we can figure out how to communicate and reinforce these core values so that employees have them in their bones.

Why is this the beginning of our process? Because values are there, being acted out every day, whether we like it or not. Employees are judging us by them. When values are not clear, employees spend a lot of time doing detective work to find out what they are. What, for example, does it mean to say your organization values customer service if you have not clearly defined what customer service looks like to you? Without a clear definition of the “what” that you value, you cannot possibly improve the “how” of staying true to that value.

What's more, there has to be agreement upon values. When different leaders value different things, confusion is the order of the day, wasting time, sapping energy. And worst of all, when our actions contradict our stated values, cynicism, that most powerful enemy of performance and motivation, infects our employees' blood.

Opening Up Purpose. Opening up purpose means discovering your organizational reason for being. What is the dream at the heart of your business? Rediscovering this fundamental purpose will allow you and your employees to develop a sense of passion about the work they do. This passion, more than anything else, will drive performance and employee commitment.

We can visualize the difference in the quantum performance leap this way:



Removing Obstacles. Once we have completed our Values and Purpose Audit, we move to the third part of our CORE Process™: removing obstacles. Here we get at what is getting in your way, and then develop specific corrective measures to address those obstacles. To say it more precisely, this is where we develop interventions. These interventions may include:

- Leadership development and coaching
- Strategic goal setting
- Performance systems (expectations/feedback)
- Purpose-driven work processes and procedures
- Training and education systems
- Job aids and other performance tools
- Creative compensation and appraisal systems
- Improved hiring processes
- Organizational design

Developing these interventions enables us to help connect the employees' individual values and daily decisions and actions to the organization's values and purpose. It also creates a collective energy that not only enhances performance, but also opens up the possibility of new levels of accomplishment.

Now the quantum performance leaping begins.

Engaging Measures. While performance leaping is marvelous (even breathtaking) to behold, we can't just sit back and watch it. We need to engage measures. How else can we be sure that the leap was not just an accident? And so the final piece of our process is putting our measurement tools and strategies to work for you. The result of all this is not only much greater clarity, but a finely-tuned system for self-correction, accountability, maximum performance, and improved efficiency in reaching your true business goals.

The results of this work are most evident in the performance and commitment of the people, which raises the bar for future performance. It's a lovely cycle that just keeps on getting better.

If the work we do interests you, please call us today. We'll be delighted to come in and talk to you about helping you take your organization to a whole new level you never dreamed was possible.

Biographical Notes. Learning and Vision Partners is a group of performance specialists and change agents whose expertise encompasses performance improvement, needs analysis, instructional design, facilitation, sales, marketing, teambuilding, project management, strategic planning, leadership, and organizational learning and design.



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