The High Performance Development Model

Meeting Performance Demands Through All-Employee Learning
Four Levels

- **Level I**--Frontline staff, those without supervisory responsibility

- **Level II**--First line supervisors and team leaders

- **Level III**--Division or product line leaders, other middle managers

- **Level IV**--Senior executive leaders
The 8 Core Competencies

Organizational Stewardship
Systems Thinking
Creative Thinking
Flexibility/Adaptability
Customer Service
Interpersonal Effectiveness
Personal Mastery & Technical Skills
Personal Mastery

- Assumes responsibility to assess one’s strengths and needs, plans continued growth and learning, balances competing priorities and demands, & actively seeks feedback from others.
Technical Skills

- Displays skills and abilities to perform assigned tasks, including basic literacy and computer skills, & participates in measuring outcomes of work.
Interpersonal Effectiveness

- Communicates clearly, listens actively, anticipates customer needs, contributes within group projects, & coaches others in their learning and development.
Customer Service

Committed to exceeding the customer’s needs, understands the customer’s perspective, & uses customer feedback to improve individual performance.
Flexibility/Adaptability

- Demonstrates resilience, remains calm in high-pressure situations, accepts new assignments and challenges, & responds productively to change.
Creative Thinking

- Thinks “out of the box,” open to see alternative solutions, challenges assumptions, encourages & supports new ideas, & takes appropriate risks.
Systems Thinking

- Able to see the relationship of the part to the whole, to know how one’s actions affect others, grasps the “big picture”, & encourages teamwork.
Organizational Stewardship

Committed to the mission and vision of the organization, shows a concern for co-workers and customers, uses resources wisely, & supports others in their work.
The 6 Tools

- Core Competency Development
- Continuous Assessment
- Performance Management
- Coaching and Mentoring
- Performance Based Interviewing
- Continuous Learning Opportunities
Performance-Based Interviewing

- Past behavior is the best predictor of future behavior
- Analyze & identify the essential qualities for high performance & develop behavioral questions
- Interview all candidates seeking specific examples of past performance
- Verify information
- Select best match of job requirements and past experience
- Self-assessment through new learning technologies
- 360, 180 or other assessment on core competencies
- Continuous feedback through coaching and mentoring

Continuous Assessment
Instills organizational values and norms
Creates a climate for learning
Establishes trust and common goals
Translates setbacks into learning opportunities
Can be done by anyone at any time

Coaching and Mentoring
Continuous Learning Opportunities

- Increased access to learning opportunities
- Core curriculum on the competencies
- Learning through real work
- Just-in-time, rather than just-in-case
- Builds a culture of continuous learning
Performance Management

- Develop the organization to meet its mission
- Measure individual and organizational performance
- Link education to business outcomes
- Setting Clear Expectations – Establishing Measures that are compatible with organizational goals, and focusing on the “critical few”
Core Competency Development

- Provide all employees with skills for their lives
- Create leaders at all levels in the organization
- Long term commitment
Personal Development Plan

“Planning for YOUR Future”
What is a PDP?

- A tool that will assist you in realizing and achieving your career goals.

- A tool that outlines knowledge and skills that will benefit the employee and the organization.
“5 Star” PDP

(1) Career Goals

(2) Skills & Competencies

(3) Assessment

(4) Developmental Activities

(5) Timelines
Reflect one’s dreams or aspirations in the workplace.

- Long Term (5 yrs)
- Short Term (1-2 yrs)

(1) Career Goals
Why don’t PDP’s always work?

Are your Goals SMART?

HAS TO BE A CLEAR ROADMAP
SMART
Specific
Measurable
Attainable
Relevant
Timely
(2) Skills and Competencies

**Competency**: ability to perform a task.

1) Identify Job Competencies
   *(experts or job descriptions)*

2) Organization Core Competencies
(3) Assessments

Assess where you ARE now, compared to where you want to BE

- 360 feedback assessments
- Myers Briggs
- Strong Campbell Interest Inventory
- Self Assessment
(4) Developmental Activities

Formal Classroom activities

Informal – observation

Hands On –

Details

Projects

Mentor or Coach

Experience!!
Keeps you on track toward your goal

Take Responsibility and commit to the dates

Establish ‘check points’ along the way to make sure you are still on course

(5) **Timelines**
"Destiny is not a matter of chance, it is a matter of choice; it is not a thing to be waited for, it is a thing to be achieved."

–William Jennings Bryan