Peak Performance: Aligning the Hearts and Minds of Your Employees

Jon R. Katzenbach


Author of Teams at the Top and coauthor of Real Change Leaders and The Wisdom of Teams

“Forget those cookie-cutter management advisers who have the same solution for every problem. Katzenbach helps you find the right approach to energize your organization. His strategy makes sense, and it works.”

John W. Rowe
Maintaining the critical balance

How the best organizations harness and maximize the positive emotional energy of their workforces?

Entreprise performance requirements
- shareholder return
- market share
- customer satisfaction
- core capability development

Individual fulfillment needs
- source of livelihood
- direction, structure and control
- identity purpose and self-worth
- belonging and social interaction

The power of emotional commitment

Peak performance – better than the norm, better than expected, better than the competition, and better than similar workforces in other places
Aligning the Hearts and Minds of Your Employees

Emotional commitment

Balance between enterprise performance and employee fulfillment

Peak performance workforce

Five balanced paths MVP, P&M, ES, IA, R&C

Sources of energy

Capability and discipline to selectively develop a set of tools
Five balanced paths

- **Mission, Values, and Pride** - U.S. Marines, McKinsey &Co
- **Process and Metrics** - Avon, KFC
- **Entrepreneurial Spirit** - BMC Software, i2 Technologies
- **Individual Achievement** - McKinsey &Co, SWA
- **Recognition and Celebration** - SWA, KFC
## Composite summary of five paths

<table>
<thead>
<tr>
<th>Path</th>
<th>Conditions</th>
<th>Sources of Energy</th>
<th>Applied approaches</th>
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</thead>
<tbody>
<tr>
<td>MVP</td>
<td>Rich history, noble purpose, value-driven leadership</td>
<td>Magnetic leaders, compelling legacy, Impossible dreams</td>
<td>Broader pictures, true value of people, articulating what matters most, purposeful selection</td>
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<tr>
<td>P&amp;M</td>
<td>Behavioural consistency, clear measures, mature marketplace, continuous improvement</td>
<td>Unrelenting customers, dynamic marketplace</td>
<td>Performance transparency, distribution leadership broadly</td>
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<tr>
<td>ES</td>
<td>High-risk, high-reward opportunities, employee “ownership” potential</td>
<td>Magnetic leaders, impossible dreams, dynamic marketplace</td>
<td>Widespread opportunities, distribution leadership broadly, purposeful selection</td>
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<tr>
<td>IA</td>
<td>Highly ambitious individuals, individual growth and achievement of prime importance</td>
<td>Unrelenting customers, dynamic marketplace</td>
<td>Articulating what matters most, performance transparency, purposeful selection, widespread opportunities</td>
</tr>
<tr>
<td>R&amp;C</td>
<td>Work is not intrinsically stimulating, monetary rewards are constrained, unskilled labor</td>
<td>Magnetic leaders, compelling legacy, dynamic marketplace</td>
<td>True value of people, generating collective energy, meaningful recognition and rewards</td>
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</tbody>
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Implementation

• How to choose and implement desired paths in your enterprise?

• How to create the energy sources?

• The ways to energize people and to choose the paths of balanced performance in the Ministry of Economic Affairs