

# UNLOCKING THE PERFORMANCE SHACKLES

## TOOLS SERIES #2

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PROVIDED BY:



*Carefully examine the current organizational culture (beliefs, practices, norms) and supporting systems (leadership practices, talent processes and information flow) to identify and remove barriers (shackles) to higher performance..... then articulate, and enable new expectations and accountability for achievement.*

There are many reasons we underperform. Some of these reasons relate directly to the capabilities and motivations of the individual, the team or even the organization. However, as you plan to address poor performance, be sure to consider how the company culture and/or leadership behaviors may, in fact, be limiting performance. As you prepare to address the specific performance concern (e.g. poor sales performance, lack of leadership, faulty decision making) consider carefully how the work environment may be placing “shackles” on the individual, team or organization as they attempt to perform at their best. For sustained performance improvement, ensure that the supporting business environment is designed to remove these common performance-limiting ‘shackles’.



- **Lack of clear vision** – where are we headed?
- **Lack of articulated mission** – why is this direction important?
- **Lack of communicated strategy** – how do we plan to get there?
- **Lack of defined talent strategy** – what capabilities are required?
- **Lack of resources** – do we have what we need to be successful?
- **Lack of expectations for performance** – what is expected of me?
- **Lack of coordination** – how do I fit into the whole?
- **Lack of accountability** – what are the rewards and consequences?
- **Lack of leadership** – are leaders courageously demonstrating the way?
- **Lack of empowering culture** – can I take accountable action?

In your effort to free the employees from these performance shackles and maximize organizational output, look also to talent resources not yet tapped within and around (i.e. partners, suppliers, customers) your organization, and free them to contribute:

<i>Un-detected talent</i>	<i>Un-acknowledged (rewarded) talent</i>	<i>Un-leveraged talent</i>
<i>Un-focused talent</i>	<i>Un-motivated (unengaged) talent</i>	<i>Un-retained talent</i>

When you shape an organizational culture with the intent to unlock talent potential – in individuals; in relationships; in teams; in leaders – you free the resources within the company to apply their unique creativity, knowledge and capabilities toward achieving company (and personal) goals. You free them to achieve, to collaborate, to innovate, to lead, to solve problems, to do more with less, to change, to challenge, to take accountability and to excel.

