

ASSTEAD PERFORMANCE GROUP

High Performing Cultures



The APG High Performing Cultures

Model & Measurement

Ashtead Performance Group's High Performing Cultures model (HPC) is built around an organisation's desired performance outcomes. It analyses the precise gap between a company's desired and actual performance and identifies the key operational and workplace factors impacting this performance.

The HPC model is measurable through the use of a company diagnostic measure. This tool is a true diagnostic, identifying the factors causing the current level of performance and the factors that will leverage the greatest positive performance change.

HPC elements

Workplace Environment

Sustainable performance excellence can only be achieved when the physical and cultural environment is conducive to operational effectiveness. In other words, this is the context in which people perform and develop. It is essential, in any high performing company, that the physical environment and the company structure and systems are in place to mobilise the desired performance. In a nutshell, do the company's culture and climate, conventions and customs actively support and encourage the desired performance.

People Capability

The element of the person in the model relates to the individuals' competencies and characteristics that are required in order to be able to perform effectively for the business. The competencies and characteristics are the behaviours, knowledge, skills, attitudes and personal attributes required of people in order to perform in the required way and to the required standards.

Leadership

This element is part of the 'people capability' section. It is, however, such a core element

that it requires its own discreet description. Leadership is at the core of the HPC model and is measured in terms of the vision, support and challenge that leaders provide to their people.

Performance Enablers

Underpinning all of the above elements are the performance enablers. Using the APG company diagnostic tool, it is possible to identify how effective the processes (e.g. leadership, structure, strategy) are for converting the company inputs (e.g. knowledge, money, company competencies) into results (e.g. profitability, customer service, change).

High Performance Diagnostic Measure

A snap shot of the company's health

The company diagnostic used by APG is called *Organisational Transitions Inventory* (OTI). This tool has been specially developed by Verax International to provide specific information about what creates organisational effectiveness or ineffectiveness in each specific context, and why that is the case. APG is one of a small number of companies globally that have been awarded Verax International Associate status.

Many company surveys focus only on outputs, such as customer and employee satisfaction levels. This data falls short of being informative because it identifies an effect, without diagnosing the cause. Knowing that the satisfaction rating is low may lead a company to want to put it right, but they are often none the wiser as to how to go about doing it.

The OTI survey provides a bigger picture, enabling a company to identify the factors most impacting performance. The instrument focuses attention clearly on what has to be changed or developed in order to create the organisation that is required to succeed and

achieve its strategic intent. It clearly and quickly identifies what needs changing and how the organisation can make those changes happen, as well as the specifics of what is already working well and needs reinforcing.

The Organisational Transitions Inventory has good face validity and the internal reliability of the various scales it employs is good, varying between 0.60 and 0.84. The norm base consists of over 3,500 organisational units and provides industry sector and national norm bases as options. This enables clients to make a variety of comparisons which are meaningful to them.

► **On-line delivery**

The OTI survey can be completed on-line and all entries are confidential. Reports are provided electronically and in hard copy, both at the company level and at sub group level.

► **Re-measures**

The OTI survey is often re measured after an appropriate period of activity, to assess progress and to identify the areas for further development work.

► **Driving Performance in the business**

APG reports the findings and insights from the survey and builds in recommendations for taking the company workplace to a more effective level. The process typically involves a workshop with key decision makers to identify the key performance enablers and blockers and to establish the strategy for building sustainable performance improvement.

If you find the high performing cultures process and OTI measure of interest and would like further information, please contact Simon Alldrige on 01372 275444 or email simon@asbteadgroup.org

High Performance Cultures Model

