



## Modelling and Transferring Excellence

### Key Points

Modelling increases the performance of our teams by transferring the attitudes, ways of thinking and strategies of those that consistently outperform their peers, to others in the wider organisation.

Even though it is difficult to identify how these exceptional people achieve their results, an intuitive methodology does exist to model and replicate their excellence.

Because the model is derived from respected and successful individuals within the organisation, the acceptance of change and the adoption of new behaviours are accelerated.

The result... improved performance without an increase in resources.

### Delivering more from less

Most of us have been fortunate enough to work with someone exceptional. Somehow, irrespective of the external business environment, internal business politics or competitor strategies, some people manage to consistently outperform their peers. Have you ever wondered how they do that?

In this harsh economic climate, to deliver more, of higher quality, from less resources means that we have to ensure that we get the most from all of the people that we've been able and fortunate enough to retain. This means changing our organisation's behaviour. Unfortunately research suggests that one in three major reorganisations fail to achieve the efficiency or effectiveness objectives that lie behind them, 40% are not completed on budget and 60% are not completed on time.<sup>1</sup> Change is typically slower than is needed or desired.

### Change from the inside out

Traditionally change initiatives arise from an attempt to resolve a key issue or problem, by importing expertise or best practise into the organisation. So much has been written about resistance to change, but if you think back through your own career, the times that you were deeply passionate and committed to change were almost certainly the times when the change initiative was either your idea, or the idea of someone you respected and admired.

There are already high performers in your organisation; the often untapped gift that these stars have to offer is an understanding of how they achieve their success – despite what's going on around them. In recent Harvard research, Pascale and Sternin describe these people as 'your company's secret change agents' and precisely because they are internal to the organisation and face the same challenges, because they are successful and because they are known to you, it is more likely that change based on their expertise can be modelled and replicated successfully around the organisation.<sup>2</sup> We have found this to be true in a variety of contexts including: sales, operational and service environments.



<sup>1</sup> 'Organising for Success'. Richard Whittington, Professor of Strategic Management at the Saïd Business School, University of Oxford, 2006

<sup>2</sup> 'Your Company's Secret Change Agents' Pacale and Sternin, HBR, 2005

## So what do we model exactly?

Personal change expert, David Gordon teaches an excellent method for replicating individual skills called the Experiential Array<sup>3</sup>. Several of the ideas that are effective in understanding individual skills are also relevant for identifying organisational excellence. In both cases, belief systems drive motivation and emotions keep us on track. The key differentiations are that, in organisational modelling core strengths provide a foundation for consistent behaviour<sup>4</sup> and execution strategies drive performance<sup>5</sup>.

In organisational modelling, core strengths provide a foundation for consistent behaviour and execution strategies drive performance.

Understanding the natural talents and everyday ways of working of your exceptional people will help with recruitment, recognition and extending high performance to others.

For example a manager with a talent for organisation, will naturally be able to apply leading edge time management tools, and a salesperson with a talent for empathy will benefit significantly from applying new listening strategies.

## Methodology

When working with organisations to extend exceptional performance, we first agree the measurement criteria that define sustained success with the project leadership team and build a



provisional model based on their perceptions. We then select a sample of team 'exemplars' that best fulfil those criteria. A detailed exploration of exemplar success follows. This exploration breaks down the key components of high performance and records, in detail, individual abilities, motivations, emotions, execution strategies and behaviour.

Armed with this information, we seek out those elements that are consistent across all of the exemplars and flag any significant variations. These are often an opportunity to further improve performance – even that of the exemplars. The model is then tested, honed and refined to ensure that it accurately captures the core essence of extraordinary performance.

We seek out those elements that are consistent across the exemplars to build a model of extraordinary performance

<sup>3</sup> 'Expanding your World' David Gordon and Graham Dawes

<sup>4</sup> Marcus Buckingham, Tom Rath, Barrie Cochrane 'Strengths' research

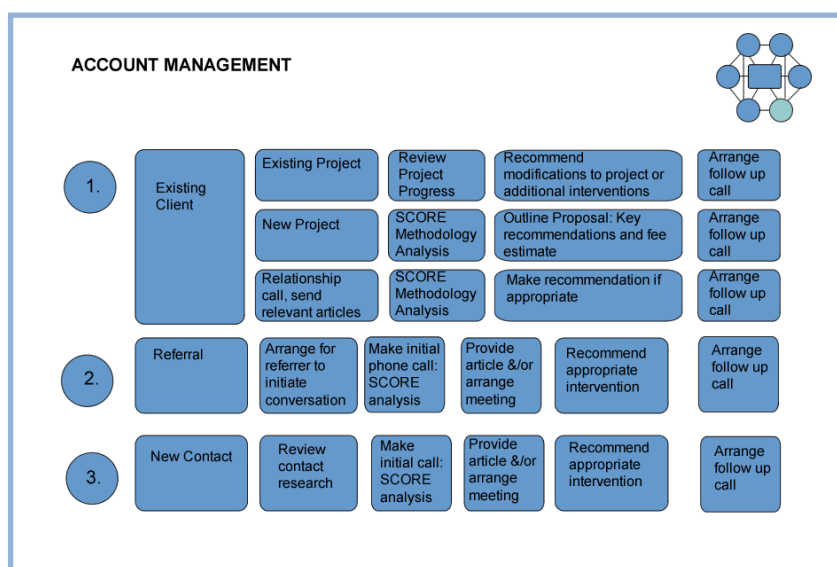
<sup>5</sup> 'Execution', Bossidy, Charam and Burck

## Interactive web-based model

From the gathered information we are able to create a high-performance model of all the analysed components in an interactive web-based format. This enables users to get a truly comprehensive representation of the model; not just the thinking, but the emotions and behaviours that blend to create high performance. It also gives them the ability to drill down into the detailed how, when, where and what of exceptional results.

A web-based interactive model means staff can easily see an overview of excellence and can drill down into the detailed how, when, where and what of exceptional results

Example: Account Management



## Replicating the model

The team exemplars are ideally-placed to share ‘their’ model with their colleagues, especially when they also have a penchant for developing others. Where this is not the case, it is often easy to identify members within the team for whom training and coaching others is a natural talent. Once again, we leverage the existing abilities of a team or organisation to maximise the transfer potential of the model wider across the business.

We leverage the existing abilities of the team to both design and roll-out the model

## Benefits Summary

The R&A Experientia Modelling™ approach provides organisations with a means of understanding, representing and replicating outstanding performance. The skilled facilitation and exploratory workshops that form part of the approach, uncover the often unconscious actions, attitudes and ways of thinking that drive sustained peak performance. The ‘inside-out’ methodology ensures an easier adoption and roll-out of the ideas, routines and tools inherent in the model in multiple business environments.

**The result is teams that naturally employ the most successful strategies available to them, where best practise is the norm and recruitment, recognition and reward are based on an authentic model of achievement.**

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