

ACEC Summit & National Convention 2010

Building High Performance Organizations

June 25, 2010

Concord Consulting Corporation

Building a

“ High Performance Organization”

... starts at the top

We have three choices for our career

- to be an employee
- to be self-employed
- to build a business

GROWTH

Growth is like a two-edged sword . . .

- The top edge is an affirmation of your business model
- The bottom edge shows you your weaknesses faster than anything else

“Cracks become Chasms”

To build a high performance organization, what do you believe is the *single most important* responsibility of being a Manager?

. . . And what % of your time do you think you spend on it?

Most important responsibility of Management

Self Management

.... Managing one's own behaviours, integrity, knowledge, character, ethics, wisdom, temperament, words and acts ...

It is a complex, unending, incredibly difficult and oft-shunned task. We spend little time with, and rarely excel at, self management because it so much more difficult than prescribing and controlling the behaviours of others.

Management of self should occupy 50% of your time and ability.

How do *you* “**self manage**”

How does your self management affect the organization ?

How does your staff self manage ?

Education

Experience

Skills

Personality

(Characteristics / Behaviours / Attitude)

Intelligence

TRAITS vs. BEHAVIOURS

Traits (Basic Characteristics)

An enduring or persisting characteristic which is consistently manifested despite variation in circumstances or environment.

Behaviour

How we conduct ourselves; what we say and do, and how we say and do it

Extroversion is a trait; talkativeness is a behaviour.

PPS Traits and Behaviors

ACCOMMODATING Seeks Harmony/Solicits Ideas/Diplomatic
Cautious/Conservative/Perceptive
Risk Adverse

ASSERTIVENESS

(Need to Exercise Control Over Others/Situations)

Results Focused/Self-Confident
Bold/Competitive/Seeks Challenge
Risk Oriented/Visionary

AGGRESSIVE

RESERVED Technical/Analytical/Factual/Can Work Alone
Introspective/Straight-Forward
Guarded/Cautious

SOCIABILITY

(Need to Interact/Influence Others)

Genial/Social/Persuasive/Enthusiastic
Draws Ideas Out/Participative
Expressive/Talkative

OUTGOING

FAST-PACED Seeks Change/Variety
Proactive/Busy/Mobile
Sense of Urgency/Likes Pressure
Broad Range of Activities

PACE

(Need for System and Predictability in their Environment)

Likes Predictability
Systematic/Methodical
Focuses on Procedures/Systems
Tolerant/Passive Listener

STEADY-PACED

FLEXIBLE Self-Reliant/Focuses on Big Picture
Self-Sufficient/Non-Conformist
Generalist/Uninhibited

DETAIL ORIENTATION

(Need for Structure, Orderliness/Correctness)

Likes Structure/Focuses on How
Specialist/High Skill Level
Needs Guidelines

STRUCTURED



CONSISTENT Focused Interests
Affected by Stressors
Lesser Chameleon Ability

BEHAVIORAL ADAPTABILITY

(Sustaining Behavioral Change)

Varied Energy/Needs Stimulation
Adjusts to Stress
High Chameleon Ability

VERSATILE

EMOTIVE Sensitive/Empathetic
Emotion Prevails
Tender-Minded

EMOTIVENESS

(Level of Sensitivity/Empathy)

Logic Prevails/Rational
Tough-Minded

CONTROLLED

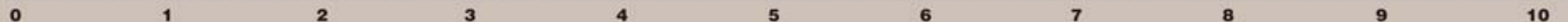
CONSERVATIVE Conventional/Traditional
Adaptive/Accepting

CREATIVITY

(Level of Inventiveness)

Inventive/Experimenting
Questioning/Unconventional

IMAGINATIVE



PPS MEASUREMENTS

BEHAVIOURAL RANGE OF ASSERTIVENESS IN THE POPULATION



ENGINEERING PROFESSION: PERFORMANCE RESEARCH

Over almost 20 years, Concord has gathered trait profiles from Engineering firms across North America:

Entrepreneurial firms / start-ups

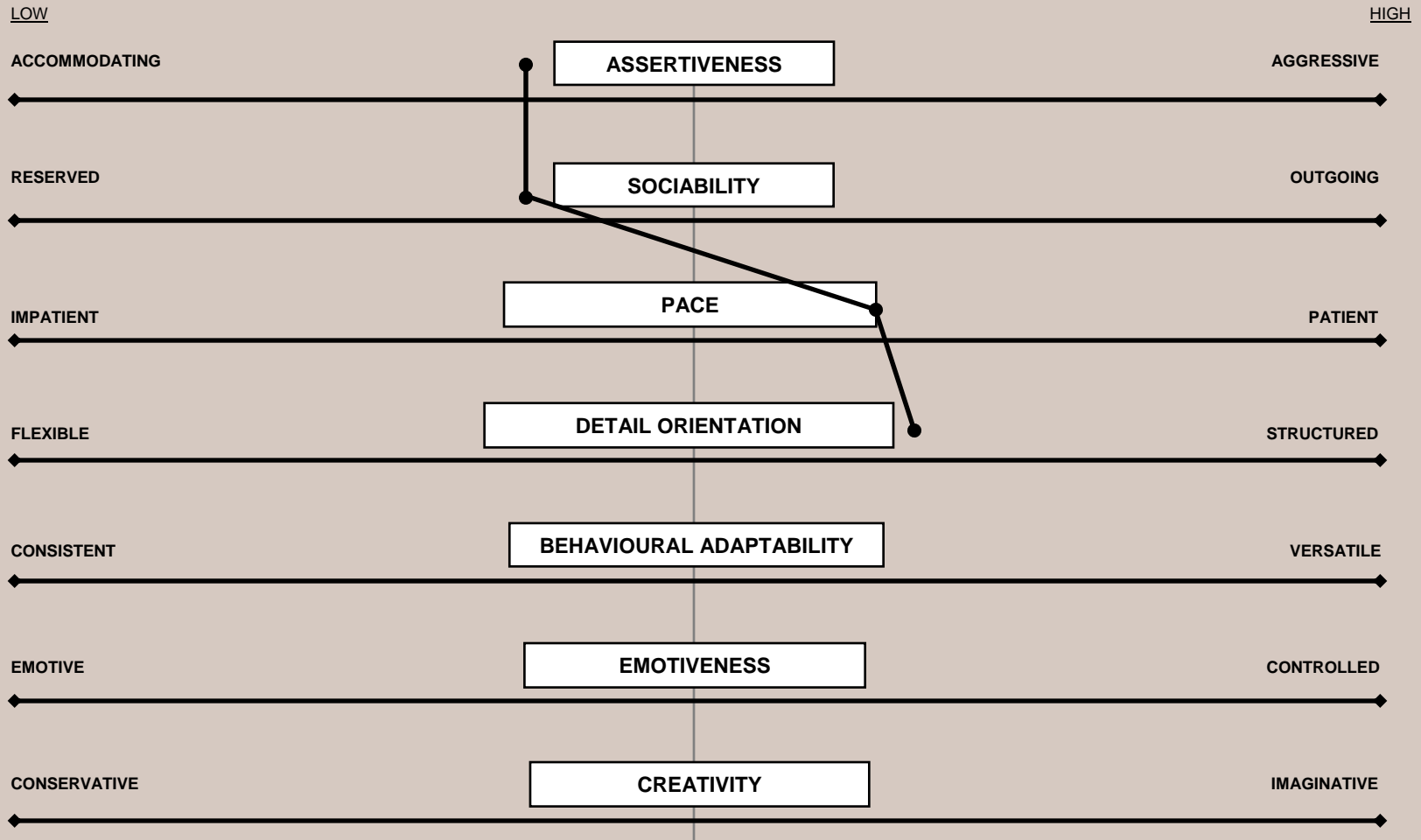
Medium sized Consulting firms

International & publicly listed firms

..... and confirmed by the data a number of you submitted in response to our request prior to this session

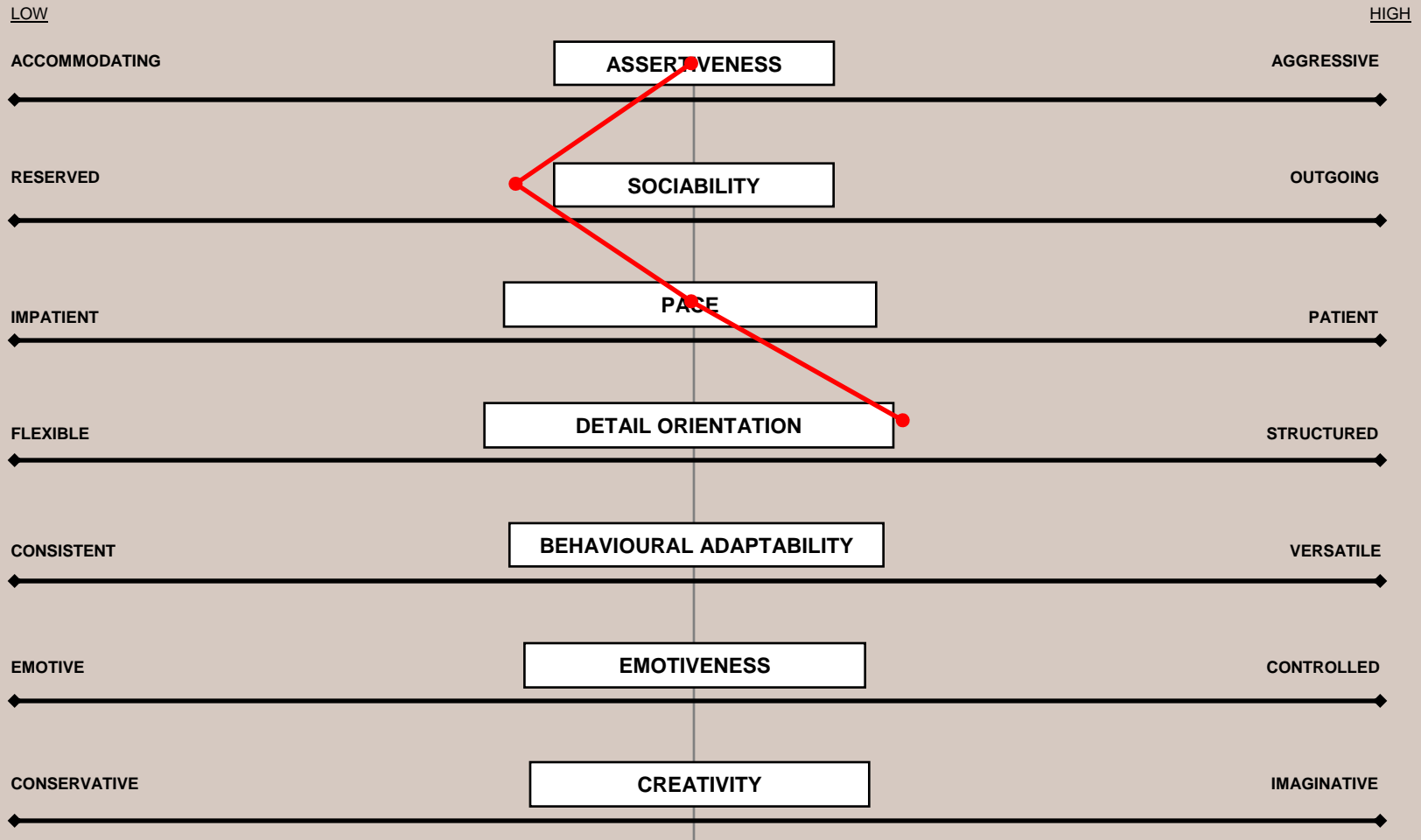
PPS MEASUREMENTS

Entry Level Engineer: High Performance Benchmark Model



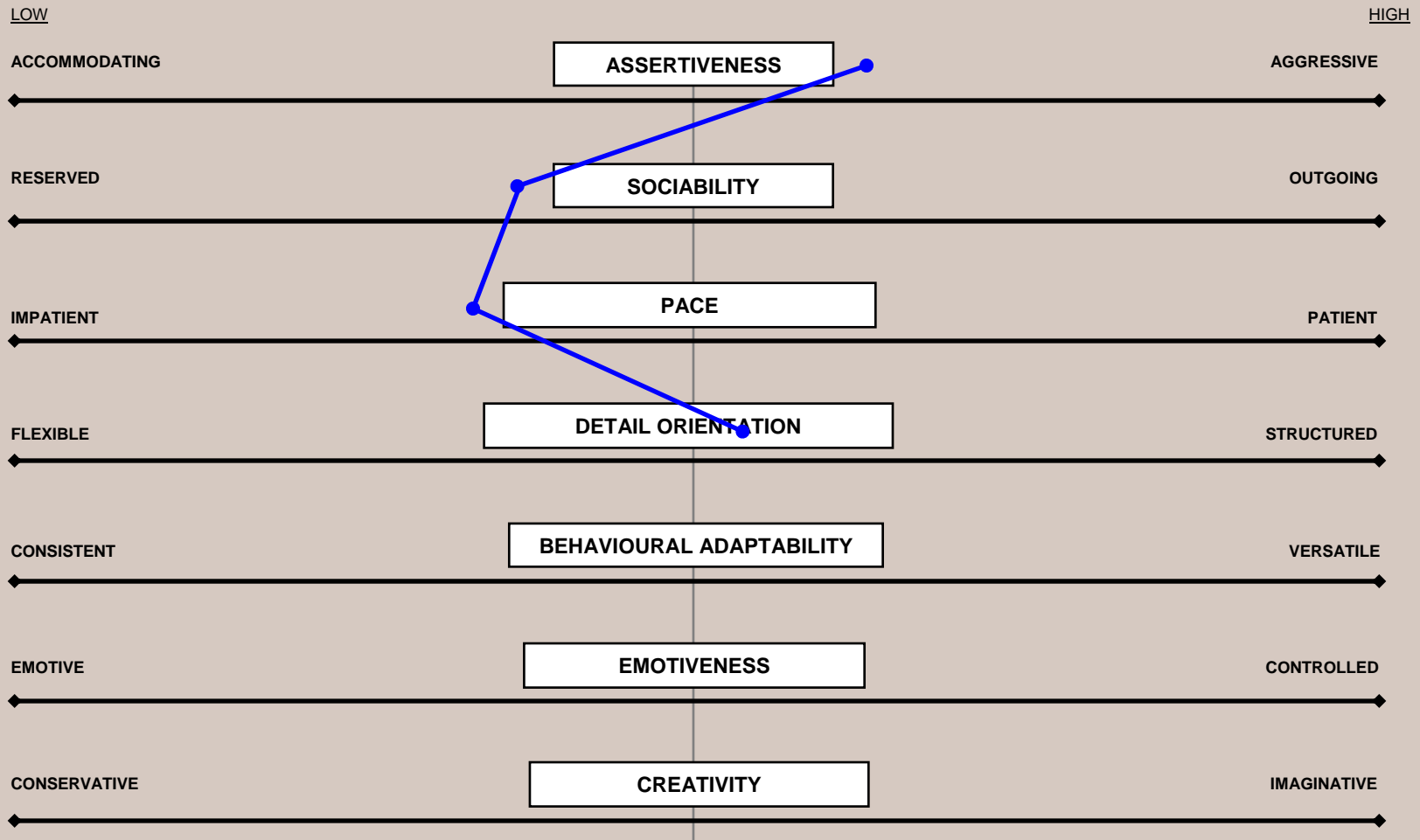
PPS MEASUREMENTS

Project Engineer: High Performance Benchmark Model



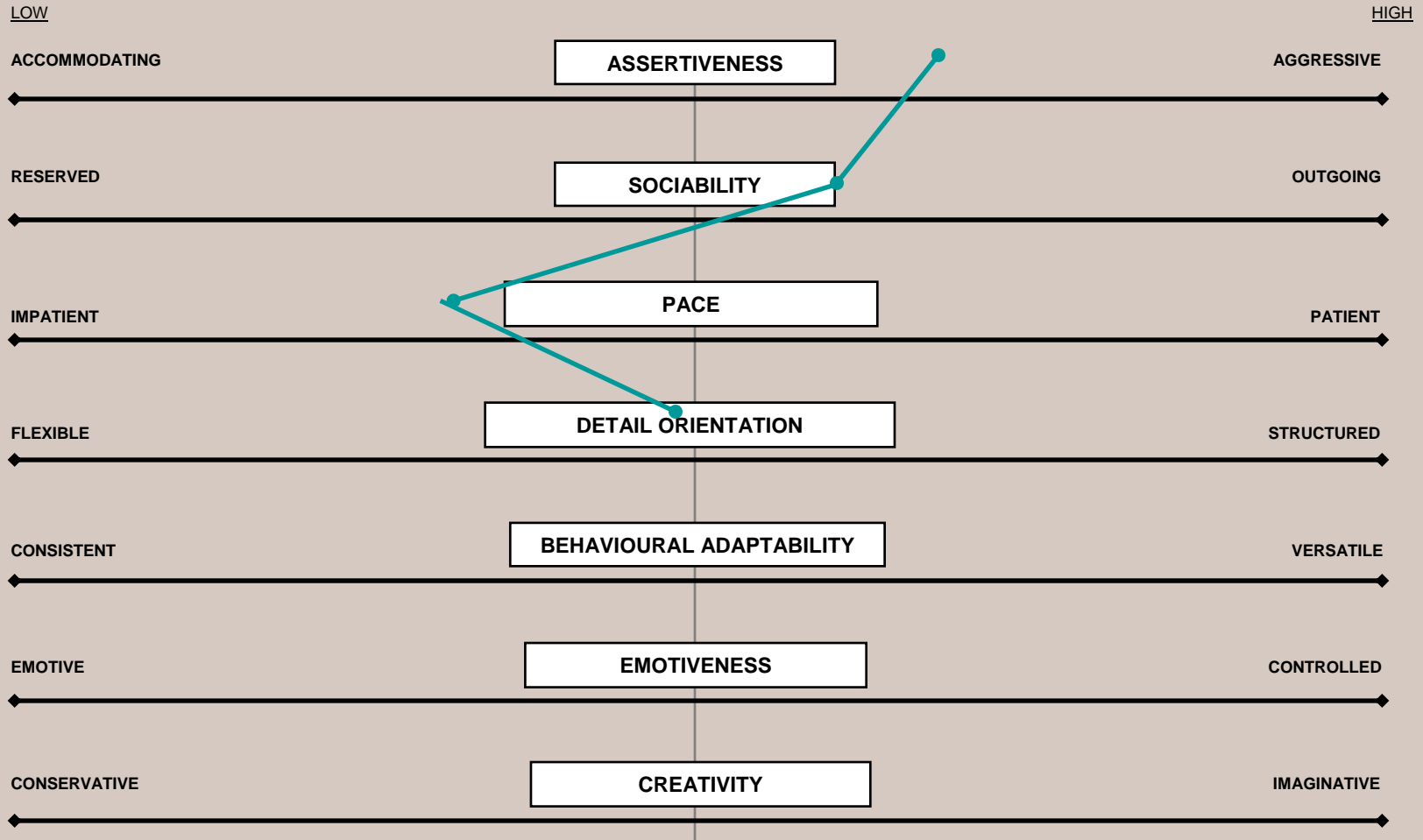
PPS MEASUREMENTS

Project Manager: High Performance Benchmark Model

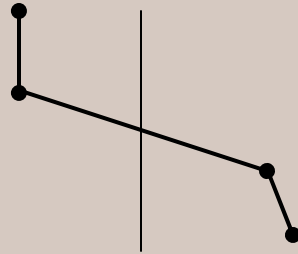


PPS MEASUREMENTS

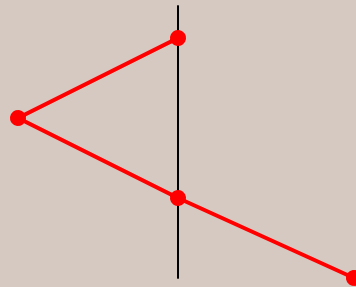
General Manager / Branch Manager / Business Development Manager: High Performance Benchmark Model



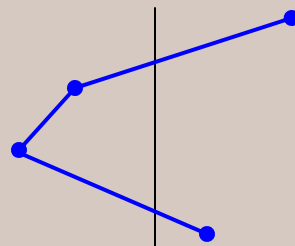
SUCCESSION PLANNING / CAREER DEVELOPMENT



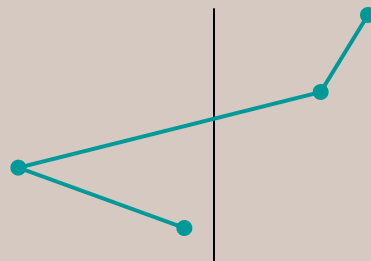
Entry Level Engineer



Project Engineer



Project Manager



**General Manager / Branch Manager /
Business Development Manager**

Concord has developed two instruments & software programs to measure job traits and employee / candidate traits:

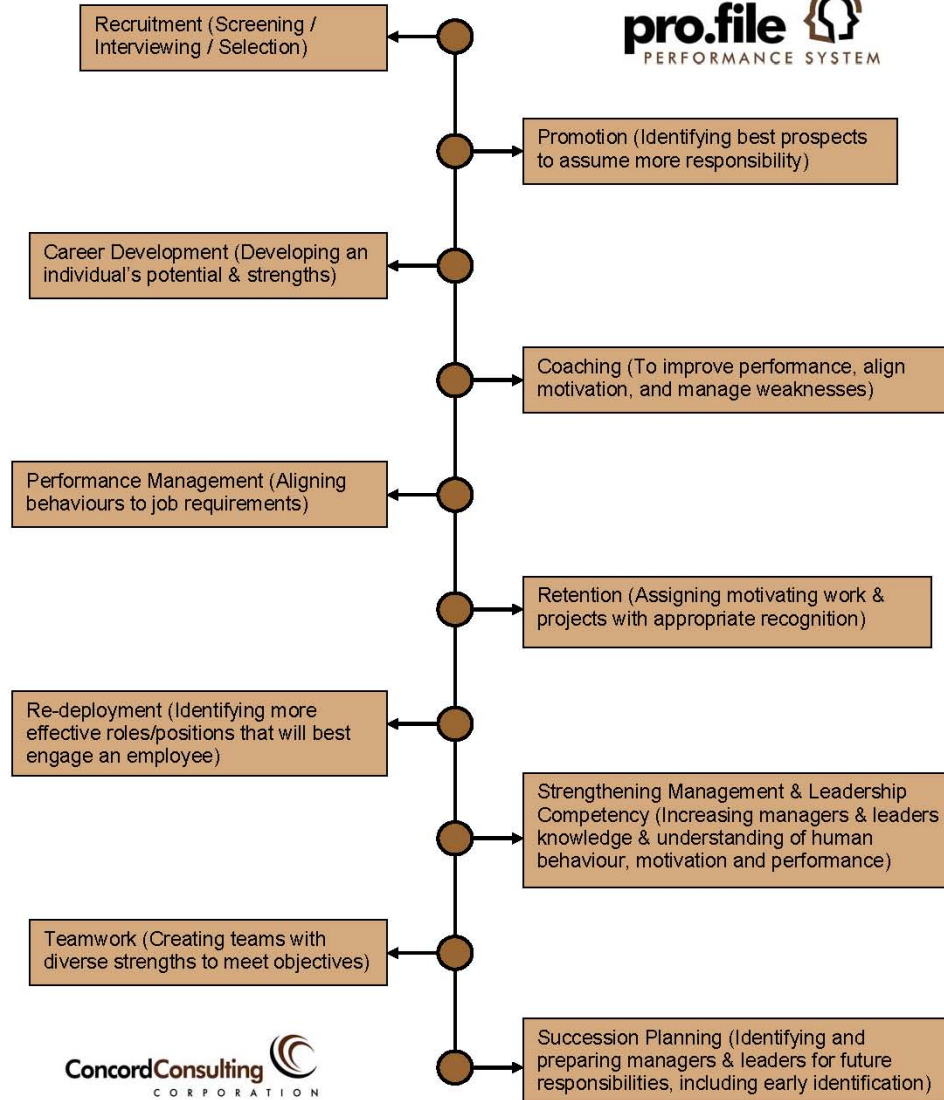
JPP

- **translates a job description into a job behavioral profile and identifies the necessary degree of the seven key “working traits”**

OPP

- **a Survey completed by an individual in 15 minutes that identifies how their characteristics compare to the JPP model**

Building High Performance Cultures: Developing Talent



Telephone: (780) 464-6688
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www.concordconsulting.com

CHALLENGES / BARRIERS TO:

Building a High Performance Culture (Improving Performance)

- Not enough of the right people in the right jobs
- Lack of clarity in roles, responsibilities and objectives
- Organizational structure not supporting growth
- **Accountability: Managers holding staff accountable to achieve their objectives – at all levels**
- Managers not having clearer and more accurate understanding of humans, and how they perform, and their best “fit” in an organization
- Understanding and responding to the motivational needs of staff – especially prospective leaders

TYPICAL CLIENT OBJECTIVES

- Reducing turnover
- Reducing the costs associated with selection
- Improving the performance of new hires
- Improving the performance of current employees
- Improving the quality of performance management
- Better identification of employee training & development needs
- Improving succession planning
- Developing better data about jobs and the appropriateness of management systems and practices

Contact us for a quotation / proposal to help your firm with any specific applications or the internal deployment of this program.

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