



École de gestion

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High Performance Organizations

Research and Practice

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Agenda

- Findings: Characteristics of high performing organizations
- Implementation
 - Public Sector Perspective
 - Designing for high performance
- Questions

Findings: Characteristics of a High Performance Organization

- Strategic clarity
- Flawless execution
- Resource management aligned with strategy
- Use of analytics to monitor and continuously improve execution and strategic decision making
- A performance-oriented organizational culture



Implementation: Public Sector

Characteristic	Public Sector Context
Strategic Clarity	Vision statements, business planning, “engagement and ownership”
Flawless execution=Program excellence	“Right people in the right roles, delivery standards set, innovation facilitated”
Aligned Resource Management	“Linkages between policy and programs”
Continuous measurement	“Balance quantitative and qualitative, individual and organizational”
Performance-oriented culture	“Tolerance for mistakes, <i>right</i> level of stress, achievement & accountability, consistent reward programs, clearly enunciated values”

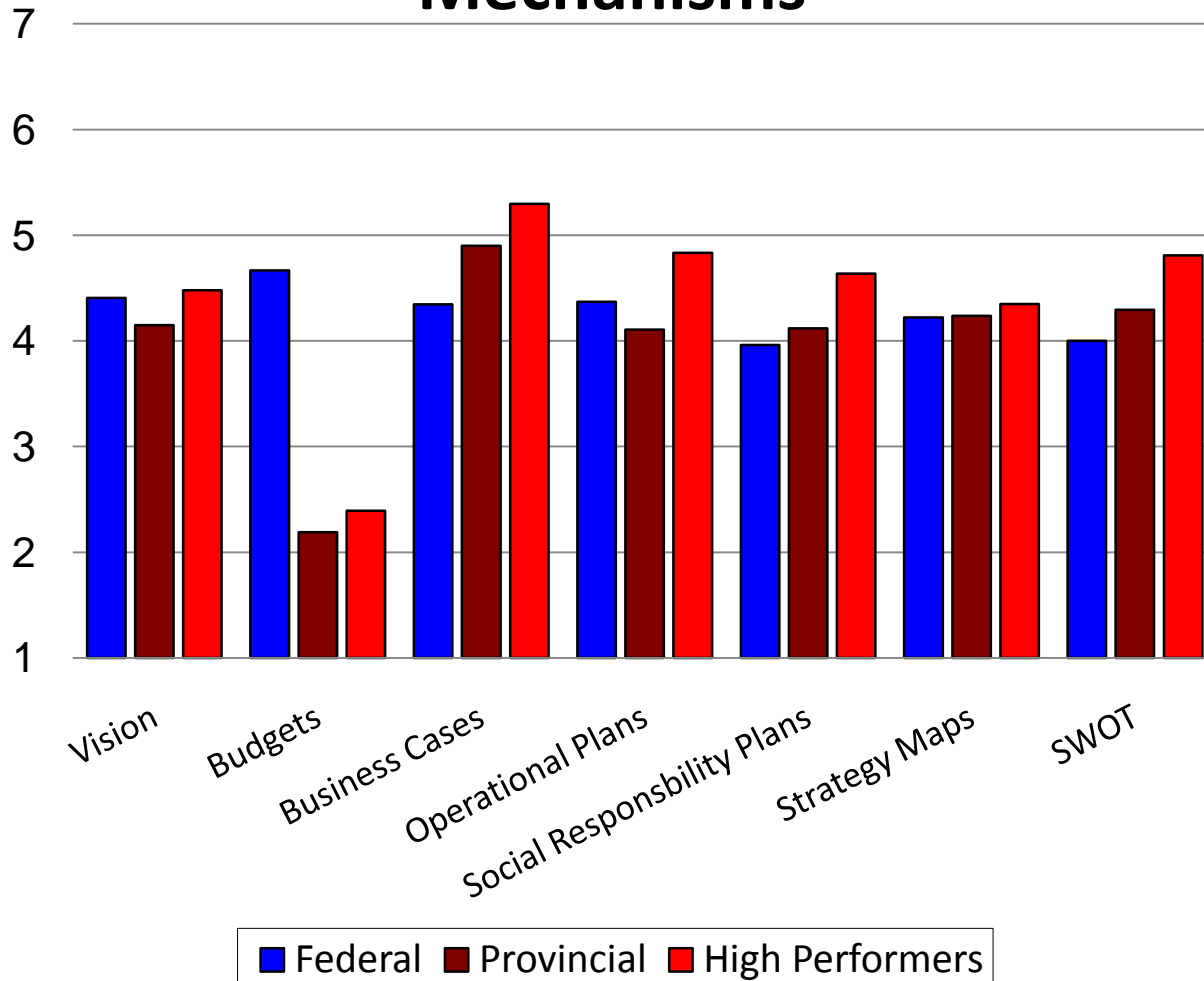


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Designing for Performance: “Strength up the Middle”

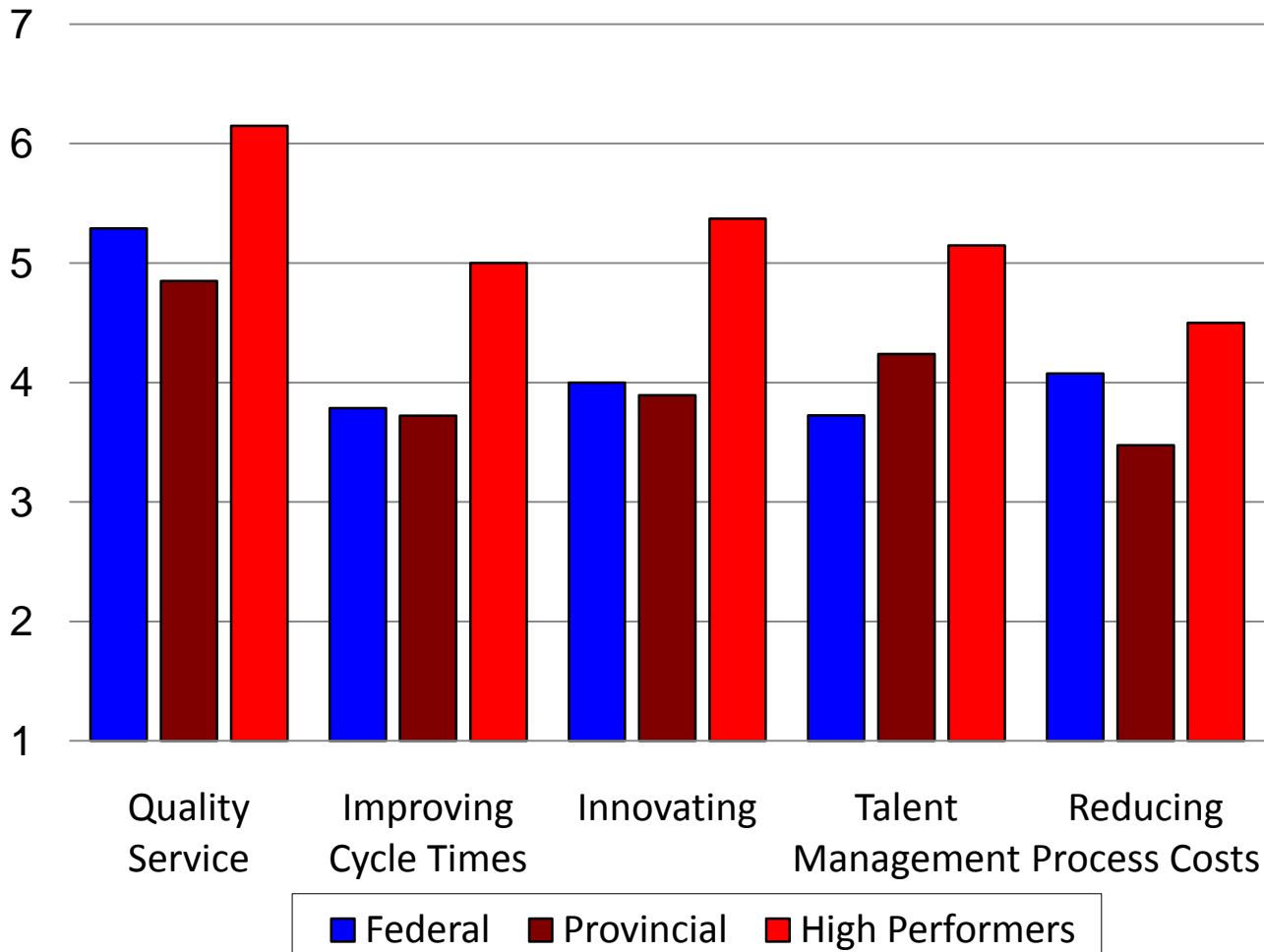


Strategic Clarity: Effectiveness of Mechanisms



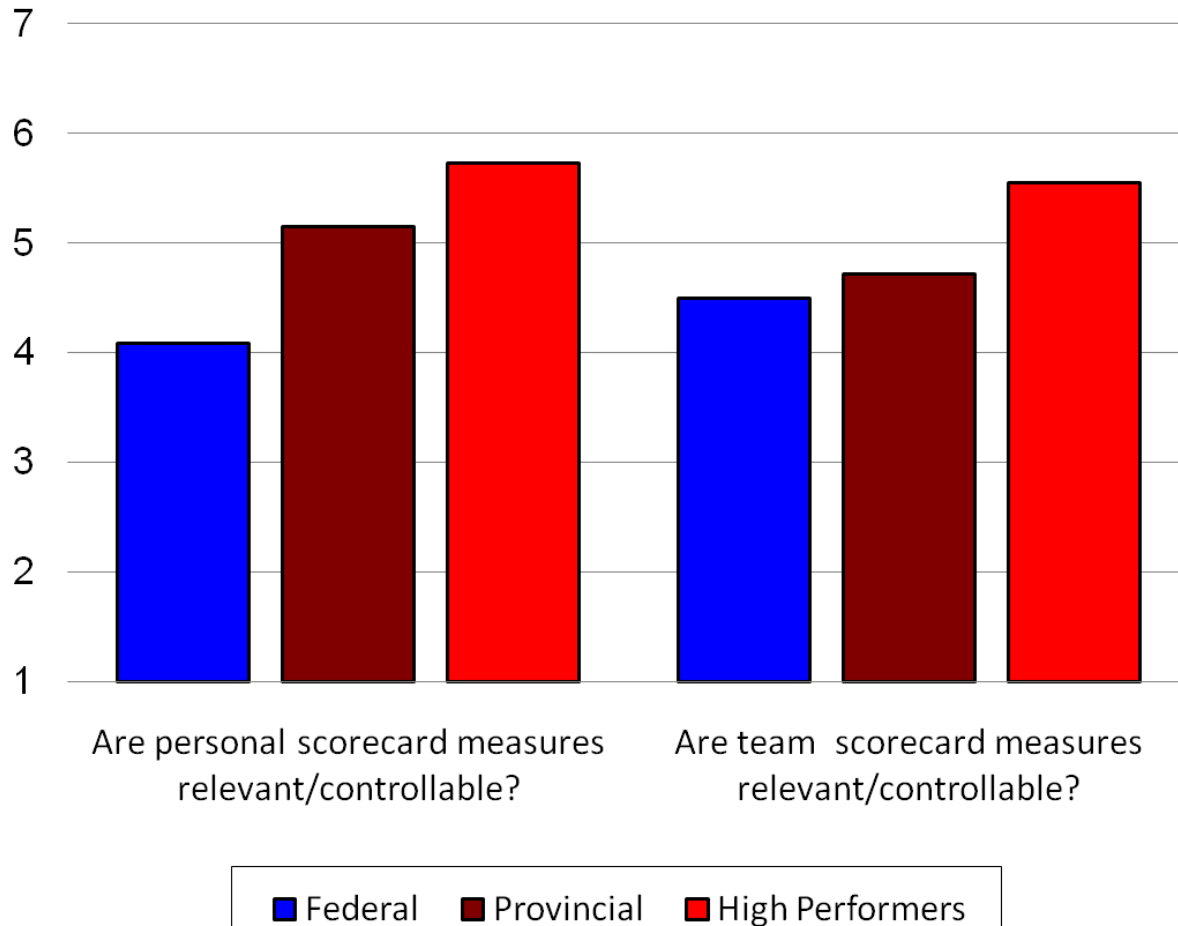


Program Excellence



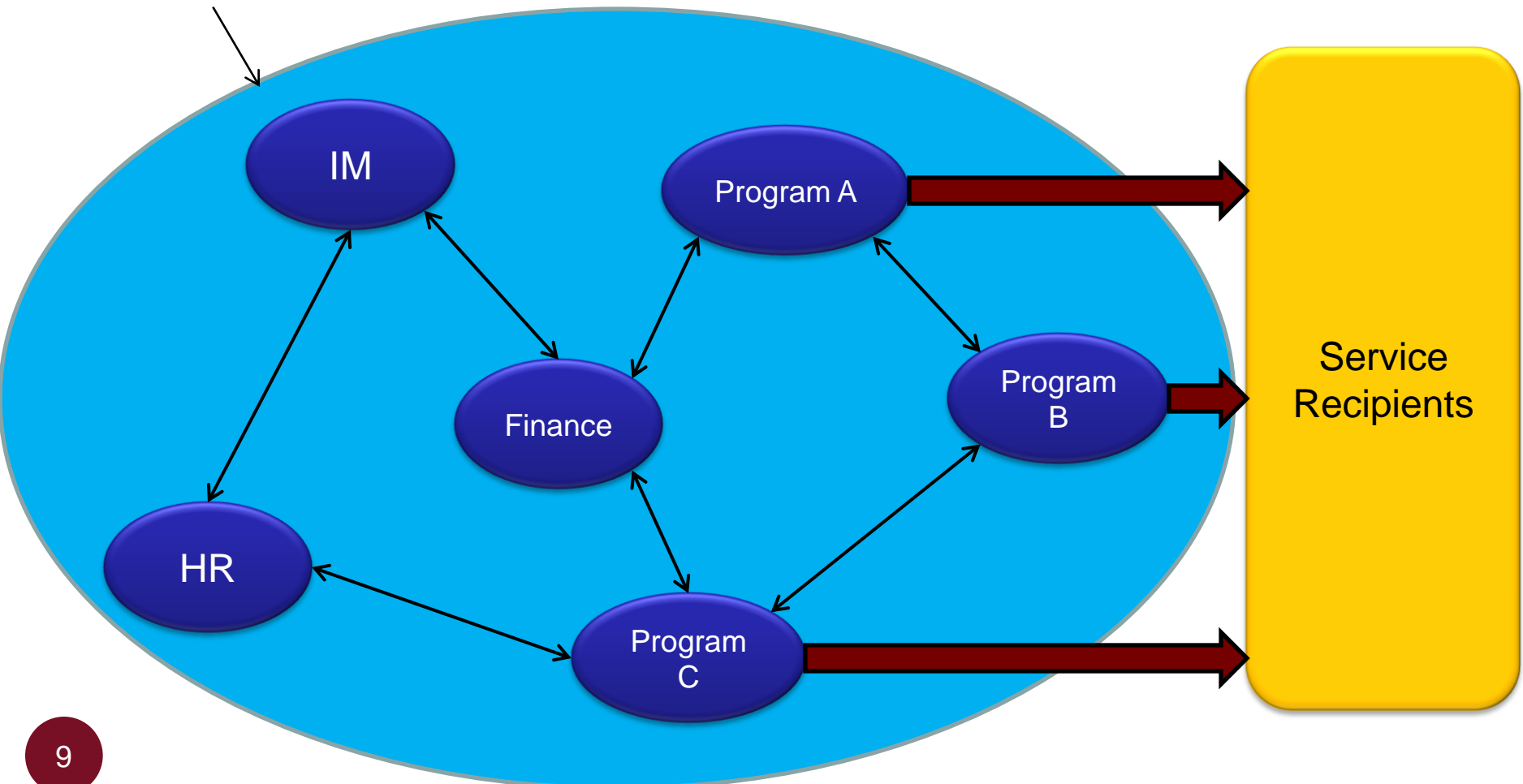


Measurement: Relevancy of Measures

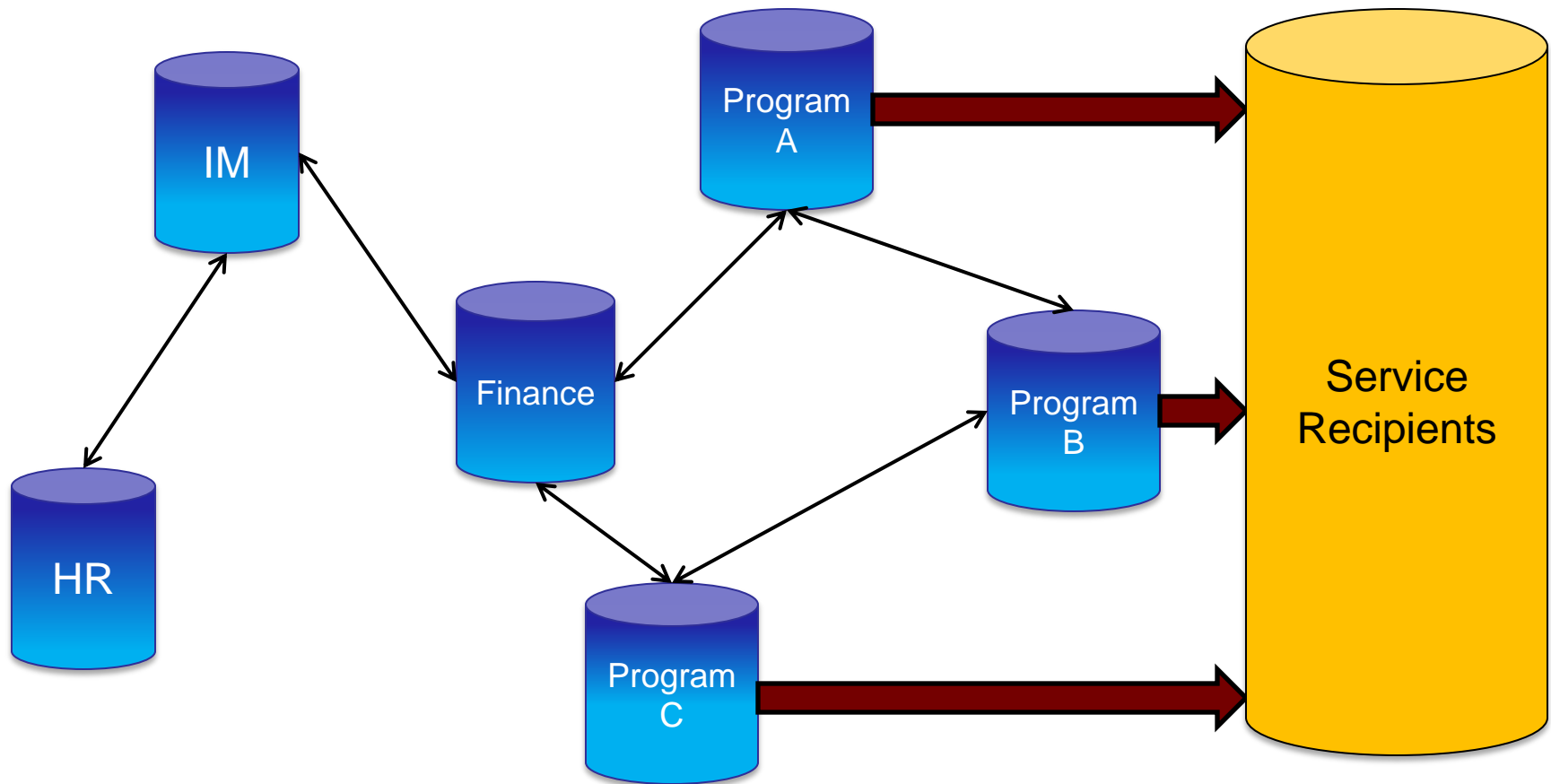


Designing for Performance: “Strength up the Middle”

Knowledge base



Designing for Performance: a more realistic view





Questions



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