Performance Engineering

A strategic method for designing an environment of high performance
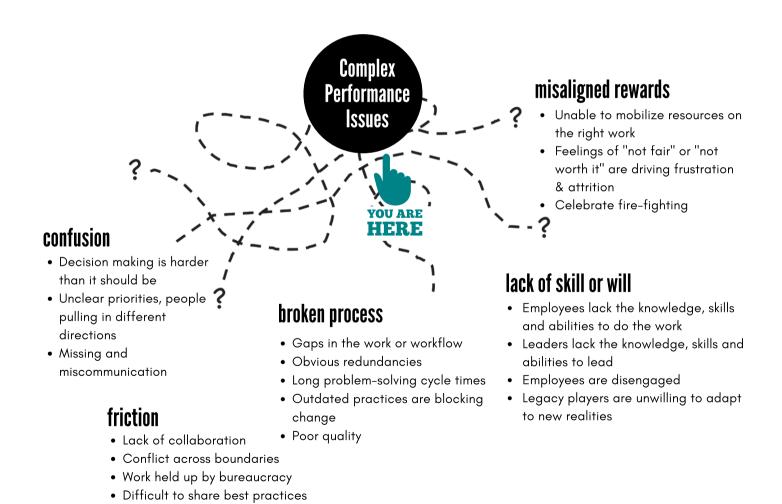
SLINGSHOT25

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Throughout the years working with teams of all sizes and capabilities, we have seen many of those teams wrestle with complex performance issues. Great things can be achieved when teams pull back and look honestly at what's working and what's not, get alignment on where they are going and what they need to achieve, and work collaboratively on solutions. **We call this Performance Engineering and we can lead you through it.**

How do you know if it's time to engineer a better future for your organization?

If you see these issues happening in your organization, it's time for a redesign!

Complex Performance Issues

YOU ARE **HERE**

misaligned rewards
- Unable to mobilize resources on the right work
- Feelings of "not fair" or "not worth it" are driving frustration & attrition
- Celebrate fire-fighting

confusion
- Decision making is harder than it should be
- Unclear priorities, people pulling in different directions
- Missing and miscommunication

broken process
- Gaps in the work or workflow
- Obvious redundancies
- Long problem-solving cycle times
- Outdated practices are blocking change
- Poor quality

lack of skill or will
- Employees lack the knowledge, skills and abilities to do the work
- Leaders lack the knowledge, skills and abilities to lead
- Employees are disengaged
- Legacy players are unwilling to adapt to new realities

friction
- Lack of collaboration
- Conflict across boundaries
- Work held up by bureaucracy
- Difficult to share best practices
- Information does not get to decisions makers
- Handoffs between teams are fumbled

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Performance Engineering Outcomes

Creating an environment where your organization can reach its full potential means intentionally creating solutions in the following elements that shape your organizations' performance:

CLEAR ACCOUNTABILITY
- Individual expectations are clear
- Employees have high levels of empowerment appropriate to their role
- Leaders follow up and coach gaps in expected performance

THE RIGHT PEOPLE
- Employees and leaders have the right skills for the work
- Destructive behaviors are not accepted
- Employees and leaders are satisfied and contributing at high levels

CAPABLE PROCESSES
- Processes enable collaboration across boundaries
- Teams are easily able to share best practices
- Effort yields results
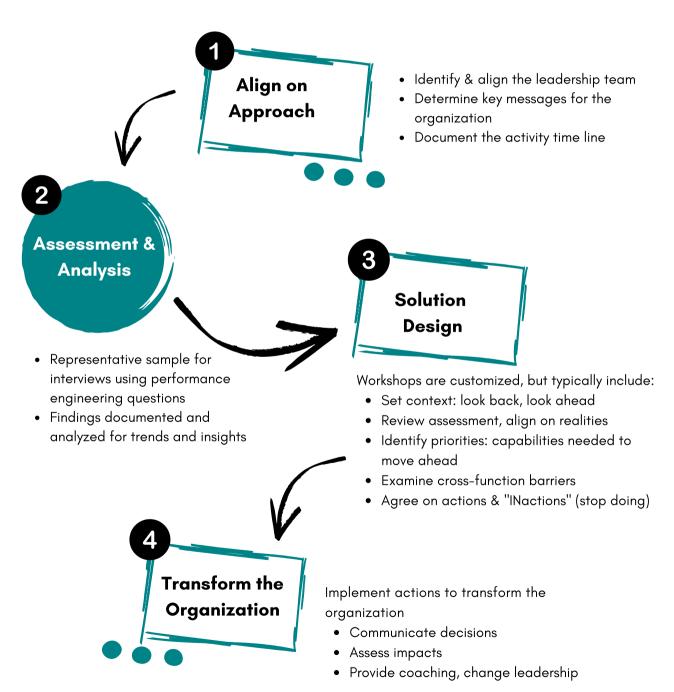
STRUCTURAL INTEGRITY
- Decision rights are clear
- Teams are able to resource the work
- High trust/low politics exist across the organization
- Expert resources are available to employees

STRATEGIC UNITY
- Strategic priorities are clear
- Leaders make decisions & communicate changes
- Employees believe that strategies will yield results (buy-in)

The Performance Engineering Process

We'll guide you through a clear process to help you achieve the outcomes you need. We're not going to pretend this process isn't messy and we guarantee we'll hit some bumps along the way, but we'll keep you focused on moving forward and sorting through the complexity of the issues.

1 Align on Approach

- Identify & align the leadership team
- Determine key messages for the organization
- Document the activity time line

2 Assessment & Analysis

- Representative sample for interviews using performance engineering questions
- Findings documented and analyzed for trends and insights

3 Solution Design

Workshops are customized, but typically include:
- Set context: look back, look ahead
- Review assessment, align on realities
- Identify priorities: capabilities needed to move ahead
- Examine cross-function barriers
- Agree on actions & "INactions" (stop doing)

4 Transform the Organization

Implement actions to transform the organization
- Communicate decisions
- Assess impacts
- Provide coaching, change leadership

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ABOUT SLINGSHOT25

At Slingshot25, we obsess about what it feels like to work in an organization. We've worked in organizational performance roles for large, complex companies for over 25 years. In that time, we experienced the good and bad of what organizations tee up. We've seen bad bosses, poorly managed changes, tangles of unnecessary bureaucracy and ever-changing strategies. Believing something better is possible, we never gave up. We stayed on the front lines, trying several approaches to make the workplace better for people. Some of our ideas worked. And when they didn't, we learned and continued to refine our approach.

Now our mission is to share our experience with you.

In all that we've learned, one lesson stands out above all others: **Leaders create your company's culture and drive your company's performance.** Pure and simple. Companies with healthy cultures and high performance have leaders who understand what it really means to lead others and act in ways that bring out the best in your teams. We are exited by the potential to help you make this a long-lasting reality in your organization.

Jackie Pelland & Courtney Smock
Slingshot25 Founders