

Reaching HIGHER

A PERIODIC PUBLICATION BY SAMI

CULTURE CORNER

The “S” Word

The most frequent concern we encounter as we introduce and implement the *Performance Culture*™ with our prospects and clients is the “S” word, sustainability. After accepting the opportunity to improve exists and has substantial value and mentally resolving the challenges of cost, resourcing, and timing, the next discussion always gravitates to our approach to sustainability. Recognizing there is no guarantee to the sustainability of improved performance, there are some basic enablers that must be in place to maximize the likelihood of lasting change. The basic enablers described below may in fact represent significant changes to an organization and may take time to accept and establish as routine behaviors of the organization. The speed at which these enablers are established will tend to expedite the time required to reach sustainability. The fundamental enablers we seek to establish are:

- *Leadership Focus* – The Sponsor and the Champions of the improvement initiative must consistently reinforce the need and required outcomes of the project. Visible and vocal support advocating the improvement efforts by leaders will validate to the organization the importance of the project. As we all know, people tend to focus on what they believe their leaders deem important.
- *Functional Governance* – The governing bodies of the Steering Committee and the CCC (Champions/Coaches/Consultants) forum must be functioning at the appropriate levels and willing to hold all participants **accountable** to achieve the performance goals. The Steering Committee is typically comprised of the most senior leaders in the organization and should maintain focus on project pace, project results and organizational barrier removal. The CCC is typically comprised of business unit leaders, internal coaches, and SAMI consultants and should maintain focus on functional metrics, work process compliance, and behavioral barrier removal. Both governing bodies are intended to be accountability forums for the staff supporting the improvement project.
- *Integrated Communications* – Timely and effective communication across functional organizational boundaries must become routine and expected. Open, frequent, and direct communication amongst all functions supporting the improvement effort is required to enable the path to sustainability. This most basic enabler is sometimes the most challenging to establish due to organizational politics, territorial mentalities and individual personalities. However, it may be the single most important enabler to minimize the time required to achieve sustainability.
- *Extended Coaching* – Commitment of resources to coach the organization over an extended period (nine to twelve months) is required to embed the behaviors into the organization. The coaching tends to begin in a “broadcast” mode as the improvement initiative begins to create understanding and awareness. As the project begins the drive toward sustainability, the coaching shifts into “target” mode to focus on eliminating the behavioral barriers to sustainable performance.
- *Process Discipline* – All roles must comply with the requirements of the revised work processes. This enabler begins with a clear understanding of each role being communicated to the organization. After developing this understanding of responsibilities and accountabilities, any process variances must be immediately identified and corrected.
- *Frequent Measurement* – The organization must commit to routine and frequent behavioral measurement. A quarterly evaluation to identify progress and gaps in the path to sustainability should be implemented and utilized to develop action plans. The behavioral measurement eventually becomes the barometer of sustainability.

The path to sustainable performance is different for each organization as the establishment of these enablers is dependent on the capabilities and competencies of each organization. The time it takes to achieve sustainability also varies for each organization as every organization accepts change at a different rate. However, we have observed and determined that the sooner these enablers are established, the sooner we can have serious discussions regarding sustainability. Clients concerns over the “S” word are sometimes valid, but, every organization will reach sustainable performance over some period of time. The key is to pick the correct level of performance that represents success which fits the time the organization is willing to commit.



inside

- The “S” Word
- SAMI Is Evolving
- Still Here
- Self Evaluation

CHANGE

SAMI Is Evolving

As we all know, change can be very difficult. Over the last twelve months, SAMI has faced many changes which were difficult and challenging on both a personal and professional level.

Brad Peterson, SAMI Founder, passed away earlier this year. Brad was the visionary and strategist that laid the foundation for SAMI and led our growth for the last twenty years. His legacy remains alive through the values he established in our firm which we will continue to perpetuate. Brad's leadership and mentoring is missed every day!

Bob Moran, one of our original Project Managers, passed away earlier this year. Bob was a U.S. Marine that attacked each assignment with the unrelenting discipline to achieve success for his mission. He was a tactician that contributed greatly to conceiving and documenting our current methodologies. Bob's field leadership and discipline will be sorely missed by our Operations team.

SAMI World Headquarters has been relocated to New Orleans, LA. In our effort to respond to changing market conditions and optimize our cost base, we decided to locate WHQ in a more cost effective and desirous locale. We are now conveniently located minutes from Louis Armstrong International Airport (MSY), so feel free to visit on your next trip to the Big Easy!

We welcomed two new members to our team, Stefani Bond and Val Fernandez! Stefani manages WHQ and all things administrative for our company. She joined our team in Q1 to support WHQ relocation and has quickly become proficient and relied upon for an endless number of challenges. Val Fernandez also joined the team in Q1 as a Relationship Development Associate. Val brings years of experience and refined methods to support our Sales team in developing our prospect pipeline.

Despite these challenging changes, what remains a constant is our commitment to assist our clients in Reaching Higher by implementing the *Performance Culture*.

NOTEWORTHY

• Still Here

Do you remember events of twenty years ago? I suspect there is one event on the list below that you were not aware of!

- US banned the use of leaded gasoline
- The XXVI Olympic Games were held in Atlanta
- Bill Clinton accepted nomination for a second term
- Microsoft and AOL merged
- Strategic Asset Management Inc. was established

That's right, in August 1996, SAMI was founded with a commitment to assist our clients in sustainable performance! We are still here twenty years later! SAMI would like to offer our sincere thanks to all of our clients and team members that have supported our longevity and success. Thank You!

• Self Evaluation

Not all prospective clients have the appetite for a detailed analysis of their exiting culture, despite being curious if they have a *Performance Culture*. Recognizing this, SAMI developed an executive self-evaluation tool that is a high level analysis of the existing culture. The DIY Executive Scorecard provides a quick and easy evaluation of the organizational culture and exposes gaps in specific elements that are barriers to a *Performance Culture*. To derive the maximum benefit from the tool, it is recommended that a cross functional team of executives evaluate each behavioral statement and come to a consensus score. The score has some predictive value, however, the dialogue generated from scoring has greater informative value.

If you are interested in evaluating your organizational, connect to the DIY Executive Scorecard through the following link: <http://bit.ly/1LsKpUI>

Please contact SAMI if you would prefer a more detailed evaluation.

