

# THE SECRET TO HIGH-PERFORMING ORGANIZATIONS



“People don’t come to work to get a 25% share or to get a 20% return on assets. They come to get meaning from their lives.”

# Meaning:

Giving work a greater sense of *personal significance*, thus making work *matter*.

# The Markers of Meaning

1. Doing work that matters
2. ↑ Learning & growth
3. ↑ Competency/self-esteem
4. ↑ Autonomy/influence
5. Caring/teamwork/authenticity
6. Feeling a connection with & confidence in leadership & the mission
7. Being free from corrosive behaviors

# Do-Loop



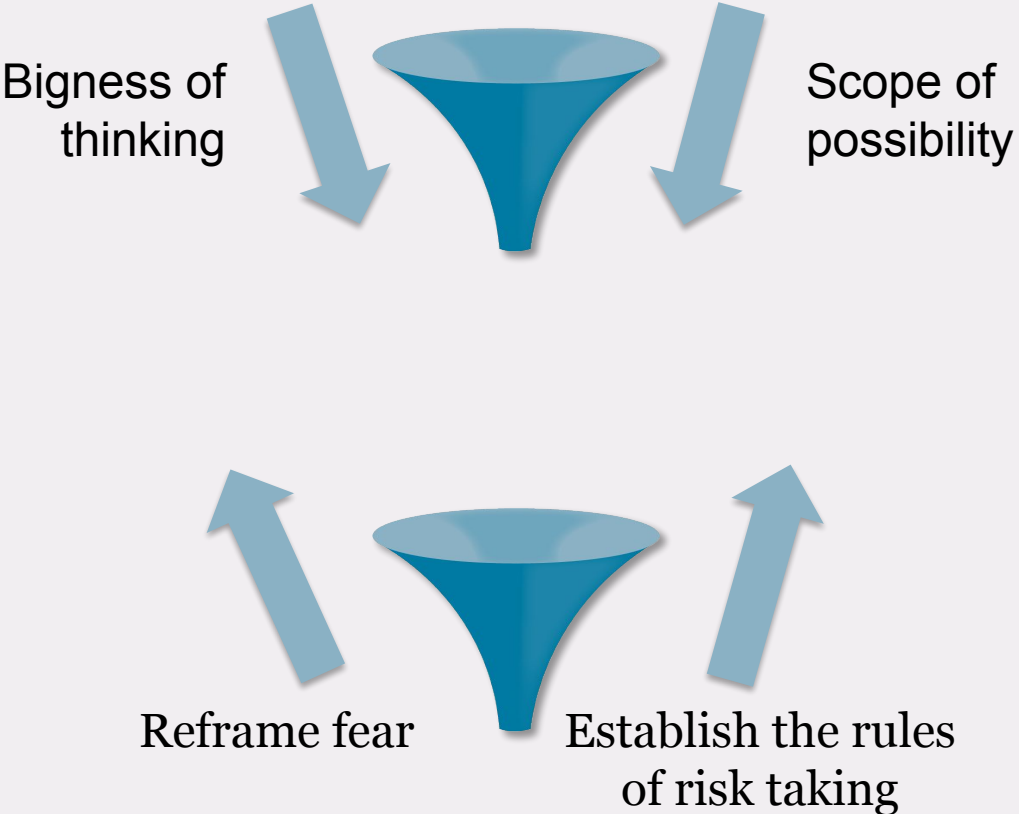
Listless Organizations

# Learning-Loop



Learning Organizations

# The Fear of Failure Funnel



# **3 Ways to Fail**

**1) Quit**

**2) Don't Improve**

**3) Never Try**

**Failure doesn't happen to you,  
it happens for you**



A man with glasses and a beard is completely encased in a thick layer of white bubble wrap. He is standing in a workshop or garage. To his left, another man in a black t-shirt is actively tearing the bubble wrap away from the man's arm. In the background, there are various workshop items, including a metal cabinet with drawers, a gas cylinder, and some equipment on a table. The scene is brightly lit.

**TEAR THE  
BUBBLE  
WRAP  
OFF**

# The Care Package



Show warmth, an interest in their well-being, a desire to connect, and authenticity.

Help someone with a circumstance – dig in and help solve a problem.

Keep your commitments.

Appreciate, respect, encourage, empower.

Take the time, especially when you don't have it. They'll notice.

Listen – really listen – it's what caring human beings do. Be present.

Treat others time as if it was as important as yours.

Be as passionate about their growth, development, and career as you are about your own.

# Spell Out the Difference Between Good & Great

Key Performance Vector	Goodness	Greatness
Leadership	You work hard at leadership. You get things done. Your cross-functional partners and direct reports like working with you.	You can't help but lead because others want to follow.
Thinking & Acting Decisively	You make firm decisions, with sufficient data in hand.	You make firm decisions, with sufficient data <u>and</u> stakeholders in hand (people need to weigh in before they can buy in).
Getting Things Done	You make things happen.	You make the right things happen, before you're asked. And you over-invest in leaving footprints (legacy work).
Risk Taking	You let fear smartly temper your risk taking – well thought through, calculated risks only, please.	You fear not taking calculated risks.
Priority Setting	- Trash compactor management - You brutally prioritize and compact your work load, focusing on delivering the most important things.	- Accordion management - You continually re-prioritize, contracting and expanding your workload by adding more high value work, taking off low value work, and flowing to surges.
Capacity	You personally take on and crank through any priority you're given.	You make it personal for others to take on as well.
Strategic Thinking	You consistently lead management's thinking.	You consistently lead, and largely finish, management's thinking (with thorough, strategic thought).
Intelligence	You have great intelligence (IQ).	You have great emotional intelligence (EQ) as well.
Attention to Detail	You have an eye for detail.	You helicopter up and down fluidly.
Problem Solving	You consistently solve problems with solid thinking.	You bring problems management didn't know they had, along with solutions (beating snakes out of the grass).
Vision I	You set clear, inspiring visions.	You set the vision with the end state clearly in mind – and set a course to connect the dots in between. You over communicate your vision.
Vision II	You thoroughly understand the vision for your products/category/division and make smart supporting decisions.	You routinely think beyond your title.
Follow Through	You follow through on the important things with excellence, and pick and choose the rest.	You follow through relentlessly – even if it's to say you aren't following through. You inspire an unwavering sense of confidence that you've "got it covered."
Organizational Contributions	You've made significant contributions working in the system and improving "the smell of the place."	You've also led unexpected contributions working <u>on</u> the system that have changed the DNA of the place.
Growing Capability	You invest in your people – they'd all say they've learned from you.	You've become a "destination category."

A long wooden pier with white railings extends from the foreground into the distance, leading towards the horizon over a calm ocean. The sky is bright blue with scattered white clouds. The perspective is from the end of the pier, looking down its length.

**Our purpose is the Profound Why,  
our legacy the Profound What.**

**—Scott Mautz**



A long, straight asphalt road stretches from the foreground into the distance, vanishing at the horizon. The road has a yellow dashed center line and white solid edge lines. The surrounding landscape is a flat, arid plain with sparse, dry vegetation. In the far distance, a range of dark, silhouetted mountains is visible against a clear, light-colored sky. The overall mood is one of vastness and forward movement.

As we broaden our horizons,  
we narrow our inhibitions.

—*Scott Mautz*

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# MAKE IT MATTER

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HOW MANAGERS CAN MOTIVATE  
BY CREATING MEANING

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