

Peak Performance: Aligning the Hearts and Minds of Your Employees

Jon R. Katzenbach

Harvard Business School Press, 2000, McKinsey & Company, Inc.
Author of *Teams at the Top* and coauthor of *Real Change Leaders* and
The Wisdom of Teams

“Forget those cookie-cutter management advisers who have the same solution for every problem. Katzenbach helps you find the right approach to energize your organization. His strategy makes sense, and it works.”

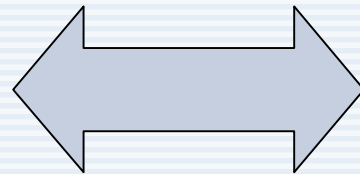
John W. Rowe

Maintaining the critical balance

How the best organizations harness and maximize the positive emotional energy of their workforces?

Entreprise performance requirements

- shareholder return
- market share
- customer satisfaction
- core capability development



**The power of
emotional
commitment**

Individual fulfillment needs

- source of livelihood
- direction, structure and control
- identity purpose and self-worth
- belonging and social interaction

Peak performance – better than the norm, better than expected, better than the competition, and better than similar workforces in other places

Aligning the Hearts and Minds of Your Employees

Emotional commitment

Balance between enterprise performance and employee fulfillment

Sources of energy

Peak performance workforce

**Five balanced paths
MVP, P&M, ES, IA,
R&C**

Capability and discipline to selectively develop a set of tools

Five balanced paths

- **Mission, Values, and Pride** - U.S. Marines, McKinsey &Co
- **Process and Metrics** - Avon, KFC
- **Entrepreneurial Spirit** - BMC Software, i2 Technologies
- **Individual Achievement** - McKinsey &Co, SWA
- **Recognition and Celebration** - SWA, KFC

Composite summary of five paths

Path	Conditions	Sources of Energy	Applied approaches
MVP	Rich history, noble purpose, value-driven leadership	Magnetic leaders, compelling legacy, Impossible dreams	Broader pictures, true value of people, articulating what matters most, purposeful selection
P&M	Behavioural consistency, clear measures, mature marketplace, continuous improvement	Unrelenting customers, dynamic marketplace	Performance transparency, distribution leadership broadly
ES	High-risk, high-reward opportunities, employee “ownership” potential	Magnetic leaders, impossible dreams, dynamic marketplace	Widespread opportunities, distribution leadership broadly, purposeful selection
IA	Highly ambitious individuals, individual growth and achievement of prime importance	Unrelenting customers, dynamic marketplace	Articulating what matters most, performance transparency, purposeful selection, widespread opportunities
R&C	Work is not intrinsically stimulating, monetary rewards are constrained, unskilled labor	Magnetic leaders, compelling legacy, dynamic marketplace	True value of people, generating collective energy, meaningful recognition and rewards

Implementation

- **How to choose and implement desired paths in your enterprise?**
- **How to create the energy sources?**
- **The ways to energize people and to choose the paths of balanced performance in the Ministry of Economic Affairs**