

Where are we on our path to High Performance?

A paradigm defines and creates social reality. It is the set of unconscious assumptions people carry with them by which they make sense of what they experience. People who act in different paradigms appear to each other to act and think in confusing, unpredictable, irrational, and immoral or unethical ways.

| Paradigm Dimension | Reactive | Responsive | Proactive | High Performing |
|--------------------|---------------|--------------|--------------|-----------------|
| Time Frame | Past | Present | Future | Flow |
| Focus | Diffused | Output | Results | Excellence |
| Planning | Justification | Activity | Strategy | Evolution |
| Change Mode | Punitive | Adaptive | Planned | Programmed |
| Management | Fix Blame | Coordination | Alignment | Navigation |
| Structure | Fragmented | Hierarchy | Matrix | Networks |
| Perspective | Self | Team | Organisation | Culture |
| Motivation | Avoid Pain | Rewards | Contribution | Actualisation |
| Development | Survival | Cohesion | Attunement | Transformation |
| Communication | Force Feed | Feedback | Feed Through | Feed Through |
| Leadership | Enforcing | Coaching | Purposing | Empowering |

An organisation's performance is a the direct result culture and the operative frame of reference supplied by that culture. The High Performing frame typically looks to: identify potential, navigate strategically, evolve through active management, create meta systems, and have holistic leadership. A 'dimension' can also be referred to as 'a lever for change' - an area of focus for change action.

The High Performance Programming (HPP) model was created by Linda Nelson and Frank Burns (Organization Transformation, 1983) and offers a perspective to assess what kind of organisation you are:

- Reactive
- Responsive
- Proactive, or
- High Performing.

The High Performance Programming model illustrates a way of thinking about the processes and strategies that can assist in transforming an organisation into a high performing one. The structure of the model provides a nested framework for diagnosing current levels of performance, as well as for understanding the potential for performance at the highest levels. The term “programming” is used to emphasise the fact that an organisation’s present performance level is a function of past implicit and explicit operating actions.

In the same manner, future performance will be determined by how the organisation’s culture is being shaped now. This critical issue is the key to unlocking the performance potential of an organization. **Change Leadership is the key to shaping the organisation’s culture.**