



## The Building Blocks of a High Performance Culture

### Introduction

The extraMILE model provides a framework, language and set of tools to help align individual talent and passion with the priorities of their organisation.

Research shows that when the extraMILE™ model is applied consistently, work becomes increasingly fulfilling and enjoyable. This in turn leads to increased productivity, better quality and more innovation.

The extraMILE Model is founded on four core factors (M-I-L-E) that intersect to create four extra dimensions.

### Four Core Factors

**1. Motives:** The values and beliefs that drive action.

Motives arise when values and beliefs come together. A person's

values are part of their inner make up, rooted deeply in who they are. They can help one take action in new. Beliefs develop through (and can be significantly influenced by) ones environment and personal history, as well as values, so they can help a person take action based on their previous experience.

**2. Infrastructure:** The systems, structures and resources that enable action.

These are the foundations on which a successful organisation is built. Effective systems and processes provide consistency and enable quality standards to be maintained. They must be fit for purpose so that every employee is enabled to deliver the results expected of them. Resources range from people through to plant and products essential to running the organisation.

**3. Efficacy:** The strengths, skills and competencies that enable action

Efficacy is more than “being effective.” It arises from the combination of two factors that enable a person to perform.

1. *Strengths* are natural, inbuilt talents and abilities;

2. *Skills* (which relate to an individual) and competencies (which relate to the application of skills in a specific job role) are learned and develop over time, as one gains appropriate experience and takes regular, structured development opportunities.

**4. Leadership:** The vision, values and priorities that drive action

A clear organisational vision is essential if employees are going to

give of their best and achieve what the organisation strives for. The organisation's shared values (when aligned with those of the individual employees) enable everyone to work together to deliver results according to the priorities the organisation has set. This, in turn, enables everyone to deliver the results expected.

### Four Extra Factors

Where these quadrants intersect, four extra dimensions emerge that one can control or influence to shape the future.

**5. Brand:** (Motives + Efficacy): what makes you, you.

Personal brand combines a person's efficacy and motives, bringing together what they're good at and what they love to do. A strong, positive personal brand is a critical factor in a person's success; it is what marks them out as being different and it describes their uniqueness.

**6. Culture:** (Infrastructure + Leadership): what makes us, us

Culture is a critical factor in how well individual and organisational values and priorities are aligned. It has many influences, including how goals, roles, processes, values, communication practices, attitudes and assumptions interact.

These elements fit together in a mutually reinforcing system, which can either inhibit or encourage change.

Every organisation has a culture; it is vital that action is taken to ensure that the culture is 'fit for purpose.' The culture grows as the vision, values and priorities are lived out day-to-day, in the environment created through the organisation's infrastructure and its leadership. Deciding the culture desired is easy; achieving it takes consistent and deliberate work.

Culture and behaviour change are brought about through the considered combination of very public, visible, and rational strategies, with more personal, invisible and emotional strategies. That is, it must combine the "hard stuff" with the "soft stuff."

**7. Alignment:** (Leadership + Motives): relationship between individual and organisation

Alignment describes where the organisational leadership (vision, values and priorities), and what really matters to individuals (personal values and beliefs), come together. Alignment between both leads to increased employee engagement, and arises from it too; it is a vital factor in organisational performance.

**8. Performance:** (Efficacy + Infrastructure): delivery against expectations

Ultimately, every organisation exists to achieve some over-arching purpose. Whether it is measured in terms of finance, profit, service delivered or altruistic objectives met, every organisation that wants to survive and grow has to deliver results. To do so, it must have a clear focus on its performance objectives and measures, and on every employee playing their part.

Performance results when the organisation's Infrastructure enables individual employees to utilise their Efficacy. This means it is essential not only that each employee has the right skills and capabilities; the organisation must also ensure its systems, structures and resources are specifically designed and used to enable and support the work effort of every employee.

