

# Excellence in a Box

A Performance Improvement  
Approach to Focus on  
*What Matters Most*

Presented by:

Janis Glenn,  
Certified Coach for  
Excellence in a Box

# Excellence in a Box offers...

- \*Performance by Design
- \*Excellence Scoreboards
- \*Executive Coaching

# Excellence in a Box is:

A proven approach, grounded in the work of

Douglas K. Smith, author of--

**Make Success Measurable**

and

**The Discipline of Teams.**

Doug is also the co-author of the landmark book,

**The Wisdom of Teams.**

# Excellence in a Box is:

- \* Performance-driven
- \* Challenge-centric
- \* Outcome-focused

# The Performance Challenge--

- \* A performance challenge identifies one or more opportunities or obstacles an organization could devote energy and resources to, in order to improve and/or achieve outcomes around a critical strategic/operational goal.
- \* It focuses effort and attention on some element of ***what matters most*** to your organization.

# Two types:

1. Traditional Performance Challenge...a 12-18 month or more timeframe
1. Breakthrough Challenge...a 6 to 12 month timeframe

# Performance Challenge Criteria:

- \* One of the top 2-3 “challenges” important to the organization or program...focuses attention on *what matters most*.
- \* Requires a leaders’ perspective...and *time*. (Whether for a traditional P.C. or a Breakthrough Challenge)
- \* Involves other...you can’t do this by yourself. It demands performance & engagement of others.

# Performance Challenge Criteria:

- \* Demands change to accomplish...it's *not business as usual*.
- \* You and others have something at risk—you hold yourselves accountable for these important outcomes by “*going public*.”
- \* It's a ripe issue...the performance challenge makes sense for the organization or program to work on *right now*.

# Focus on Outcomes...

*Sometimes it's harder than we might initially think!*

- \* Conduct a needs assessment among clients served by our teen parenting program.

Is this an outcome...or an activity?

# Outcome...or Activity?

- \* Create 100 new jobs within ABC agency's 10-block service area.

# Outcome...or Activity?

- \* Develop a strategy for serving emerging racial & ethnic populations in the community.

# Outcome...or Activity?

- \* Increase percentage of volunteers by 30% in 18 months, reflecting the racial & ethnic populations in service our area.

# SMART Performance Goals

- \* Specific

- \* Measurable

- \* Aggressive, yet achievable

- \* Relevant

- \* Time-bound

# Answer the question of...

\* How will you know success??!!

The performance challenge...including coaching to help design your SMART goals, objectives, work plan and Scoreboard... helps you ***tell a performance story*** about that element of your organization or program—about why your work/your mission matters—with evidence about how you're progressing at any point in time.

# Crafting a Performance Challenge

- \* Identify 2-3 of the most critical challenges facing your organization or program. (Choose issues where if you could improve performance and move the needle forward it would make a difference in both your current and future states.)
- \* Decide on a “breakthrough” challenge to work on today...one that you can focus resources/energy to achieve real **performance improvements that matter.**

# Crafting a Performance Challenge

- \* Write down a critical outcome you'd like achieve around this particular challenge that can be accomplished over a 12-month period.
- \* Tweak the outcome—how you'll know success—as needed to tell a mini-story about why this challenge matters.
- \* Check your breakthrough performance challenge statement—does it meet the criteria?

# Crafting a Performance Challenge

- \* Identify at least 2 objectives you must accomplish in order to be successful in implementing your breakthrough challenge. (Craft 1 of the objectives to be one that you could accomplish within 90 days of launch.)
- \* Use the SMART language in thinking about and crafting your objectives.
- \* Identify at least 3 activities essential to accomplish in order to implement 1 of your objectives. (Use SMART language here as well.)

# Crafting a Performance Challenge

- \* “Go public” by sharing your breakthrough performance challenge & objectives with your peers...seek feedback...coach each other to improve your challenges.

# Example:

*From identification of a critical challenge facing the organization—*

Declining membership, attendance and financial support for events at the Urban Performance Center.

To...

## Crafting a Performance Challenge...

Attract, build and retain new audiences for performances.

To...

Increase Institute memberships by 30% and increase revenue by at least \$100,000.

# To...

Increase the numbers of both new and renewing memberships by 30% over the next 6 months, while raising \$25,000 in revenue via the Internet and \$50,000 in new sponsorships by September 2010.

# Example:

*From identification of a critical challenge facing the organization—*

Reduce patient violence at a regional mental health facility.

# To...

Reduce patient violence by 25% and improve working conditions for nurses over the next 12 months.

# To...

Reduce patient violence in the 3 highest incident wards by 25% (from 60 to 45), while reducing total patient violence across all 6 wards by 50% in 12 months.

# Thank You!

For more information on  
Excellence in a Box, contact us at:

[www.pathways-llc.com](http://www.pathways-llc.com)

[janisglenn@pathways-llc.com](mailto:janisglenn@pathways-llc.com)