

PRIMED TO PERFORM

How to Build the Highest Performing Cultures Through the Science of Total Motivation

NEEL DOSHI and LINDSAY McGREGOR

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The Web site for this book is at www.primedtoperform.com.

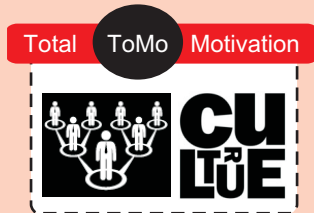
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MAIN IDEA

Everyone agrees having a good corporate culture is critical for success in pretty much every organization. So how do you systematically build a great culture and then sustain it?



The key to building a high-performance culture is to understand what drives peak performance in the individuals who work for your company. The simple fact is "why" you work always drives "how well" you ultimately do your work. Get the why right and everything else will follow.



Great cultures fuel what can be termed the "Total Motivation" (ToMo) of your workforce, and total motivation fuels performance. Build a great culture which maximizes ToMo and you light a fire that just might ignite a movement within your company. You create the ideal conditions for high performance to come about when you maximize ToMo.

"Total motivation is the common magic among the organizations we all admire. Fortunately for the rest of us, it is possible to improve an individual's or an organization's total motivation, creating higher levels of performance. With this tool, we can finally turn the art of creating high-performing cultures into an engineering discipline."

– Neel Doshi and Linda McGregor

1. What is total motivation (ToMo)? Pages 2 - 3

The key to building a high-performing culture is to start with a very simple concept – Understand your people's "Why". When you know that, you can measure their ToMo and find ways to increase your ToMo progressively over time. Do that and you automatically create higher levels of performance.

2. How does ToMo drive performance? Page 4

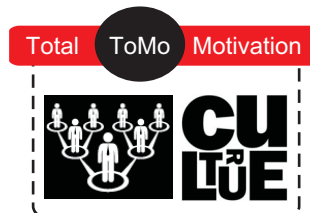
There is a direct link between high ToMo and adaptive performance within an organization. That's interesting because most of the time, adaptive performance is the key to innovation, creativity and delivering superior customer experiences. ToMo is even more powerful when it is used by an entire organization.

3. Why is ToMo missing in most corporate cultures? Page 5

Most companies use dashboards, performance evaluations and compensation programs which are designed to maximize and reward tactical performance alone. Our biases and reflexes get in the way of measuring and rewarding ToMo. It also means when we most need flexibility, we tend to freeze up instead.

4. How to build a high ToMo culture Pages 6 - 8

Once you understand what ToMo is and how to measure it, you're then in a position to use ToMo as the ultimate culture-building tool. ToMo can replace the folklore with data-driven answers. The steps in building a strong culture using ToMo are:



- 1 Do an all-hands ToMo survey
- 2 Get your leaders onboard
- 3 Understand your identity and "why"
- 4 Shape jobs to grow ToMo
- 5 Get everyone fighting competitors
- 6 Use pay-for-performance astutely
- 7 Right size your business units
- 8 Have good fire watchers
- 9 Use good performance metrics
- 10 Ignite a ToMo movement

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