

INSPIRING PERFORMANCE

HELPING ORGANISATIONS GAIN CLARITY & ALIGNMENT ON

- THEIR PURPOSE,
- STRATEGY &
- THE PLAN TO
MAKE IT HAPPEN

PEAK PERFORMANCE
METHODOLOGY
BACKGROUND



Peak Performance Strategy - Overview

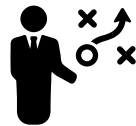
Peak Performance strategy helps businesses being the best that they can be by having clarity and alignment on their purpose, goals, business model and a plan to maintain momentum.

The programme runs over a series of 1-day workshops, using the globally recognised Peak Performance methodology. It includes practical tools and the outputs are co-created by key influencers from throughout your business.

Here are some of the benefits you'll get:

"Without this programme we would have carried on working hard, but in different directions. We now have a clear and co-created plan, and are on our way. We're inspired, and the future is looking great!"

Karl Geiseler, CEO, Biolytix



A COMPLETE STRATEGY WITH FRESH PERSPECTIVES FROM WORLDCLASS FACILITATORS



A PLAN THAT IS IMMEDIATELY ACTIONABLE AND OWNED BY THE ENTIRE BUSINESS, RATHER THAN JUST ONE PERSON



ONE 'SOURCE OF TRUTH' THAT ENABLES DECISIONS TO BE MADE AT BOARD, MANAGEMENT AND OPERATIONAL LEVELS.



THE ABILITY TO PRIORITISE TIME, MONEY AND EFFORT TO GENERATE MOMENTUM WHERE IT MATTERS MOST

The programme is split into three stages:

How it works:

1. Stage 1 & 2 often occur back-to-back. Stage 3 typically occurs 3-6 weeks later
2. The programme is delivered by Mike Pratt or Jamie Fitzgerald from Inspiring Performance
3. Each stage cost \$5k+GST and facilitator travel. Note: If you are NZ-based and have less than 50 staff you could be eligible for 50% funding from your Regional Business Partner and capability vouchers.
4. Smaller organisations may not require all three sessions. Contact us for more information.

1. CREATING PURPOSE & STRATEGY

HOW THE ORGANISATION CREATES CUSTOMER VALUE & WHAT IT WANTS TO ACHIEVE

Megatrends that must be embraced

The character and value-creating beliefs (what you stand for)

Inspirational Purpose: Why you exist and will make a difference

What you want to achieve: The Greatest Imaginable Challenge

2. CONVERTING PURPOSE INTO A PLAN

HOW THE ORGANISATION WILL DELIVER THE VALUE THROUGH TO CUSTOMERS (BUSINESS MODEL)

Business model/s within the business – how you deliver customer value

How you can deliver greater value in the future (using our various tools to test and highlight opportunities)

What you must overcome to achieve the goals, and how you'll do it

How you'll measure progress and ensure accountability

3. EMBEDDING & SHARING THE STRATEGY

HOW THE ORGANISATION WILL APPLY THE STRATEGY EVERYDAY (OPERATING MODEL)

Confirming the integrity of the future business model/s (post-validation)

Roles and responsibilities for delivering the strategic top challenges

Applying the strategy across all aspects of the business (operating model)

Communication plan to share the strategy, and links with culture, marketing, brand and more!

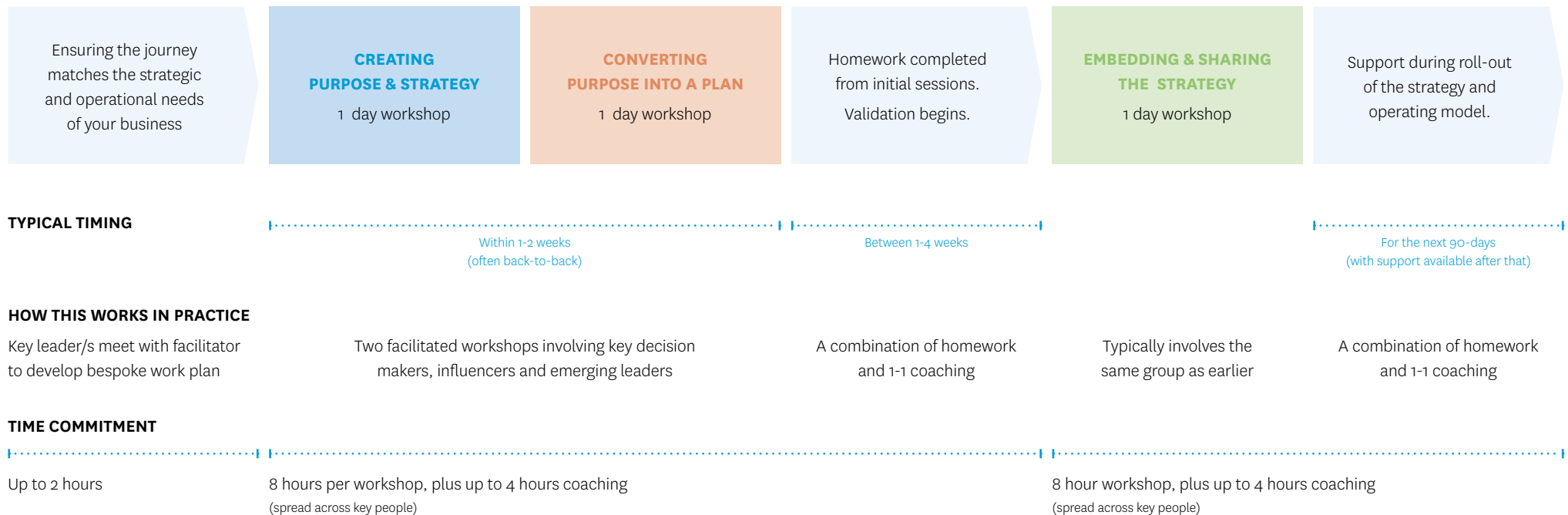
AFTERWARDS

At the end of these stages, we would discuss how the organisation could leverage other elements of the Peak Performance methodology

Peak Performance Strategy – Example Timeline

What you'll get from the process

Clarity and alignment on the value you create, where to play and how to win, what to focus on, and how to maintain momentum.



AFTERWARDS

At the end of these stages, we would discuss how the organisation could leverage other elements of the Peak Performance methodology

The Peak Performance story

The Peak Performance project was instigated in 1997 by Dr Mike Pratt, then Dean and Professor of Management at the University of Waikato in New Zealand, Clive Gilson, Professor of Human Resources and Dr Kevin Roberts then CEO of Lion Nathan, a major Australasian brewer.

As Dean, Mike was keen to develop a new kind of leadership programme designed for corporate leaders. Mike, Clive and Kevin were unconvinced by traditional leadership and organisational development in both theory and practice. There had to be a better way and a new approach was developed that combined academic and practical leadership experiences.

As avid sports fans, they knew that in the sports they followed for decades, one or two organisations remained in continuous contention. As this level of performance could not all be attributed to talented players who joined and left teams, they concluded that there had to be something significant about the leadership and organisations. They resolved to discover how they kept on winning.

After extensive research and thorough peer-review, the Peak Performance framework and methodology was born. In 1997 Kevin Roberts was appointed CEO Worldwide of Saatchi & Saatchi, the global ideas company. It was to prove a challenging role. The Saatchi brothers who had founded the company had just been forced out by shareholders, the company was facing a serious financial crisis and it was losing clients. This difficult situation was an ideal place to put emerging theories to the test. Saatchi & Saatchi became a global business laboratory with around 7000 people in 150 offices in 90 countries. This real-time research, theory development and practical implementation honed the ideas behind Peak Performance and inspirational leadership. The financial difficulties at Saatchi & Saatchi were quickly resolved. Within a year

the company was demerged from its holding company and floated on the London Stock Exchange at £1.10. Two-and-a-half years later with the stock price at £5, Saatchi & Saatchi merged with the Publicis Groupe.

The Saatchi & Saatchi success story was noted by the new CEO Worldwide of Procter & Gamble, A.G. Lafley. A blue chip giant with a proud history of 165 years, P&G had fallen into financial difficulties, with its share price dropping by approximately 50 percent over less than a year. Lafley turned to Peak Performance.

The task was to develop a shared Purpose for the company and to enhance their inspirational leadership potential towards that Purpose. Under Lafley's leadership, the fortunes of P&G were restored over the following years. Purpose and inspirational leadership workshops were delivered to P&G leaders for a decade from 2001 to 2011.

The Peak Performance framework and book has sold over 100,000 copies and has provided organisations around the world with clarity and alignment of their purpose, goals, strategy, inspirational leadership - and how to make it make it all stick. With Inspiring Performance also committed to helping aspirational organisations grow bigger, better, faster, it was natural for us to team up with Mike and continue supporting businesses of all sizes, and Government agencies, become the best that they can be.

Over the last decade we've helped hundreds of organisations define their purpose, business model and strategic leadership - and with tools to maintain momentum.

Our approach

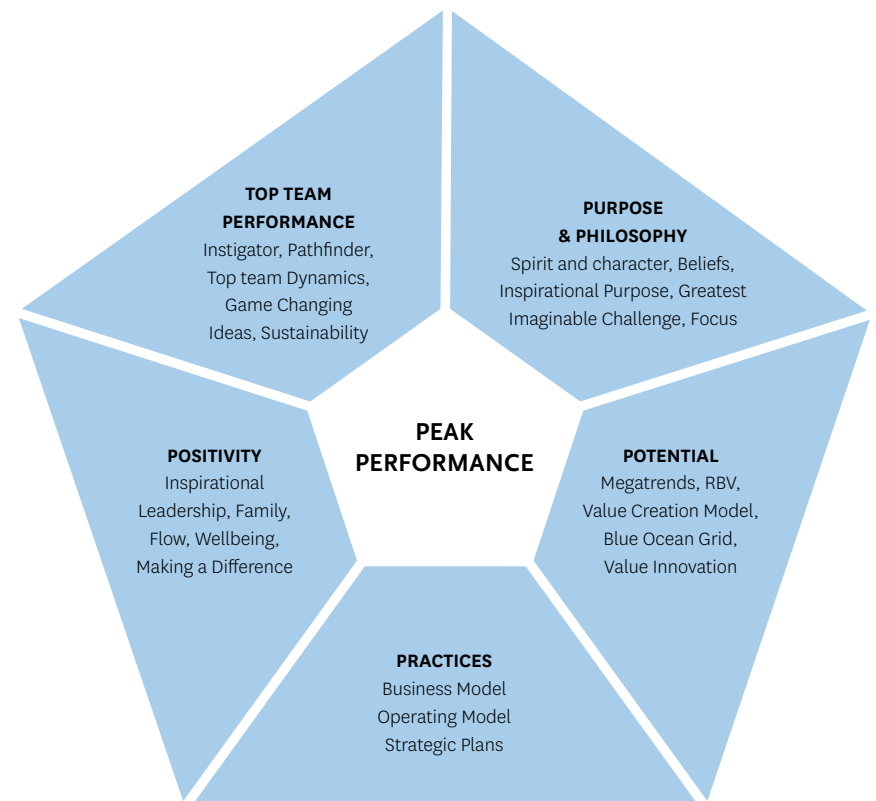
Peak Performance is research and theory based, practical and simple. The language we use is more human than traditional business language. All our models and outcomes for each stage are on one page.

The methodology is informed by positive psychology and focuses on 'value-creation'. Our approach is based on co-creating purpose and plans in real-time (as basis of achieving alignment across the organisation), then validating outputs afterwards. The process involves workshops among the leaders and key influencers. The workshops are inspiring, thought-provoking, practical, and above all, actionable.

The process has been proven through work with more than 250 clients over the last decade. However, each enterprise's context and needs are different. Peak Performance development is individually designed to meet the needs of clients depending on their current stage of development, opportunities and aspirations.

PEAK PERFORMANCE THINKING CREATES VALUE THROUGH:

- Enriched Purpose and business models
- Enhanced brand value
- Breakthrough/ leapfrog products / services
- Increased revenue / market share
- Magnet for great people; higher retention of top people through passionate commitment to Purpose
- Increased productivity through positivity, wellbeing & flow
- Reduced costs of operating, reduced risk and increased opportunities



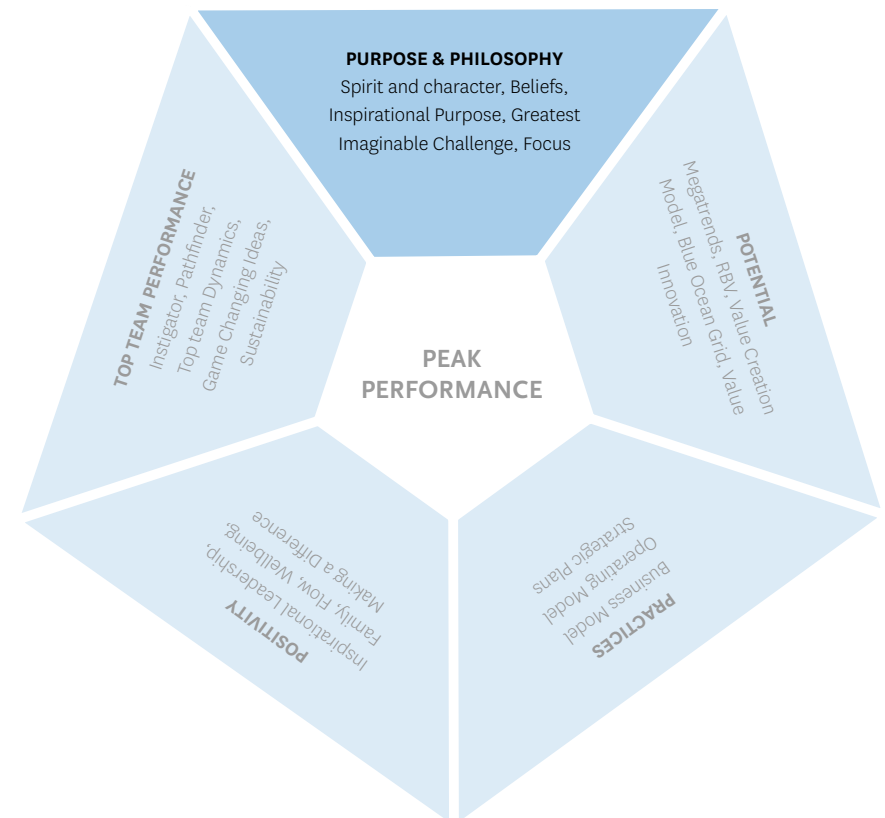
Purpose & Philosophy

In this first phase (typically 1-day workshop), an organisation co-creates its Philosophy that will lead toward Peak Performance. Using our proprietary metrics, methodology and language, the value-creating Philosophy provides a different way of seeing and becomes the basis for all strategy thereafter.

FROM THIS WORKSHOP, YOU WILL:

- Obtain a working understanding of the Peak Performance framework
- See how other organisations working with Inspiring Performance apply Peak Performance
- Co-create the organisation's Philosophy including:
 - Discover the organisation's required Character
 - Co-create an Inspirational Purpose and underpinning beliefs / principles
 - Imagine your Greatest Challenge (objective)
 - Define the required Focus to get there
 - Agree on the top (strategic) challenges that must be overcome to get there.
- Consider the relationship between Philosophy and the organisation's business model (covered next)

The outcome will be a new inspirational Philosophy and Purpose for the organisation that will provide clarity and consistency of intent and direction for the organisation and the basis for creating enduring customer value. Purpose starts the play. Value is created through the development of a crystal clear and incisive business model and language that can then be shared internally and externally. An aspect of the power of Philosophy is that it translates directly to brand. The exploration of character provides the basis for clarifying and aligning the culture of the organisation.



Potential & Practices

Applying Purpose and Philosophy to how the organisation creates and delivers strategy is the focus of this next stage.

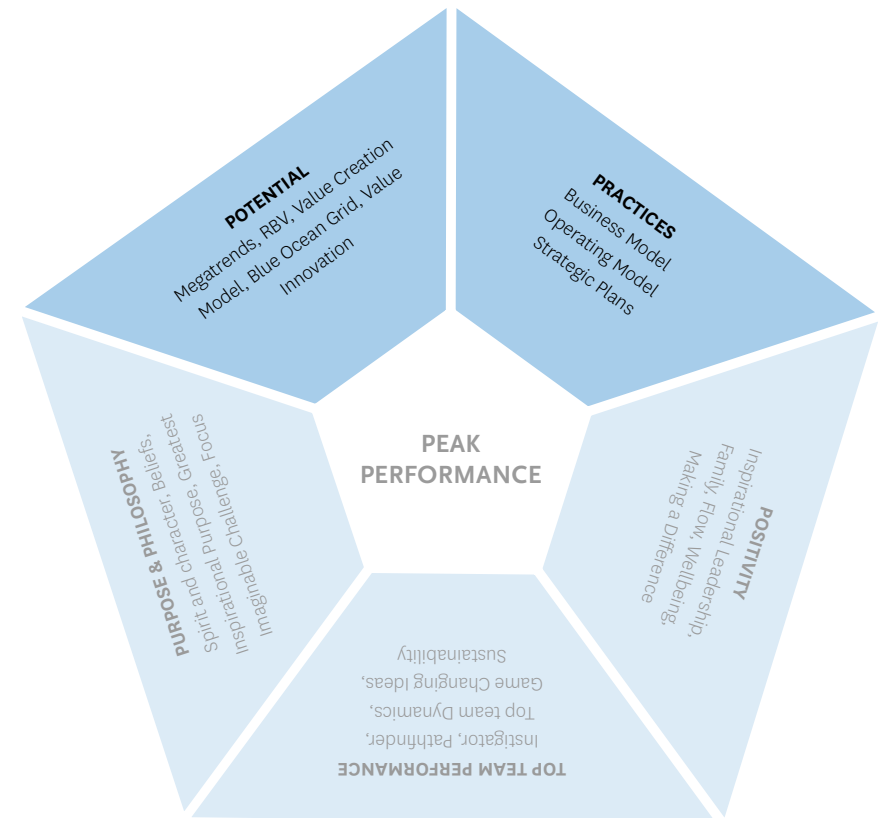
During this workshop (typically one-day, sometimes two) the organisation is given techniques to understand its Potential, and what its strategic Practises must be. This stages provides a line of sight between where you are now, and your Purpose/Greatest Imaginable Challenge (objectives).

FROM THIS SESSION, YOU WILL:

- Develop a business model (including elements such as markets, propositions, channels, value-chain, partners, revenue streams and more).
- Create and enhance opportunities through the Resource Based View of strategy; product/service design and Lean processes.
- Refine Top Challenges (strategic priorities) and milestones towards the Greatest Imaginable Challenge
- Develop a communication plan to share the Philosophy internally and externally
- Implement project management tools (RASCI and SMART) that enable the organisation to develop the action plans

- Establish a Peak Performance Scoreboard that enables the organisation to measure it's progress towards Purpose and achieving its challenges
- Relate Purpose to brands and marketing strategy

By the end of this workshop/s, the organisation will have clarity and alignment on why it exists (purpose and objectives), where to play and how to win (business model/s), what it must focus on (Top Challenges), and how it will maintain momentum (project management and metrics).



Positivity

Effective leadership is about inspiring others toward a shared purpose. This session (typically one-day) focuses on creating and enabling inspirational leaders from throughout the organisation to lead and role-model the Purpose and Strategy.

Preparation for the workshop involves web-based tools which will enable participants to reflect on all aspects of their inspirational leadership. Personalised feedback is provided and there is the opportunity in the workshop and subsequently for discussions with the facilitators to develop an inspirational leadership development plan.

In many cases, people have chosen to complete their own 'personal purpose'. We have a method for applying this individually and are happy to include it as part of this stage.

PARTICIPANTS WILL GAIN AN UNDERSTANDING OF:

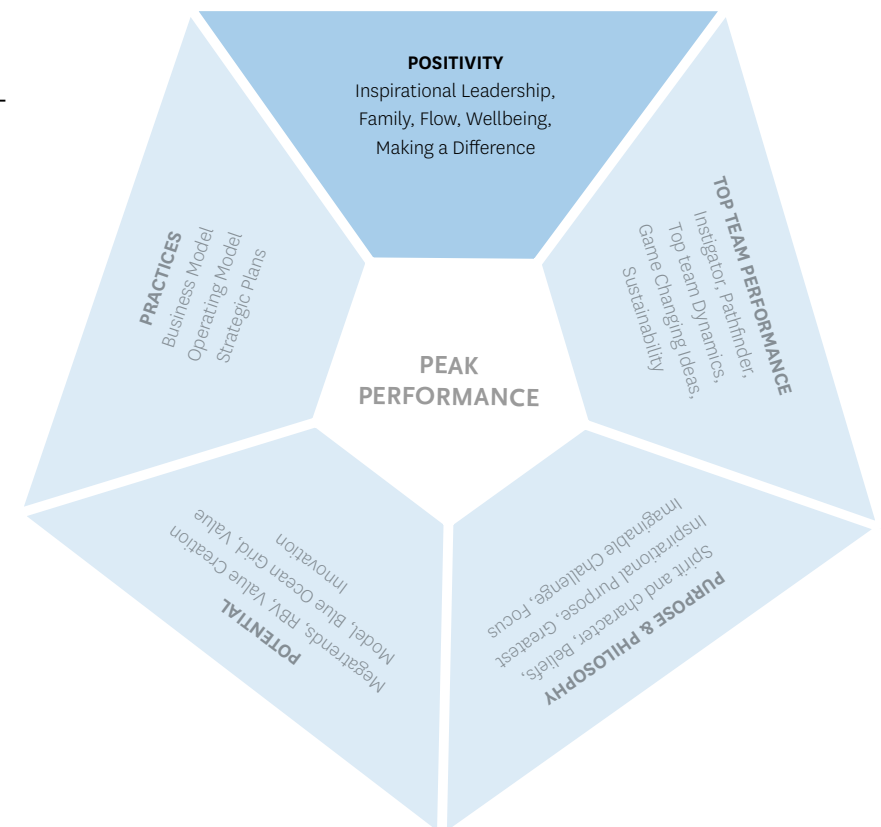
1. The potential of inspiration, beyond management and leadership
2. The role of Inspirers in energising people towards living the Purpose
3. How to enhance the organisational climate by role modelling the character, beliefs and Purpose

THE PRIMARY OUTCOMES OF THIS WORKSHOP WILL BE:

1. Individual plans for personal inspirational leadership development;
2. The development of a leadership philosophy for the enterprise
3. Development plans for enterprise leadership and performance.

PARTICIPANTS WILL GAIN AN UNDERSTANDING OF:

1. Leadership philosophy: styles, judgement, and metaphors
2. Storytelling
3. Inspirational Leadership
 - Communication
 - Character
 - Resilience
 - The Inspirer



Top Team Performance

What gets you to the top of the first mountain may not get you to the top of the next.

This stage focuses on assisting senior leadership teams to work together to inspire sustained performance throughout the organisation. This stage typically occurs quite a way down the Peak Performance journey for organisations, after they've generated momentum towards their Purpose, or overcome some/all of their Top Challenges and in need to look for the next horizon.

Each organisation will have its own specific challenges that need addressing; however, there tend to be themes that keep emerging (sustainability, applying ongoing design and customer empathy, moving into new markets or creating new markets) .

Other principles that are covered:

SHAREHOLDER & TOP TEAM STRATEGIC INTENT

- Ongoing review of the aspirations of key stakeholders, and aligning these things to customer / consumer / market insights
- The orientation and structure of the top team responsible for driving the organisation's performance
- Leading through change and the responses to change

GAME CHANGING IDEAS

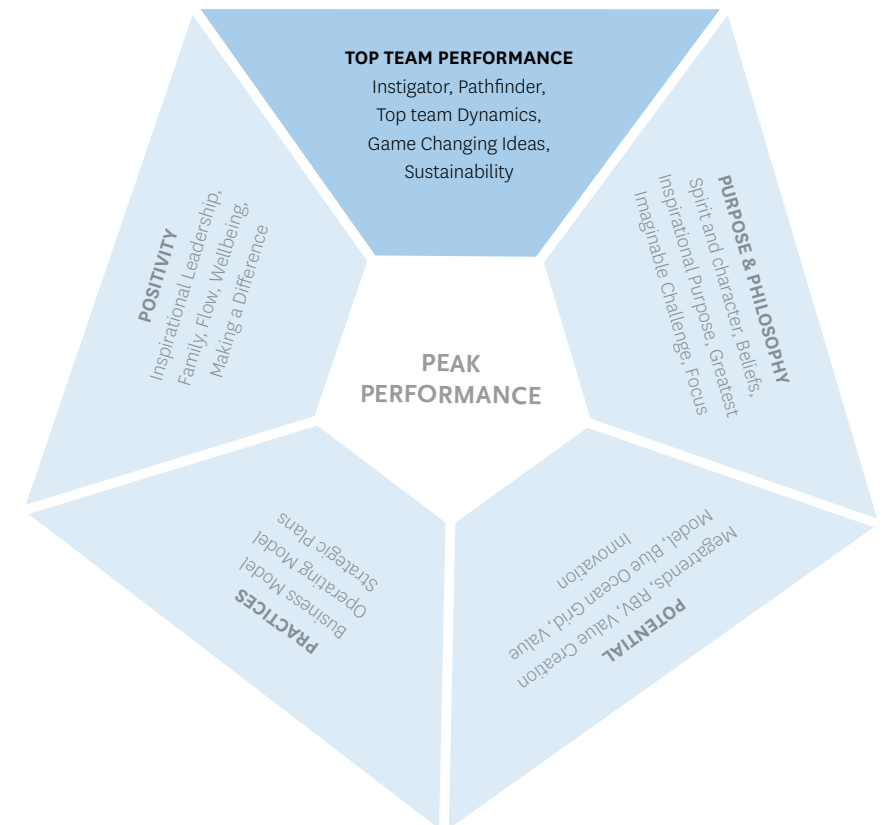
- The role of the top team in enriching performance through creativity and ideas

BRANDED CUSTOMER SERVICE

- Ensuring the link between consumers/customers and brand, products and services are correct
- Testing that all parts of the organisation remain connected to the customer proposition

LEADERSHIP FOR SUSTAINABILITY [ECONOMIC, SOCIAL, ENVIRONMENTAL AND ETHICAL]

- Attitudes and actions that lead toward Sustained Peak Performance



Our Peak Performance Facilitators



Jamie Fitzgerald

Combined with his professional background in financial services, culture change and branded customer service, Jamie's ability to translate strategic thinking and tactical planning into practical steps is very hard to beat. He has enabled hundreds of people and organisations achieve more.

After working in NZ and offshore with a management consultancy firm, Jamie led the culture and training of 6000 Rugby World Cup 2011 volunteers.

Jamie is the lead facilitator for NZTE's strategy service offered to New Zealand's largest 700 exporters, helping them grow bigger, better, faster for the benefit of New Zealand.

Outside of his business career, Jamie has walked unaided to the South Pole, captained rowing crews vs. Cambridge and Oxford Universities, holds the world record for rowing 5000km across the Atlantic Ocean, walked the length of NZ with hundreds of at-risk teenagers, and hosts the TV documentary series First Crossings and Intrepid NZ.

Jamie has degrees in management and marketing and has a family farm in the Wairarapa. As CEO of Inspiring Performance, Jamie is one of NZ's most sought after keynote speakers. He is delivering a range of strategic, leadership and performance-based initiatives with organisations, government agencies and individuals around the world.

QUICK FACTS

- CEO, Inspiring Performance
- Member Institute of Directors
- Consultant, ON-Brand Partners
- Managed training & culture of 6000 volunteers, Rugby world Cup 2011
- Cultural alignment roles in multiple business in NZ and offshore
- Has lived and worked in Australia, Malaysia, Europe & NZ
- BCM Management & Communication
- Accredited personality profiler for various metrics



Dr. Mike Pratt

Mike has helped hundreds of organisations around the world achieve more through Peak Performance, organisation development, leadership, and sustainability. Some of the clients have included Procter & Gamble, Carrefour, Saatchi & Saatchi, Visa, and Toyota.

Mike is a Chartered Accountant and a member of the New Zealand Institute of Chartered Accountants. After working in the motor industry for several years, he lectured in accounting, was an Associate Professor of accounting in the UK, and Chairperson of Accounting at Massey University before becoming the Dean of business at the University of Waikato.

While at Waikato, the management school became one of Australasia's leading business schools and one of 30 in the world accredited by all three global business school accreditation agencies – AACSB, EQUIS and AMBA.

Mike is co-author of the best selling book Peak Performance: business lessons from the world's best sports organisations, has numerous publications with a wide range of co-authors including eight books and more than 150 journal articles and papers.

Mike and his wife Helga are keen blue water sailors and have sailed most of the world's oceans.

QUICK FACTS

- Director: Villa Maria Wines & Wise Group
- Managing Director Sustainable Enterprise
- Former Dean of University of Waikato Management School
- Member Institute of Chartered Accountants
- Co-author of Peak Performance, Sustainable Peak Performance and Auditing Theory and Practice
- BA Economics & Master of Commerce, Doctorate in Finance.



INSPIRING PERFORMANCE

**THE MOST
INSPIRING
APPROACH
TO PURPOSE,
STRATEGY
& PEAK
PERFORMANCE
FOR ASPIRATIONAL
ORGANISATIONS.**

 www.inspiringperformance.co.nz

 jamie@inspiringperformance.co.nz

 facebook.com/inspiringperformance

 twitter.com/nz_jamie