Traditional Culture

Performance-Based Culture

The focus is on blame and credit

The focus is on learning

Do your job well

Create great results

Measure what you do

Measure what customers value

Measure activity in every unit and roll these measures up to create an organizational measurement infrastructure

Choose a *few* key bottom line measures of the value the organization creates. Ask subordinate units to develop measures of ways they contribute to that value

Be clear about your role and turf

Be clear about the results you are seeking to create

The boss is the best judge of our work

Those whom we serve are the best judge of our work

Impose the best way of doing things from the top down

Workers are empowered to experiment with ways to improve performance using measures as the yardstick of success

Measurement is used to find people to reward or punish

Measurement is used to help everyone learn

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