



High Performance Organizations

High Performance Organizations: What are they?

Across industries, business leaders are working on initiatives and strategies with the goal of becoming a high performance organization (HPO). What does it really mean to be a HPO? How does an organization become one? Generally speaking, a HPO is an organization that performs better than its peers in regards to business performance, innovation, employee productivity, and engagement, over a sustained period of time. Because HPOs in each industry will look and feel differently, specific solutions needed to make progress toward becoming a HPO will vary given the context of an organization's industry, initiative or mission.

At Kaiser Associates, we partner with our clients to conduct needs assessments and diagnostic analyses, surface relevant best practices, create work plans, develop content areas, and manage initiatives all the way through implementation required to help you build new capabilities or optimize existing ones.

Common Objectives of Organizations Aspiring to Become a HPO or Sustain HPO Levels of Performance

- Maximize ROI
- Stand up a new organization or capability
- Attract, develop, and retain critical talent
- Reduce complexity and standardize core processes
- Improve service quality to better meet customer needs
- Evolve the enterprise culture
- Strengthen collaboration / communication between organizational units
- Accelerate and/or sustain target levels of business performance

Kaiser's Enterprise Operating Model

Through our work, we have observed that attainment of HPO status typically occurs when organizations take an integrated approach to actively monitoring and assessing themselves with regards to four core components—organizational structure, process, culture and people— and embracing key enablers of leadership engagement and effective change management. The framework, Figure 1, illustrates Kaiser's point of view on the elements of a high performance organization and defines the four core components in greater detail.

Our framework focuses on driving business improvements while supporting sustainability of success, ensuring high performance is not short-lived. To do so, organizations must think outside of component silos and instead take a broader, holistic view of their operating models. Each core component of the HPO framework supports the next, and the right relationship between them will differ from business to business.

Figure 1: Kaiser's High Performance Organization (HPO) Operating Model Framework



How We Work

Kaiser is unique – having the strength of resources, analytics, and OD expertise to provide superb quality recommendations and implementation support, while also offering:

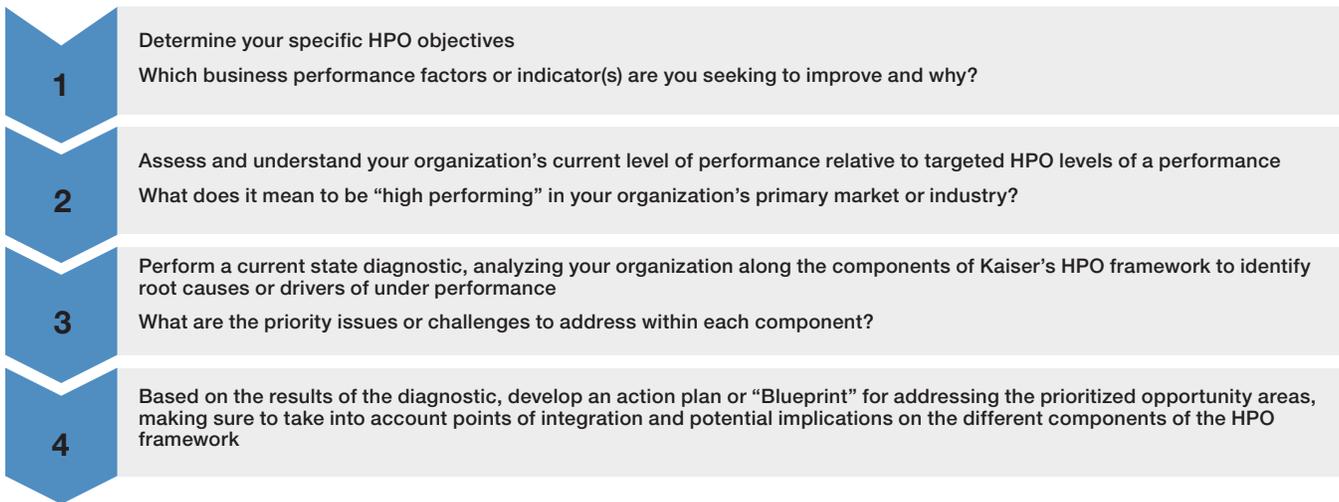
- Attention to detail, responsiveness and flexibility that only a smaller firm can provide
- Our firm’s 34-year history and expertise in operational benchmarking and best practice research to share insights from leading organizations
- Proven OD approach, which marries the best of internal perspective and external insight to facilitate data-informed decision-making
- Willingness to partner with our clients to design the right solutions and support change taking hold

Sample Tools and Services:

- Stakeholder Assessment
- Culture Audit
- Benchmarking and Gap Analysis
- Workforce and Data Analytics
- Blueprint Design and Build Plan
- Business Process Reengineering
- Change Management

Steps to Becoming a HPO

We know each client situation is unique in terms of the challenge, organizational culture, and/or how the determined solution will be brought to fruition. As a result, we do not prescribe a standard solution, but rather we begin with a proven phased approach and set of tools tailored to fit the needs of your organization.



Case Studies in Brief

	The Challenge	Our Solution	The Results
Stakeholder Assessment and Business Process Reengineering	Client sought to redefine service delivery standards of internal data analytics function	Kaiser conducted stakeholder assessment and root cause analysis to inform a newly designed process and organizational structure to stand up a new strategic data analytics team	Service delivery exceeds SLA expectations; allowing expanded scope of services into more strategic support areas
Benchmarking and Blueprint Design	Learning and Development (L&D) refined its strategy to meet business demands, however its services / operations were not keeping pace with new requirements	Kaiser conducted proven best practice benchmarking to surface new insights regarding delivery models and operations, and redesigned existing L&D operations and supporting processes	Increased learning throughput of organization, enhanced stakeholder value, reduced service delivery cost
Design, Implementation and Change Management	Agency sought to improve operational performance and standardize processes to address identified material weaknesses	Kaiser conducted a full-scale organizational assessment, designed a new operating model construct, developed build-plan and led change management to support implementation	Operations are realigned to new model and delivering services at enhanced quality level and decreased cost

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Founded in 1981, Kaiser Associates is an international strategy consulting firm that serves as a key advisor to the world’s leading companies. We provide our clients with the unique insight to drive critical decision making and solve their most pressing problems.