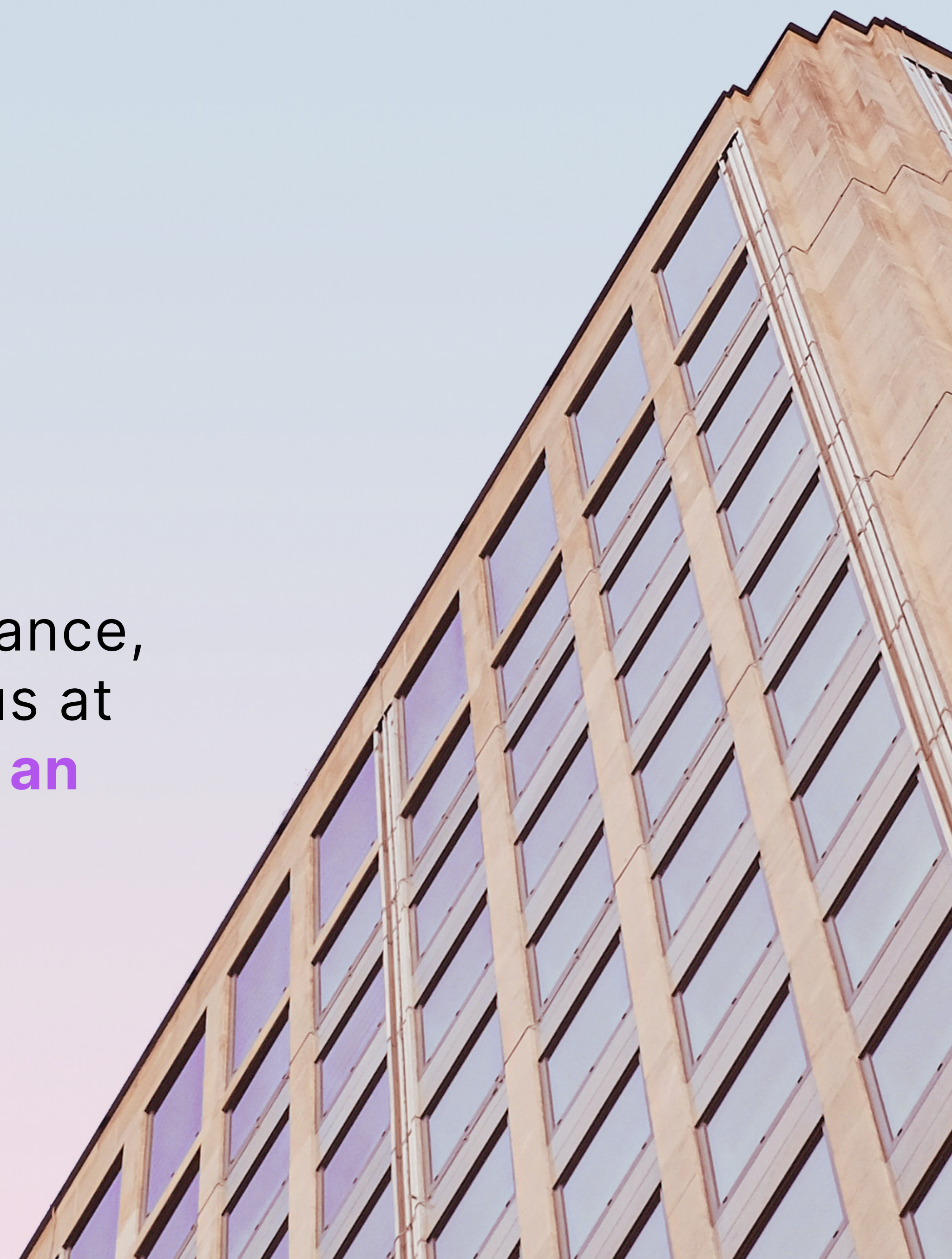




Performance Culture

Performance Culture strives to create an environment for yourself and your team's to experience real breakthrough performance.

As we dive deeper into the world of performance, our vision and goal are to ensure that all of us at CRS, including Garrett and myself, **strive for an extraordinary level of performance.**





As we go through these points, it's likely thoughts like...

*“Why is Ali saying this but not doing it himself?” or
“Why is Garrett not following through on this?”*

...will come up. **And you'd be right.**

There will be times, maybe even often, when we fall short of what we've outlined here. **Even if we fail at times, we are fully committed to these principles.**

You are always encouraged to hold us accountable — remind us, point it out when we're not living up to what we've set forth. We will genuinely appreciate it and we are counting on it.



Think of it like training for the Super Bowl. During practice and preparation, there will be many moments of poor performance. But **without structure, commitment, and rigor the chance of winning disappears entirely.**

If we allow ourselves to check out of this conversation or let our commitment slip we're denying ourselves a real chance of achieving real breakthrough performance.



5 Critical Distinctions of Performance Culture

- 1 Qualification is the enemy of performance.**
- 2 Trying something on can engage you in unexpected ways.**
- 3 Be precise in communication, Imprecision allows for ambiguity and can skew expectations.**
- 4 “By When” is one of the most powerful linguistic tools.**
- 5 Activating others is a required demonstration of proficiency.**

**Qualification is the
enemy of performance.**

- Whenever you find yourself qualifying a statement, redirecting attention, or formulating a reason, you are likely not taking ownership.
- While blame can be a way to defend your team's results, in reality, it takes away from them the opportunity for breakthrough performance.
- Blame separates responsibility from ownership.
- Ownership, on the other hand, turns context into a facility for change.

**Trying something on can
engage you in unexpected
ways.**

- See input from others as an opening not a request for a decision.
- Try on new ideas on like a jacket — you have no obligation to buy it.
- Fight the urge to react in a way that halts discussion or is conclusive.
- Clearly communicate when its time to make a decision.

**Be precise in
communication,
Imprecision allows for
ambiguity and can skew
expectations.**

- Precision allows for real measurement and and what you measure grows.
- There is a difference between fact and story. Interpretations often drive imprecision
- Regularly consider precision. Actively ask for clarification when you experience imprecision.
- Effective and efficient communication is by nature precise.
- A request for more precise communication from others is an opportunity to reconsider what may be clear to you is unclear to others.

By When is one of the most powerful linguistic tools

- By When is a commitment to others for resolution, completion or even just a followup
- By When is the antidote for “suffering in silence”
- By When is a critical sign of “thriving in the open”
- By When is a moment to highlight your intentions
- By When creates a network of accountability that elevates and orchestrates performance

**Activating others is a
required demonstration of
proficiency.**

- To reliably deliver high performance, Performance Culture has to show up across beyond yourself.
- First activate those with a propensity to willingly adopt new things.
- Openness is step 1 and those with it are likely to experience a steady upward trajectory.
- Expect resistance and in mosts cases, it's a positive sign of long term potential. A healthy dose of skepticism can breed the best advocates.
- Mental Models & Jargon are powerful tools in activating others