

Knowing *what* to do is crucial for making any strategic decision.

But no strategy can achieve its full potential unless the people tasked with its execution know **how** to bring their best performance to the job.

As organizations move to reset and rebuild workplaces that work better, they have an opportunity to improve their talent capitalization rate and create a true high-performance culture.

In his book *Outliers*, Malcolm Gladwell described a talent capitalization rate as

"the percentage of people in any given situation who have the ability to make the most of their potential."





High performance.

It's that powerful state where human beings exhibit almost flawless execution of the necessary skills, actions and capabilities to successfully meet their challenges and achieve their goals.

When we're performing at our best, our knowledge, momentum, confidence and focus seem to intuitively flow and work together. But achieving peak performance is no easy feat.

It's especially hard to do reliably or at will, even if all other conditions are just right. Ask any athlete whose performance peaked at practice the day before, but flagged at precisely the wrong moment during the actual competition, despite years of intense preparation and training.

And our performance can also unexpectedly falter, especially under pressure. Even highly skilled people with impressive track records of success sometimes deliver below-average performances. According to Malcolm Gladwell in his book *Outliers*, when such failures happen, we often say that these people "panicked" or, to use the sports colloquialism, "choked."

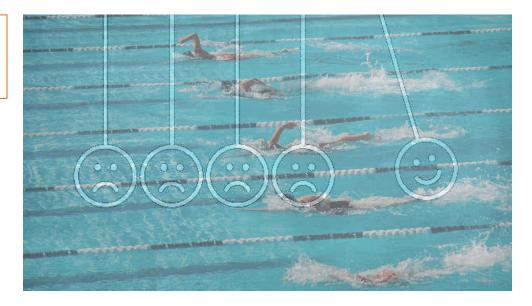
If high performance is hard to reliably achieve for the most skilled and talented among us, how can any large or diverse organization hope to create a high-performance culture?

Fortunately, high performance is not something that only special people can achieve. Everyone can be a high performer if they learn how.

Thanks to significant advances in both cognitive and behavioral sciences, there's a thriving sports psychology industry helping athletes recognize and regulate the mindset, emotions, relationships and behaviors essential to consistently maintaining peak performance.

Military organizations are also applying the same data and insights to optimize performance, moving beyond physical fitness to address cognitive factors in key areas central to military success: confidence, focus, attention, learning and resistance to fatigue.

While an average day on most jobs rarely brings the intensity of a major competitive event or military drill, these same performance methods and techniques can transform how a company capitalizes on the talents of its people and drives better overall business performance.



Just like a low-performance culture, a high-performance culture is contagious, elevating not just average performance, but everyone's performance potential.

Today tools and techniques exist that can empower a high-performance culture and help optimize talent capitalization in any organization.

That's good news.

Because talent capitalization has become a top priority.

When asked about the biggest challenge they face today in a 2021 Deloitte survey, CEOs named one above all others: talent, in nearly every form.



Organizations historically viewed talent performance in terms of recruitment, incentives and functional skill development. But the results of this approach were "hit or miss" when it came to increasing talent capitalization and enterprise-wide performance. Often companies were more focused on other goals and priorities, like enhancing the customer experience or driving faster revenue growth.

Today, under-capitalized talent is extremely risky for your organization, especially if you're in a situation where failure is not an option. It's also a sign that your culture and approach are not meeting the needs of a dynamic and evolving workforce.

More than a third of American employers are getting that message delivered the hard way:

According to a 2021 PWC survey of workers across the country, 36% are actively looking for a new job.

Successful Talent Capitalization: How We'll Create the Future Of Work

Talent at Risk

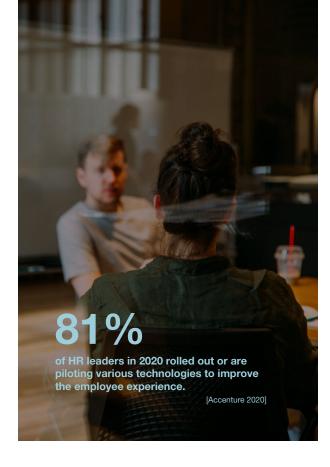
It's frequently referred to as the billion-dollar talent challenge. According to KPMG's 2021 US CEO Outlook report, seventy-nine percent of CEOs admit that the accelerated pace of digital transformation will not be sustainable without first addressing employee burnout.

Noting that these CEOs also cite the employee value proposition as their top operational priority, Laura Newinski, Deputy Chair and COO, KPMG U.S., observed that the concerns were not just about remote work, adding that "ensuring a successful outcome includes thinking beyond where teams work and focusing more on how teams work together—enabling purposeful, intentional interactions to help people succeed, learn and develop their careers."

The primary purpose of any organizational structure or training investment is to capitalize on talent by providing the context, motivation and resources needed for optimal performance, but just as importantly, by also removing the barriers (internal and external) impeding success.

In other words: it's nearly impossible to create a high performance culture without first understanding and upgrading the human talent your organization wishes to capitalize on.





A myriad of business services, technologies and products are now on the market to help improve talent and business performance. At first glance, this wide range of specialized options seems empowering. But look closer, and a muddle of confusion and complexity emerges.

Some organizations have tasked their HR leaders and L&D experts with chasing down, evaluating, adopting and integrating new training methods and tools to enhance the most critical cognitive skills associated with high performance (i.e., leadership, conflict resolution, motivation, diversity-equity-inclusion).

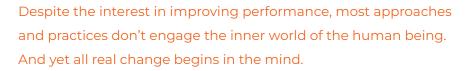
At the same time, senior executives and business unit leaders are forging head on their own – often in partnership with consulting firms, software systems or executive coaches – to independently equip themselves and their teams with an enhanced ability to solve urgent problems and achieve targeted results: increased sales and revenue, innovation transformation, digital technology adoption and better customer experiences.

On top of everything else, the pandemic is requiring these same organizations to also create new approaches (remote work, less travel, strategic shifts, supply chain pivots), and rethink old priorities, especially when it comes to providing what their employees and organizations really need to thrive.

Performance consulting?
Management consulting?
Productivity software & tools?
Skills & training programs?
Leadership development?
Executive coaching?
Online courses?

So what works?





What makes addressing human performance even more difficult is that most types of business training and coaching are specific to a task or process: the training imparts knowledge and the desired outcome is the individual's subsequent competence with the tool or system. Even most leadership and management training is model-based or closely matches strategies to scenarios.

But performance training is a different kind of mental engagement.

We're not working to become proficient at a new software service or automated process, or to conduct more effective interviews and negotiations.

Instead, we're doing something much more fundamental, with potentially profound consequences: we're learning to recognize, influence and manage our own mindset, emotions, relationships and behaviors to create a readily accessible mode of high performance.

Like athletes and soldiers,
helping employees achieve
reliable peak performance
requires helping them manage
their inner world - what we call
their operating framework:

mindset, emotions, relationships and behaviors. In the third decade of the 21st century, employers are being humbled by the realization that something as immaterial as a sense of well-being can significantly impact the performance of a key employee, a team or even a global enterprise. In fact, to really move the needle when it comes to human performance, organizations must first acknowledge the existence of what is both the most fundamental and least tangible stuff of being human: our inner lives.

Any program powerful enough to facilitate significant improvement in human performance will require that employees examine how their inner world impacts how they show up at work – i.e., their mindset, the emotional component of their interactions, how they are feeling, and so on – and then work to better understand causes and manage effects.*

Technology skills training, soft skills, leadership and management training – that's all the *what*. Human performance training is the *how*. We think of it as upgrading the human operating framework.

And we start by meeting every human being exactly where they are, right here, right now, today.

Clearly none of this is compatible with any version of "The Beatings Will Continue Until Morale Improves" schools of management. //illennials and the generations after them are drawn to enlightened organizations. A culture of fear and punishment will drive them away How do you move from upgrading the performance of individuals and teams to creating a high-performance environment?

One word: culture.

Helping individuals and teams learn how to upgrade their inner operating frameworks is the first step to creating a new performance normal – and quickly increases your talent capitalization rate. Next comes the challenge of getting your key employees, teams and organizational leadership to create a high-performance culture.

For many people in business, *culture* remains a vague term that embraces the corporate mission and philosophy but has little impact or relevance on day-to-day business operations. Yet nothing could be further from the truth, because an organization's culture dictates the set of dominant attitudes and beliefs that drive everything you do.

Consequently, culture dictates your organization's overall performance potential. Unfortunately, most performance-enhancing methodologies largely ignore culture and are unconsciously oriented backwards, anchored in past performance and addressing past problems. But until your culture is oriented toward creating future states of performance, any tactical intervention or action plan will produce suboptimal results focused on fixing past problems.

Something different happens when your culture is aligned to support high performance: employees begin to show up as the "best actual" version of themselves. Realizing they have the power to determine their own destiny, employees recreate their work environment and practices to support optimal performance, and previously insurmountable barriers give way as employees and teams stop trying to fix past problems and begin creating a new future.

Creating a high-performance culture elevates everything you do and empowers your existing talent to create the kind of workplace that will help attract and retain a world-class workforce for the future.

In Deloitte's 2021 survey, 71% of CEOs said they expect to increase their spending on workforce and talent transformation over the next three years.

But the return they expect on that investment will only be achievable with an optimally capitalized workforce.

Empowering your people to function at consistently higher performance levels unleashes engagement, innovation transformation and growth by connecting the organization to future possibilities.

It's how organizations can create a future of work that works for all.

When you upgrade your people for performance transformation, it naturally yields greater talent capitalization.

By understanding and helping people purposefully manage the internal factors that impact and drive their performance, it's possible to create and customize training programs and tools that can help them elevate their day-to-day performance.

When these programs and tools are integrated and customizable, you have a powerful, holistic methodology that reliably inspires and equips individual actors and teams to achieve high performance – a methodology that can be applied and scaled across all roles, business units and functions.

When your business approach is aligned for high performance, individuals, teams and leadership quickly begin finding new ways to apply what they've learned to help achieve and sustain it.

Our *Achieve System™* is like giving your people the missing "instruction manual" on how to leverage more data, execute strategy pivots, adopt new digital technologies and processes, and apply all of their individual skill sets to deliver the high returns you expect.







ABOUT THE ACHIEVE INSTITUTE

During his years' training as an elite decathlete, Achieve Institute founder and CEO Mark

Cunningham's unique personal journey led him to uncover truths about performance

that were directly transferable to the business world.

These truths came from his successes and – equally as necessary – from his failures and setbacks. It's now been 20 years since Mark founded The Achieve Institute and the proven methodology he built enables some of the world's best companies, organizations and teams to reach their full performance potential. The leadership team assembled to advance, support and deliver the revolutionary Achieve System spans the nation and includes former Olympic-caliber athletes, Major League baseball draftees, fearless corporate and military leaders, digital and business transformers and peak-performing executives at the top of their game.

Visit us at https://www.achieveinst.com

ABOUT THE ACHIEVE SYSTEM

The Achieve System is a remarkable, proven methodology that helps organizations shape and develop a performance culture to drive innovation transformation and peak performance by helping companies upgrade their most valuable asset: their people.

Through licensing, consulting, workshops, online learning, and team engagements, organizations apply the system to unlock their full capacity, optimize their talent capitalization and deliver breakthrough results.

Learn more at achieveinst.com/the-achieve-system/

"The Achieve System applies our knowledge of what truly drives high performance to provide organizations and leaders with a framework proven to help change the behaviors, actions, mindsets and fundamental results of their people."

– Mark Cunningham, Founder & CEO