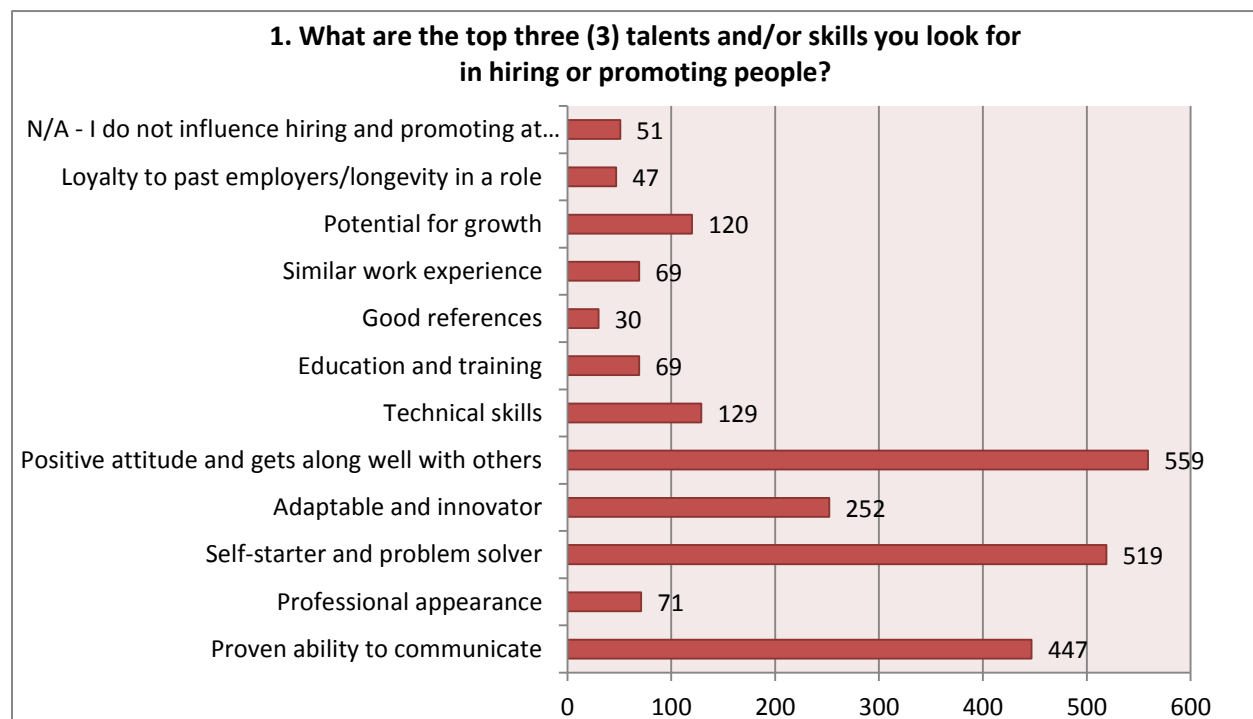


High Performance Survey Results

This is a summary of the results of a survey conducted to provide raw data for the book *The Manager's High Performance Handbook: How to Drive Winning Performance with Everyone on Your Team* (Walk the Talk, 2015). The survey ended October 1, 2014, had 815 respondents and was conducted electronically over a four month period. In addition to four questions regarding demographic/career information, eleven questions were a mix of single-select and multi-select multiple choice as well as open-ended questions and optional comments.

Questions were asked about the skills looked for when hiring or promoting people, words to describe high performers, ideas and solutions about how and when people work well together as a team to accomplish goals, and what leaders can do to help employees perform at a higher level. Participants were asked how many additional hours per week they would be willing to work if they were paid twice as much, how much more productive they would be if their work environment improved in the challenge areas they identified and what skills need to be developed in their workplace to improve performance.

The following are the results.



* Other handwritten responses include: ability/likes to learn, responsiveness, attitude, motivation, compatibility, adaptability, appearance, technical skills and self-starter.



2. What is one word or phrase you would use to describe a high performer?*

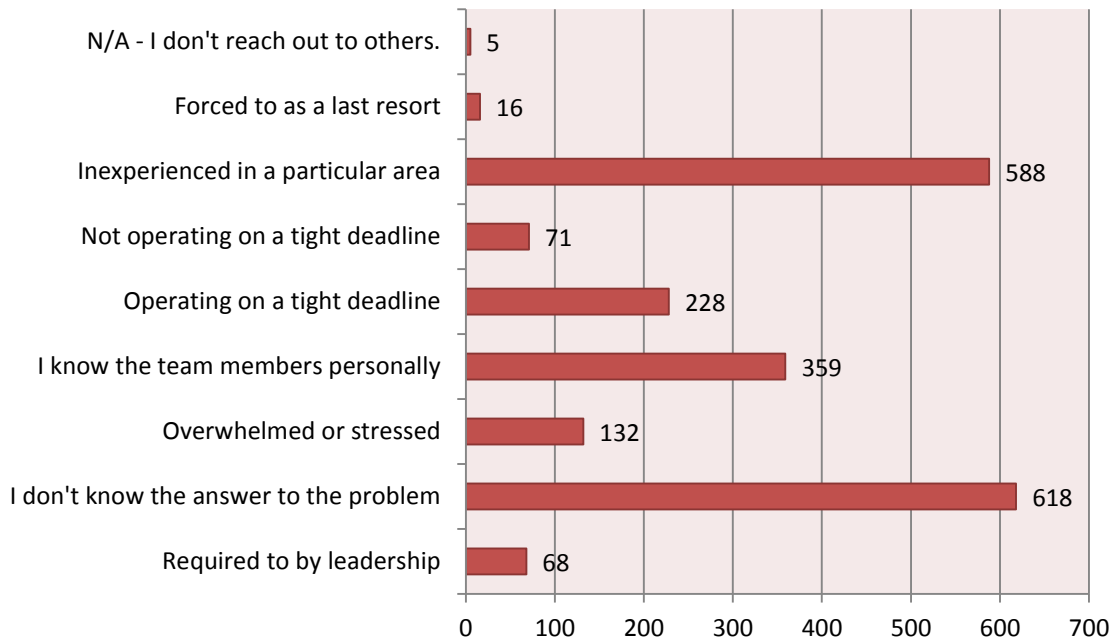
"A" Player	Customer service	Impactful	Productive
100 Percenter	Dark horse	In the flow	Professional
Ability to prioritize	Decision maker	Independent	Prototype
Above and beyond	Dedicated	Indispensable	Proven track record
Accomplishment	Delivers results	Initiative	Push the boundaries
Accountable	Dependable	Innovative	Qualified
Ace	Detail oriented	Inspiring	Quality
Achiever	Determination	Integrity	Quirky
Adaptable	Disciplined	Intelligent	Relational
Agile	Diverse	Intentional	Reliable
Aggressive	Do what they say	Internally motivated	Resilient
Altiora Quaero	Doer	Invaluable	Resourceful
Ambitious	Driven	Invested/engaged	Responsible
Ambitious	Dynamo	Key contributor	Responsive
Analytical thinking	Eager	Knowledgeable	Results
Anticipates and initiates	Effective	Laser focus	Risk taker
Articulate	Efficient	Lead by example	Robust
Aspiring	Embraces challenges	Leader	Role Model
Assertive	Emotional intelligence	Let's do this!	Scholar
Asset	Energetic	Life-long learner	Self-assured
Awesome	Engaged	Listener and applier	Self-starter
Balanced	Enthusiasm	Loves what they do	Servant-minded
Beast	Ethical	Low maintenance	Sharp
Believer	Exceeds expectations	Loyal	Smart
Bias to action	Excellence	Magnet!	Solid
Big Picture	Exceptional	Manager's dream!	Star performer
Bright	Excited	Motivated	Stellar
Can-Do attitude	Extraordinary	Not afraid to fail	Strategic thinker
Challenger	Faithful tenacity	Optimist	Strives for excellence
Champion	Fast learner	Outside the box	Strong work ethic
Change agent!	Fearless	Outstanding	Successful
Charismatic	Flexible	Over achiever	Superstar
Clarity	Focused	Organized	Takes ownership
Closer	Forward thinking	Partner in success	Talented
Coachable	Get it done	Passionate	Teachable & trainable
Collaborative	Goal oriented	Pathfinder	Team player
Committed	Go-getter	Perfect	Technically skilled
Communicator	Good Attitude	Perseverance	Tenacious
Competent	Good work ethic	Persistent	They "make it happen"
Competitive and driven	Growth-minded	Point and Shoot	Thinks outside the box
Confident	Happy	Positive attitude	Time manager
Conscientious	Hard worker	Potential	Top Gun
Consistent	High caliber	Power surge	Trusting
Cooperative spirit	High IQ	Power horse	Valuable
Creative	High RAM	Prepared	Versatile
Critical Thinker	Honest	Proactive	Visionary
Curious	Hyperactive	Problem solver	Well-rounded



- * In the listing of words and phrases from Question #2 to describe a high performer the most commonly repeated words/phrases were: **Motivated** (#1 response), **Dedicated** (#2 response), **Adaptable**, **Committed**, **Driven**, **Focused**, **Leader**, **Energetic**, **Engaged** and **Self-Starter**.

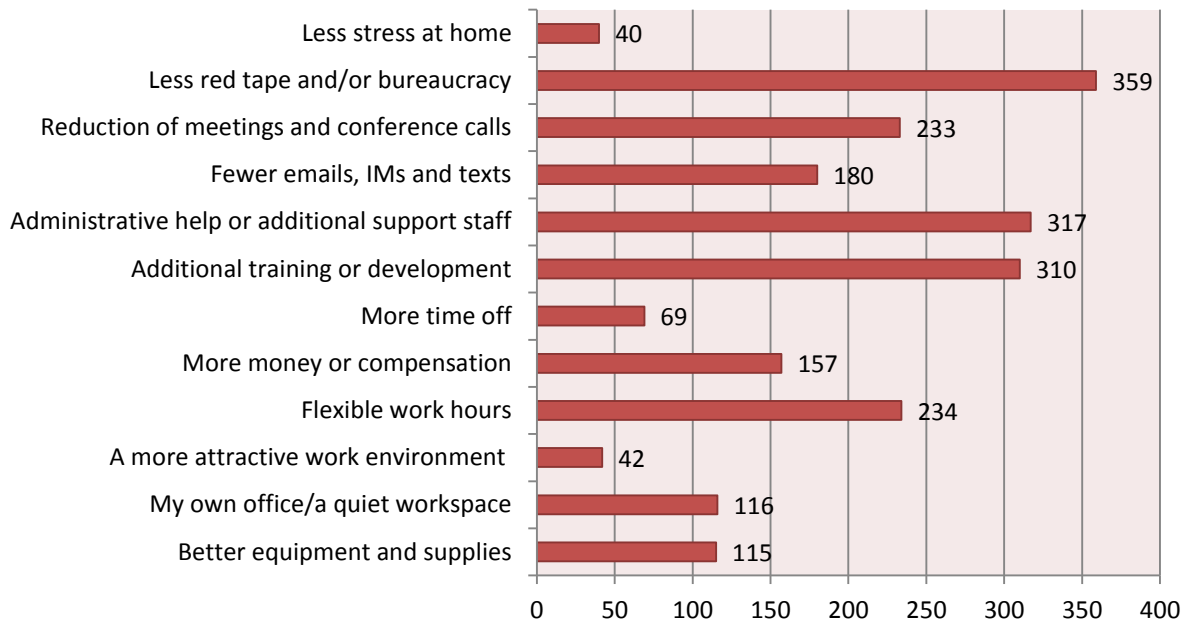


4. When creating new ideas or solutions, I am most likely to reach out to others when:

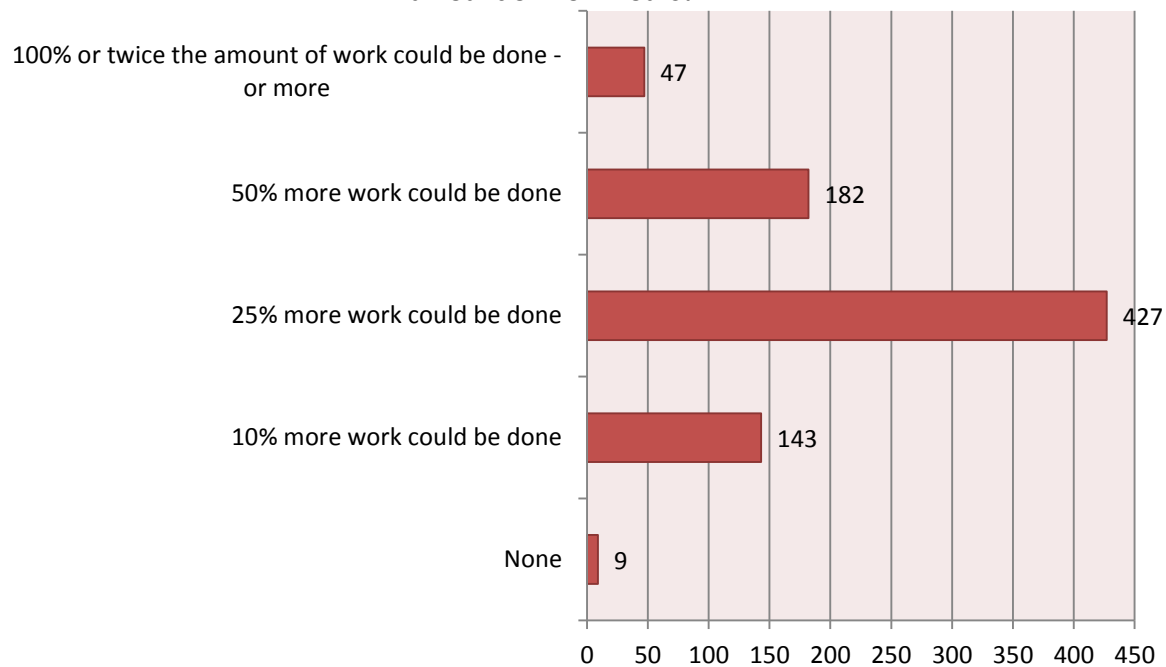


* It was noted by several survey participants that they often or always reach out to others when creating ideas or solutions, especially when others will be involved in implementation. "Always" and "often" were not options on the multiple-choice responses.

5. What change(s) in your work situation/environment would help you focus and produce even better results?



6. If the change(s) you identified above in Question 5 was/were resolved, how much more productive would your work day be during the same amount of work hours?

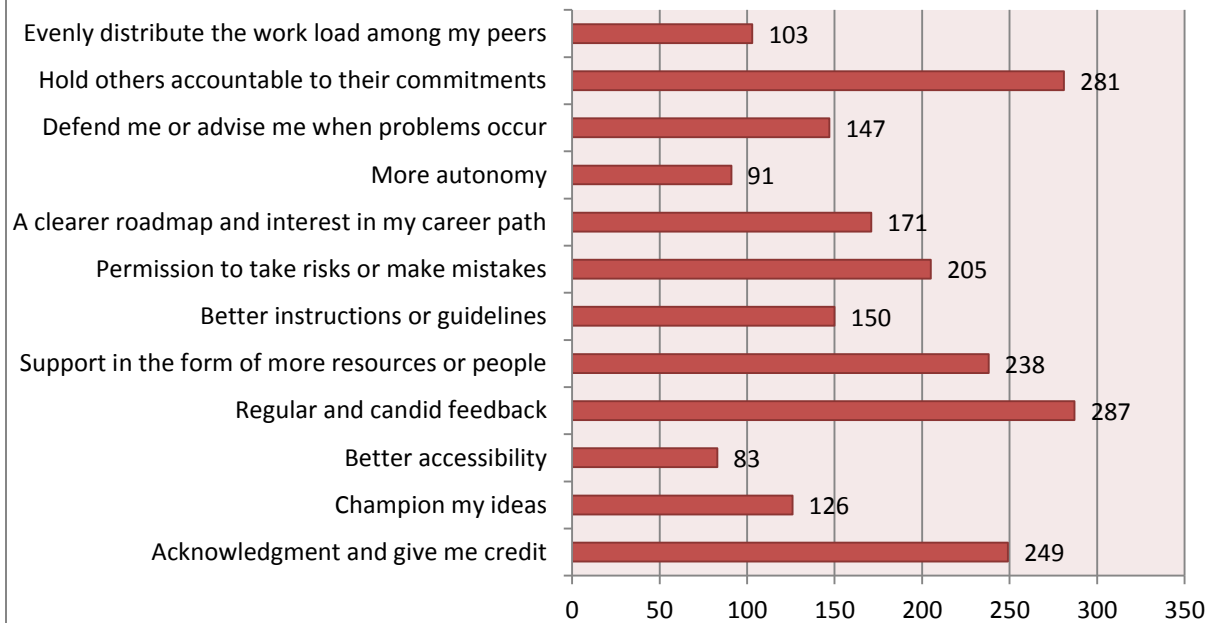


- * To summarize Questions 5 and 6: 81% of respondents reported they could accomplish at least 25% more work if there were changes in their situations, with 6% stating they could accomplish twice the amount of work.

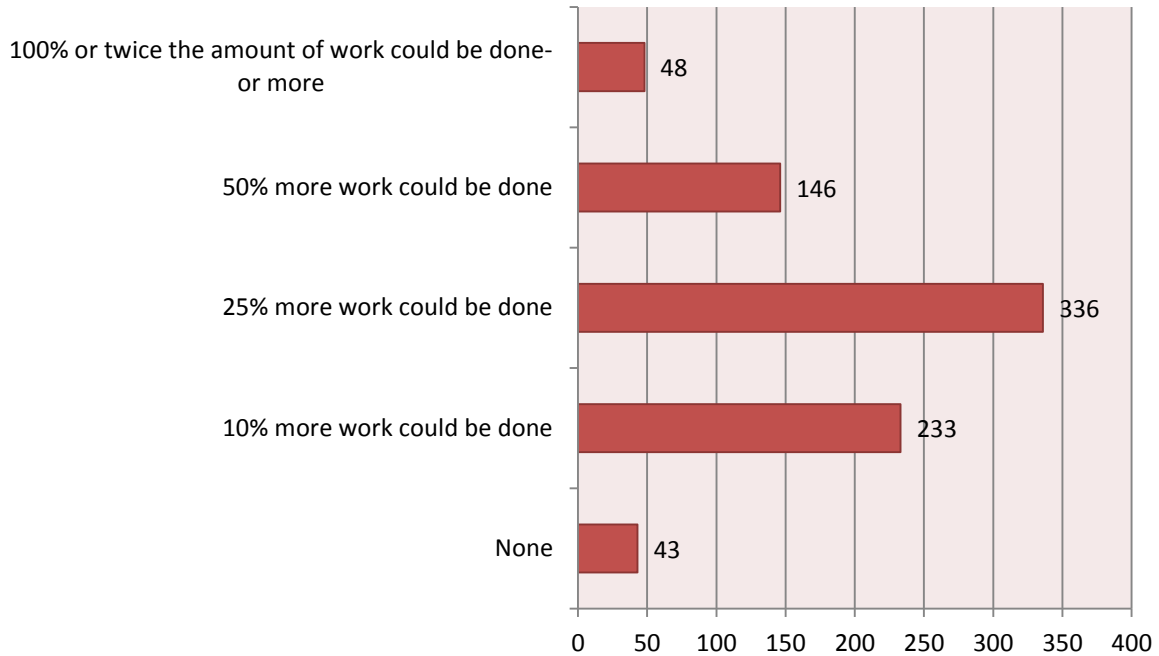
The changes that would improve performance receiving the highest responses were: less red tape/ bureaucracy, administrative help, and additional training and development.



7. What actions could your leader take to help you focus and produce even better results?



8. If the action(s) you identified above in Question 7 was/were taken by your leader, how much more productive would you be during the same amount of work hours?



* To summarize Questions 7 and 8: 66% of respondents reported they could accomplish at least 25% more work if their leader made changes. 6% could accomplish twice the amount of work. Leadership changes that would improve performance with the highest responses were: regular/candid feedback, holding others accountable to commitments, support from more resources and people, and acknowledgment/ giving me credit.





- * For twice as much pay:
 - 40% of respondents would be willing to work one extra hour each day
 - 12% of respondents would be willing to work one weekend a month
 - 10% of respondents would be willing to work every weekend if needed

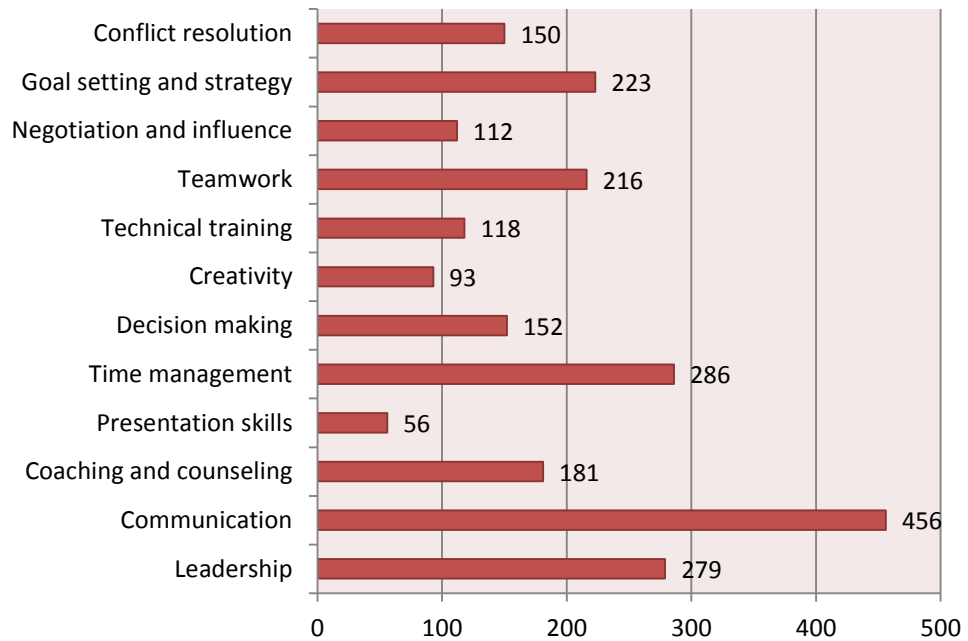
Even if they were paid twice as much, 79% of respondents would not be willing to work more than one extra hour per day with 39% saying they would not be willing to work ANY extra hours per day.

The common open-ended responses among the respondents who selected “None” include:

- I’m already maxed out
- I do what it takes to the get job done regardless of pay
- Working longer hours only depletes my energy
- Work/life balance is a priority
- Higher pay won’t change my work ethic

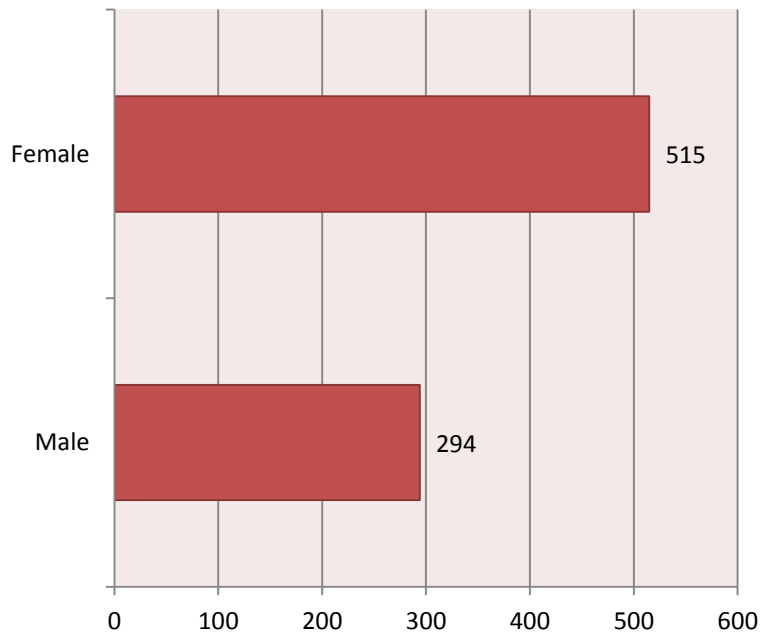


10. In order to bring the most significant change in high performance, my organization needs to help people learn or develop skills in the following:

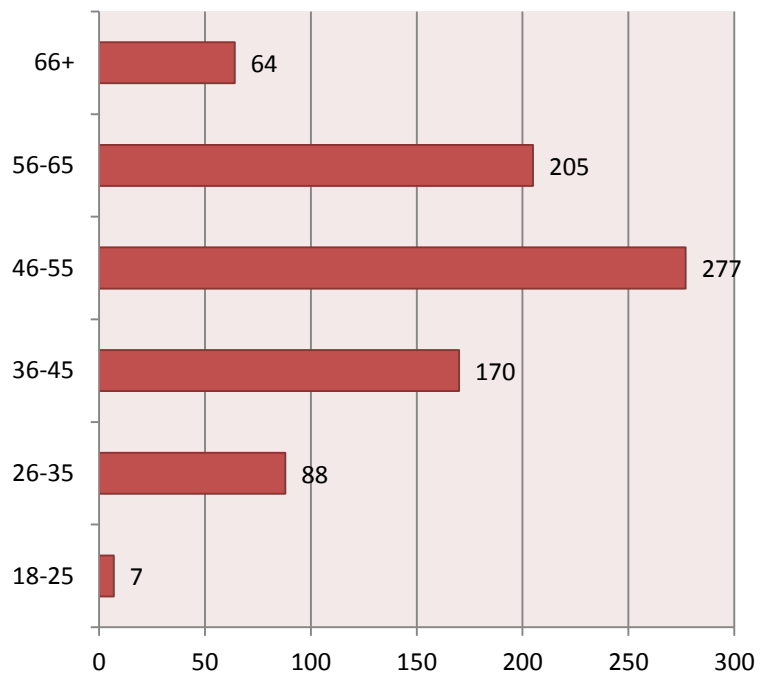


* Other skills identified are: root cause analysis, building trust, collaboration, enforcing guidelines and accountability.

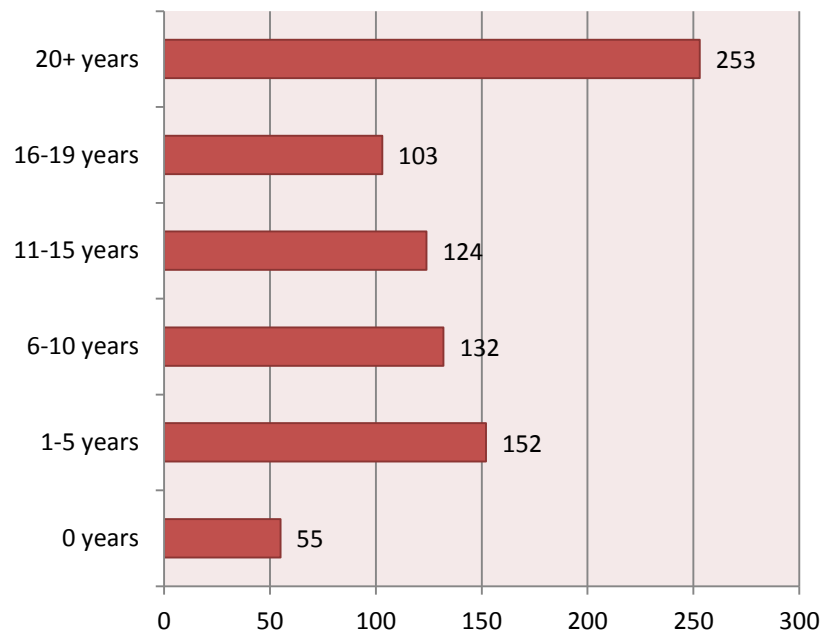
11. What is your gender?



12. What is your age range?



13. How many years have you worked in a management position - both now or in the past?



* 93% of survey respondents have worked in a management position. 31% of survey respondents have 20+ years in a management position.



14. Please check the professional field that best applies to your occupation.

