

## Above and Beyond Management as Usual

*Beyond Performance* energetically strives to clarify several necessary dimensions required for a business organization to thrive and to prosper over time. The lines of logic for the effort are rigorous and consistent. The scope is ambitious, extending at least a decade and involving detailed observations about many large enterprises from many different parts of the world. The presentation is enhanced with stories and analogies, as well as a generous amount of statistical reinforcement. Charts and diagrams are plentiful, helping to maintain focus with all of the abundant specifics. Every attempt is made to avoid specialized jargon and to keep the use of language more or less in common, professional terms. The driving realizations may extend (or even disrupt) conventional notions about organizational well being in a significant way: what it means to do business well, and what it means to stay vital as new challenges arise or existing circumstances change.

The most essential principles from *Beyond Performance* are conveyed across five distinct areas. Each area is to be treated separately with regard to measuring the ongoing business conditions, and also with regard to facilitating competitive realignment, in light of newly emerging contingencies. The two views are uniformly described as Performance and Health, encompassing both existing operational conditions and adaptability imperatives. The central concept involves dedicated attention to both Performance and Health coordinated together. Performance is given a clean one-sentence definition, and Health is given a clean one-sentence definition, in this context:

Performance is what an enterprise delivers to its stakeholders in financial and operating terms, evaluated through such measures as net operating profit, return on capital employed, total returns to shareholders, net operating costs, and stock turn.

Health is the ability of an organization to align, execute, and renew itself faster than the competition so that it can sustain exceptional performance over time. (BP P. 5)

Overall Aspirations, condition Assessments, planning Architectures, business Actions, and ongoing Advancements can be examined using the prescribed Performance and Health views. The moniker derived from the five A-letter labels is meant to characterize the unified nature of the entire system of thought: Five Frames of Performance and Health.

Part I: Chapter One presents the overall intentions of the book, and Chapter Two explains the logical reasoning. Part II: Each of the five frames becomes a topic for discussion, to be covered sequentially in five sections, throughout Chapter Three to Chapter Seven. Part III: Chapter Eight concerns the role of the business leader. Chapter Nine proposes the example of Wells Fargo Bank as successful case study for understanding how all of these different aspects fit together. And finally, Chapter Ten reiterates a high-level summary and conveys a challenge to the readers to apply these ideas toward their own circumstances.

The two authors of *Beyond Performance* are senior directors in the Organizational Practice area of McKinsey & Company, and the copyright for the book is in the name of McKinsey & Company. The voice of the book is first-person plural, utilizing the word “we.” This may be taken as an official testimonial by McKinsey & Company, as much or more than just the combined partnership efforts of Scott Keller and Colin Price. The tone does seem to promote an aura of objectivity, not unlike that of the international publication, *The Economist*. General and specific acknowledgements are indicated for many consulting colleagues, in addition to executives and academic scholars who have contributed insights. Thirty particular individuals are mentioned by name, all holding distinguished CEO or chairman roles with large, well known companies. About eight of the thirty companies are based in the United States: Thompson Reuters, McKesson, Miller Coors, P&G, Time Warner, Wells Fargo, EMC and TXU. About fourteen of the companies are based in Europe. The coverage is clearly meant to be universal and international. The position of McKinsey & Company, as a highly regarded, longstanding, professional advisory institution, conveys a degree of stature and prestige. The book carries the potential to become recognized as a representative statement about the best current wisdom for the business community, going forward from where it has been in the past and where it is right now.

Hoping to envision a completely fresh understanding about long term vitality, there were rounds of meetings and discussions with McKinsey colleagues, corporate executives and university experts. The manner of discovery supporting the Performance and Health assertions is carefully traced in the early part of the book. A daunting amount of opinion, information and data was compiled and hashed. At first, the three themes of alignment, execution and renewal happened to emerge. Next, a series of nine elements could be identified, as contributing components within the original three. Visually, the nine can be depicted as a kind of eight-sided star formation, with a vertical axis emphasizing alignment issues, a horizontal axis emphasizing renewal issues, and a leadership component at the center. Then, another four or five associated practices were isolated further to help differentiate each of the nine major elements, bringing the count of touch points up to thirty-seven. All of the sifting and stirring eventually led to the creation of a unique Organizational Health Index (OHI), which is a compilation of survey questions, intended to capture reliable affiliations between observable practices and business outcomes. Finally, the nine elements can be individually ranked on a scale showing ailing, able or elite standing. The resulting methodology goes much further than certain other existing approaches, particularly meant to relate employee satisfaction to performance. The Organizational Health Index has been subjected to an exhaustive amount of refinement and validation.

While meaningful connections between accessible Performance conditions and qualified Health indications were being formalized, a preliminary conceptual model was defined to characterize an ideal organizational transformation initiative over time. Initially, a sequence of three diagnose, design and deliver stages was proposed. Eventually, the diagnose phase was re-envisioned to lead to the Aspire and Assess themes. The design phase became an Architect theme, and the deliver phase led to the Act and Advance themes. Each of the Five Frames can be examined with regard to both Performance and Health.

Having witnessed the extensive nature of the original discovery adventure, one of the most curious features of *Beyond Performance* may concern the realization of Four Archetypes. These represent several distinctly different kinds of enduring success: Leadership Driven, Execution Edge, Market Focus and Knowledge Core. This notion is not documented directly as part of the recitation about methodology. Instead, the Four Archetypes are first mentioned in the Aspire section, although several interesting endnotes indicate how these actually emerged with hindsight, using comprehensive cluster analysis conducted on substantial amounts of collected data. The titles may not adequately convey the true extent and strength of the insight. Even inside of the explanation of a specific archetype, the meaning may seem otherwise than what might be expected. Here, Leadership Driven is taken to mean responsible empowerment of employees on many levels, rather than dependence on instructions from someone higher up in the hierarchy. The vagueness of the naming may perhaps undermine the best potential power of the idea to some degree.

The McKinsey concept of the Four Archetypes is especially intriguing, since there are other fields of investigation where similar conclusions have been suggested over the past few decades. In 2001, Walter Russell Mead published *Special Providence: American Foreign Policy and How it Changed the World*. Professor Mead has held positions with the Council on Foreign Relations and Yale University, and he currently teaches Global and International Studies at Bard College. His written articles appear frequently in influential journals, including *Foreign Affairs*. Walter Russell Mead considers American foreign policy to be best described through four basic outlooks. These are the Wilsonian, Hamiltonian, Jeffersonian, and Jacksonian traditions. The Wilsonian group really exemplifies applied vision. The Hamiltonian group values clear institutional policies. The Jeffersonian group represents open decision-making, especially supporting representative democracy on behalf of the people. The Jacksonian group stands for a vigorous, populist tendency, defensively demanding the most immediate individualistic self-determination. *Special Providence* displays a great deal of effort in carefully defining and qualifying these four distinctive schools of thought.

For McKinsey, the Leadership Driven archetype represents highly empowered employees, who enjoy an ample amount of freedom without the burden of excessively formalized structures. Initiative and risk-taking are encouraged. Responsibility is maintained through the right amount of oversight, using performance contracts with an appropriate degree of accountability and transparency. This might sound like plain common sense. The food industry giant PepsiCo is suggested as an example. The description appears to agree with the ideals of a Jacksonian outlook. The Execution Edge archetype represents informed discipline, with sound, reliable practice and continuous improvement. When something is discovered to work out well, it will get shared in other areas, which enforces a background of grass roots standardization. Walmart is suggested as an example. The description appears to agree well with the ideals of a Jeffersonian outlook. The Market Focus archetype represents a strong external orientation, with emphasis on understanding customers, competitors and business partners. Apple is suggested as an example. The description appears to agree with the Wilsonian outlook. And finally, The Knowledge Core archetype represents appropriate disposition of knowledge and talent, with proper personal roles and incentives. McKinsey & Company and also Goldman Sachs are suggested as examples. The description appears to agree with the Hamiltonian outlook.

To the extent that these kinds of crossover compassions are convincing, the careful generation of empirical data to support the integrity of the different qualifications by McKinsey becomes a more important contribution, than a first impression might indicate. An overriding significance is implied, beyond the immediate, purposeful application. Walter Russell Mead would have reached his convictions through methods other than comprehensive cluster analysis performed on significant amounts of business data over an extended period of time. The conclusions become mutually reinforcing, lending more authority to the whole idea, at a higher level of abstraction.

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The **Aspire** section of *Beyond Performance* opens with a story about Grupo Nacional Provincial (GNP), which is the largest national insurance company of Mexico.

Subsequently, three concise directives are emphasized with the Performance aspect of the Aspire phase. Medium-term future goals, looking about two or three years going forward, best convey immediacy and transparency for a transformation horizon. Deliberative intuition, balanced with fact, is especially worthwhile in discerning the most ideal potentials. And, carefully stated intentions should be ambitious and challenging, but still within the scope of what is possible and achievable.

Three main considerations are suggested for the Health aspect of the Aspire phase, and additional qualities of the Organization Health Index are explained. With the nine primary elements comprised of thirty seven practices, a successful company should score above the bottom quartile in all nine areas, compared to appropriate industry averages. But, only about six to ten of the total thirty-seven practices are required to be ranked within the top quartile, in order to establish adequately able competency. Selectivity is crucial. Well chosen practices should complement each other effectively. This is where the observations about archetypes are brought into play. The preferred approach for setting aspirations involves comprehensive, large-scale, organizational collaboration.

Following a distinctive dot-dot-dot topic separation shot, a brief summary concludes each section.

The **Assess** phase is introduced with a story about Bombardier, which is a large Canadian civil aircraft manufacturing firm.

A two step process is proposed with regard to the Performance aspect of the Assess phase. The most necessary organizational capabilities can be identified, in keeping with the established aspirations. Then, an accurate evaluation of current capabilities can be determined, with deliberate objectivity. Organizations are often much too excessively optimistic about the true state of conditions. Separate technical, managerial and behavioral systems can each be investigated in view of the same stated overall intentions.

Next, a full array of directives is presented, in approaching the Health aspect of the Assess phase.

Underlying mindsets are seen to drive behaviors, while in turn, behaviors affect actual management practices. Similarly, practices convey outcomes. The chain of effects can be understood as it exists in current time and also as it should be, with respect to whatever changes would be needed to achieve the best anticipated results.

Several specific methods are covered for confronting pre-existing, fixed attitudes, which are known to determine how people interpret and respond to characteristic situations. Prevalent recurring interactions will necessarily contribute toward shared organizational mindsets, establishing common expectations about what is and is not meant to be happening on a day to day basis.

Quite a lot of advanced theory and research can be brought in to reinforce propositions regarding attitudes and consequences. Occasionally, the rhetoric takes on an especially committed tone.

Given the wealth of scientific evidence for the power of mindsets, we might expect every business school or management seminar to teach leaders how to address them effectively. Far from it. In fact, leaders of transformations have little in the way of established methods or proven tools for assessing the mindsets in their organization. Although such methods and tools do exist, and are well tested in other fields, they have yet to be widely applied in the business world. We may suspect that the reason, ironically enough, may lie in a prevailing mindset: The conviction that such investigations should be left for the psychologist's couch rather than undertaken by leaders in the workplace. (BP P. 91)

Directed methods are available. One interview-based technique is known as laddering. A series of properly crafted "why" questions can be applied to drill beyond surface appearances toward root causes. One explicit example covers interactions between branch office bankers and bank customers. Other methods include focus groups, managed visualizations and prioritization exercises. Qualitative data analysis can isolate common themes emerging out of very large volumes of unstructured text, from many relevant internal and external sources. Emphasis may land on topics not completely anticipated with respect to conscious, formal organizational communications, and the need for better awareness and adjustment can be clearly evident, even to a surprising degree.

A review of a number of situations shows how active intervention, to introduce desired mindsets, can be made practical and can lead to positive business improvement. A few additional comments are aimed toward showing strategies meant to encourage positive awareness of successes, in contrast to strategies that try to fix problems. There are reasons why constructivist approaches may work better than deficit-based approaches.

A predictable dot-dot-dot separation shot finalizes the topic. A brief summary includes a warning about the challenges inherent with assessment of mindsets, requiring serious rigor and determination. Still, the benefits can be substantial.

The **Architect** phase opens with a story that emphasizes impressive growth at Procter & Gamble over the past ten years.

Having a balanced portfolio of initiatives, representing the Performance aspect of the Architect phase, becomes the main vehicle for consciously directing change and growth. A matrix view helps display a pattern of distribution of energies. One axis represents the degree of familiarity, unfamiliarity or uncertainty, for all of the many distinct existing program items. One axis represents the time frame as short range under two years, middle range up to three years, and long range up to five years. The relative sizing of each item proportionally indicates anticipated value. In this manner, the mapping can reveal high-risk tendencies, sizing tendencies, or qualities of innovation and hesitation. Actual improvements will realistically have to confront customer productivity, cost productivity and capital productivity.

In approaching the Health aspect of the Architect phase, four distinctive means for converting mindsets are covered with special depth and detail: compelling stories, reinforcement mechanisms, proper skills and influential role models. A total plan, actively using all four means, is most desirable. The descriptive language conveys an especially compelling conviction.

The social, cognitive, and empirical biases that lead to irrational decisions are well understood in the field of economics. In our view, it's high time they were also appreciated in the field of change management. With that in mind, our exploration of the influence model looks into areas of human irrationality that any effective change program will need to take into account. (BP P.119)

So, the irrational side of change is not easy.

There are well made stories, and there are poorly made stories. In order to impact change, an appropriate narrative must address up to five known sources of personal meaning and motivation: the company, the society, the customer, the working team and the singular individual receiving the message. It really becomes necessary to tell five stories at once, for maximum effect. Who, how and when determinations can be managed with intelligence as well.

Living the story can say more than only telling the story.

Three ideas for effective reinforcement mechanisms deserve elaboration.

In making the storyline begin to happen, commitment needs to be reinforced with clarity. To help show reliable connections between individual achievement and reward consequences, another type of matrix view is suggested. One axis represents expected leadership behavior. One axis represents expected business performance. The properly announced results are to be consistently conveyed at each level. Where decision rights are blurred, duties can be classified according to clearly anticipated roles: to be responsible, to approve, to be consulted or to be informed.

Existing, legacy technical systems and standard managerial processes may be adjusted, to encourage right-minded attitudes and behaviors. Expectations need to be handled properly.

There's a clear message here for organizations planning change. If employees are put in a position that violates their sense of justice and fair play, they will act against their own self-interest, and against whatever financial incentives are in force. This may seem irrational, but it's entirely predictable. (BP P.136)

Authentic care in communication helps avoid misunderstandings in enforcing the message.

Attentiveness to requisite skills is another important factor in assisting appropriate change. New skills can be acquired through training or through bringing in new people. What is known as an Emotional Intelligence can be as essential as an Intelligence Quotient (IQ). Self-awareness, self-regulation, motivation, empathy and social skills all contribute to an Emotional Intelligence Quotient (EQ).

Living the behavior says more than just advocating the change.

Willingness of senior leaders to change their own visible behaviors communicates a conviction about seriously achieving the promised transformation. People need to be authentically objective and honest regarding the implications of what they are doing. A small gesture can broadcast special encouragement. Appropriate symbolic actions can be meaningful. Also, influential leadership can arise naturally from somewhat unexpected sources, not necessarily revealed by a standard hierarchical organizational chart.

A reminder is repeated. All four means for addressing mindsets can be orchestrated to work together for best advantage: compelling stories, reinforcement mechanisms, proper skills and influential role models. So, the dot-dot-dot separation shot device ends the section with resolution.

The **Act** phase begins with a story about Telefonica de Espana, which is a large Spanish telecom operator with over 200,000 employees.

The Performance aspect of the Act phase is all about pragmatism, execution and delivery. A recommended three-step approach can be customized suitably to fit the particular circumstances. The steps are test, learn and scale-up. The test step involves two pilot segments, the proof of concept and also the proof of feasibility, which is aimed at wider replication of the proof of concept. Moving too fast without due care can lead to unintended consequences, and there are several demonstrated instances. A linear-scale-up course moves from area to area at a steady pace over an extended period of time. A geometric scale-up course utilizes an increasingly expanded scope of implementation. A big-bang course goes for an all at once introduction across an entire enterprise. These three delivery models may apply to both Performance and Health programs.

The Health aspect of the Act phase is expedited through having well-stated structure, broad ownership and robust evaluation of progress.

A carefully developed structure can be understood at three levels. It will have a strong headline theme at the highest level. It will have a limited number of broad themes, which apply across the organization as a whole. And, it will have specific initiatives at the finer level, meant to convert the mission statements and actionable categories into realities.

Vital though structure is, it can be overdone. Micro-programming every facet of a transformation will only bog the effort down in energy-sapping bureaucracy. What we're after is coherence without rigidity. (BP P.165)

There are a number of advantages. A three level structure addresses long term, middle term and short term time horizons. It enables reasonable control. It assists in facilitating coordination across internal organizational boundaries. It ultimately helps employees to appreciate the purposefulness of change.

Broad ownership is encouraged. Accountability comes from emulating a military style campaign, while internal energy comes from emulating a marketing style campaign. A temporal military style campaign should be expected to include orderly authorizations: an executive steering committee, a temporary program management office, executive sponsors and initiative task-to-finish teams. Adequate provision of resources is important. The program benefits should be clearly reflected in the budgets. An ephemeral marketing style campaign should be aimed at allowing individual employees to feel self-responsibility, self-ownership and self-initiative to make improvements. Organizations hoping to maintain momentum can borrow from the lessons of viral marketing. For instance, IBM has invented a proprietary internal social networking tool known as BeeHive. A number of other real world examples are available.

Dynamic measurements and metrics are meant to help keep the program going consistently for the duration. There are four dimensions to be measured rigorously: initiative tracking, health improvement, performance outcomes and enterprise value.

If each of the preceding Aspire, Assess and Architect phases may require several months to run, the Act phase may span over several years. The Act section concludes with the anticipated dot-dot-dot separation shot.

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On examining the formal, logical arrangements upholding *Beyond Performance*, The Five Frames of Performance and Health schematic embodies four distinctly different perspectives, with the fifth Advance topic becoming a way to realize how the rest all interact together. Centered Leadership is seen as the dynamic imperative for the Advance topic. "Although we've chosen to discuss leadership competencies as part of the 'Advance' stage, in practice the effort to build them takes place right from the beginning of the transformation." (BP P.185) So, the Advance motivation stands apart on its own.



In turn, Centered Leadership entails Meaning, Framing, Centering and Engaging, with the final Energizing component representing a way of empowering the other factors. “This is where the other four elements of Centered Leadership come together: reflecting on our purpose and strength, maintaining a positive outlook, reaching out to our networks, and boldly moving on to the next challenge.” (BP P.195) Here, it appears valid to imagine a three-dimensional series of cubic boxes with boxes as a depiction inside one’s mind.

Another well-founded way of understanding these kinds of integral representations could be based on investigations from the field of Depth Psychology. For quite some time, the Myers-Briggs system (MBTI) has been seen as a well-respected method for classifying various human psychological facilities. The underlying principles enforcing the MBTI have been continually tested and refined for at least eighty years now. Such longstanding realizations can contribute added solidity and subtlety to the systematically regimented outline upholding *Beyond Performance*.

Four main, intrinsic psychological capacities, which are recognized through Depth Psychology, are known as Intuition, Feeling, Thinking and Sensation functions. And, each function may be characterized by an internally inspired Introverted attitude or an externally driven Extraverted attitude. The resulting configurations display consistent, well-known qualities. Intuition and Sensation are commonly shown at opposite positions along a linear spectrum conveying non-rational, perceiving preferences. Feeling and Thinking are shown at opposite positions along a different linear spectrum conveying rational, judging preferences. These are respectfully opposing formations. In personal terms, one singular possibility along either a non-rational or rational spectrum is usually the most highly articulated, most highly conscious and most highly differentiated. Then, the opposing possibility will usually be more remote, more unconscious and more a source of anxiety, dependency or confusion. There is a good deal of professional psychological literature describing these dynamics.

A typical person will usually have an accomplished grasp of only one or two functional capabilities. If the first and strongest functional preference demonstrates an Extraverted attitude, then the secondary, accompanying preference will demonstrate an Introverted attitude, or the other way around.

There are disciplined practices for attaining some holistic appreciation for the best use of all eight of the attitude-function possibilities. Achieving such a broadly encompassing awareness is known to demand a significant degree of personal attention and dedication over a long period of time. According to *Beyond Performance*, “The journey to Centered Leadership takes a lifetime of experience. That said, it is possible to hasten your progress along the road.” (BP P. 197) The classical terminology from the practice of Depth Psychology refers to a process of Individuation, or Individuation of Consciousness. This is not as easy as deciding that you want something specific and going about getting it, since there are opposing or conflicting tendencies. There are inevitably personal corners of resolute deficiency and awkwardness not to be avoided.

Broad ownership of a change direction is fine, as a concept, although there are complexities outside those indicated in *Beyond Performance*. Personal meaning is fine, as a concept, although an acceptance of what is meaningful is likely also to change over time. Some necessities become stale. It is also most likely that some necessities may tend to be perennially distorted or postponed indefinitely.

Returning to the language of Centered Leadership, Meaning is ultimately related to Intuition. Framing can be related to Feeling. Connecting can be related to Thinking. And, Engaging can be related to Sensation. Finally, Energizing can be related to growth in Individuation of Consciousness.

The same kind of psychological understandings would appear to be reflected also through the Five Frames of Performance and Health. “The Five Frames approach is not just for organizations facing tough times, or needing a turnaround; it can also help you move from good to great, or make a great organization better still.” (BP P.220) Aspiration is ultimately related to Intuition. Assessing can be related to Feeling. Architecting, in this context, can be related to Thinking. And, Acting can be related to Sensation. Finally, Advancing embodies and enforces the entire logical construction. From a collective, organizational or group sensibility, an internally inspired prerogative may be comparable to Health, in this context. An externally driven prerogative may be comparable to Performance, in this context. “So strong is the relationship between Performance and Health that we’re confident it can’t have come about by chance.” (BP P. 6) Extraversion is dependent upon outside affiliations. Introversion permits withdrawal from particular external engagements, in an ideal mode, in a manner that would permit exchangeability or interchangeability.

The ongoing, evolving principles derived from Depth Psychology can positively enhance awareness of both difficulties and possibilities. One prominent psychological practitioner, John Beebe, M.D., has done much to extend the longstanding classical typological model. In the book *Analytical Psychology: Contemporary Perspectives in Jungian Analysis* (2004), Dr. Beebe has pointed out a pioneering observation made by Marie-Louise von Franz, who was a close associate of Carl Jung. Von Franz emphasized, “Jung has said that the hardest thing to understand is not your opposite type—if you have introverted feeling it is very difficult to understand an extraverted thinking type—but it is even worse to understand[extraverted feeling,] the same functional type with the other attitude!” All of this may seem overly fussy and intricate. Clinical sounding jargon can be off-putting, if one is not already familiar with the literature to some degree. But, the point carries relevant implications. It means that extra-focused care and discipline would be required to achieve a grasp of both Performance and Health in balance, for any of the Five Frames of Performance and Health.

Permission to draw fundamental distinctions between Performance Aspiration and Health Aspiration, in the manner described throughout *Beyond Performance*, actually represents a landmark achievement, virtually unique among books about how to run business better.

This is exactly where *Beyond Performance* can be seen to be an impressive groundbreaking, pioneering work, in venturing an exacting new proposition for the arena of organizational management practice.

This precise distinction has been a long time coming. It can be argued that this is exactly what was overlooked in a preceding popular book about management practice, *In Search of Excellence* (1982).

*In Search of Excellence* had suggested Super-Ordinate Goals or Shared Values, as a kind of central point of reference, through which other necessary influences would become interconnected. Here, *Beyond Performance* creates a separation of purposes within an Aspire category, taking Performance and Health each on its own terms. The invention of the Organizational Health Index becomes very evocative for just this reason.

Our research . . . suggests that many companies fall from grace because of an excessive bias toward a static view of managing performance. They synchronize their '7S' dials to deliver against quarterly and annual targets instead of taking a more dynamic view that encompasses not only their company's performance but also its health: its ability to align, execute, and renew itself faster than the competition. (BP P.xix)

Only about one-third of the companies cited for excellence within the earlier book continued to achieve accomplishments on the same order of magnitude. The new book goes much further than the previous attempt, toward a better understanding of endurance and sustainability.

Additionally, going back to the McKinsey Four Archetypes from the Aspire section, Market Focus is ultimately related to Intuition. Execution Edge can be related to Feeling. Knowledge Core can be related to Thinking. And, Leadership Driven can be related to Sensation. Each can be regarded as a viable expression of enduring success.

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The **Advance** phase starts with a story about Australia New Zealand Bank, ANZ.

The Performance aspect of the Advance phase emphasizes four main components. These involve systems for sharing discoveries, processes to capture improvements, continuous learning and expertise dedicated to innovation and improvement.

The Health aspect of the Advance phase explains the Centered Leadership model in detail. The tone of the discussion becomes somewhat more lyrical, in comparison to other chapters of the book, and sympathetic, related principles are brought forward for reference. The themes of Meaning, Framing, Connecting, Engaging and Energizing will be each covered at some length. There are formal techniques, which qualify and quantify the validity of these observations.

The customary dot-dot-dot separation shot closes the discussion. The task of continuous improvement deserves non-ending, enduring dedication.

The special role of the senior leader gets particular attention, in one of the final chapters,

The experience of Wells Fargo Bank demonstrates a successful, complete beginning-to-end transformation program, in one of the final chapters.

Throughout *Beyond Performance* there are occasional instances where especially vivid analogies enliven the presentation.

What happens if the biggest gear changes its mind and decides to rotate in the opposite direction? The gear below screeches to a halt, and then starts moving in the alternate direction as well. Down the line, all the other gears start to shear. Sparks fly and the poor little gear at the bottom screeches so much that it shears right off and out of the system. Such is the power of the senior leader! (BP P.204)

The need for directness, honesty, clarity and consistency is imperative in facilitating Performance and Health at all levels. Looking closely at any organization, there are likely to be any number of examples of misdirection, internal contradiction and conflicting priorities. A conscious, well conceived program to achieve more polished coordination and better integrated decision management represents a positive and refreshing alternative to other, less considered, more conventional ways of doing things.

The closing remarks for *Beyond Performance* reiterate several fundamental principles. Performance and Health matter. Both should be measured and managed rigorously now. Nothing changes unless behavior changes. Care and effort can make a meaningful difference, for business and for society.

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