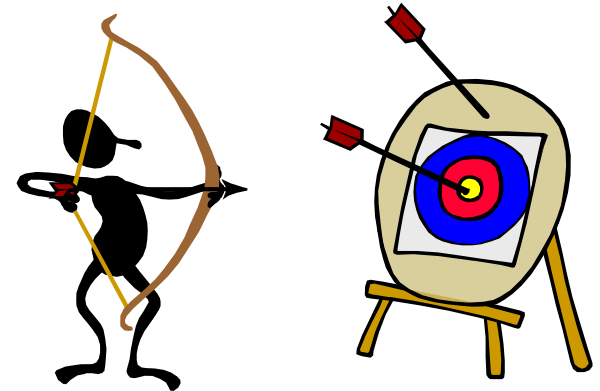


# Cultural Issues in Using Performance-Based Management

A Discussion Paper  
by Richard Brodkorb, President  
REB Management Company



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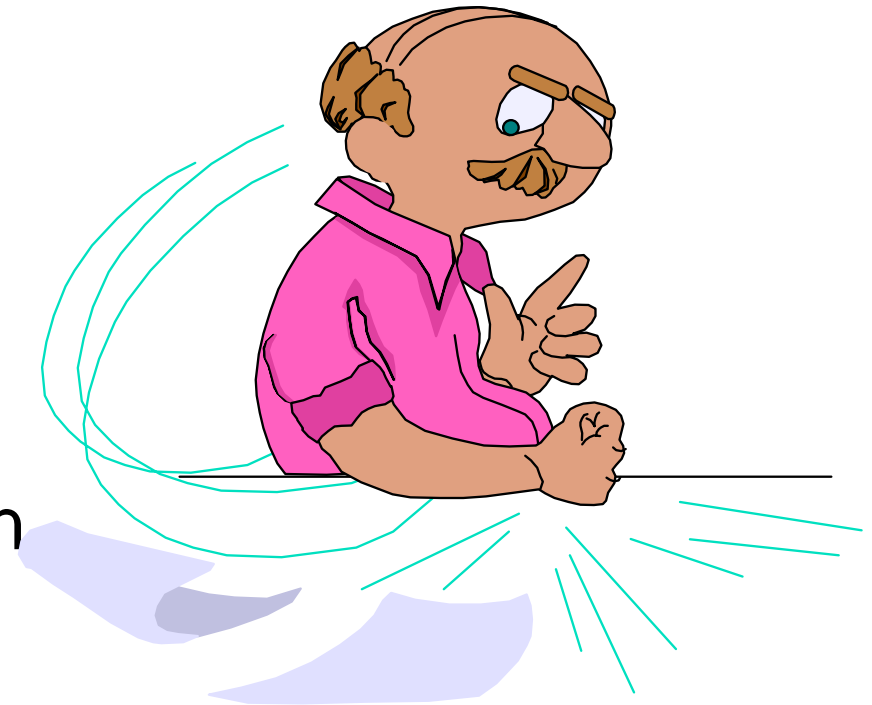
# Objectives of Most P-B Management Approaches

- Improve overall organizational performance
- Improve visibility into performance strengths and weaknesses
- Establish objective measures of performance
- Motivate people to perform at their best
- Treat all people fairly and equitably



# What are the Cultural Barriers ?

- Silo mentality
- Punishing bad news
- Inflexible style
- Too much secrecy
- No empowerment
- Weak strategic direction
- Others...



# Factors contributing to Barriers?

- Inability to change
- Being too comfortable
- Lack of strategic thinking
- No self-assessments
- Lack of competition
- Poor communication
- Lack of healthy leadership



# What Can We ?

- Provide strong leadership to cope with issues
- Be keenly aware of cultural issues
- Educate on values of P-B Management
- Align reward system to P-B
- Build team sense
- Create a Vision of Success

