



Notes Template for Moderators - 2018 Business Round Tables
Committing to Continuous Improvement
Nashville, Tennessee; Friday, November 2, 2018, 3:20 to 4:45 PM

Table No.: 11 Topic: Principles for Building a High Performance Culture

Moderators: Conference Speaker Brent Gleeson and Note Taker Matt Moler

Number of participants at 1st session: 10 Number of participants at 2nd session: 17

Insert an abstract of the topic here.

Brent Gleeson asked questions or made comments to the Roundtable Groups based on his presentation from earlier in the day. The Groups provided general feedback and discussion around these topics. Notes from these discussions are provided in the numbered sections below. Brent's abstract from his presentation is shown directly below:

Former Navy SEAL combat veteran Brent Gleeson turned his discipline and battlefield lessons to the world of business and has become an accomplished entrepreneur, bestselling author, and acclaimed speaker on topics ranging from leadership and building high-performance teams to culture and organizational transformation.

Gleeson will provide actionable principles for leaders and managers to use in leading an organization through change and inspirational stories and key insights into how leadership and employee engagement affect productivity and performance. He'll share correlations between SEAL culture and high-performance teams in business and how committing to continuous improvement, and prioritizing people, culture, and values drive a company to achieve better results.

Briefly summarize the ten things from the discussion that were of most interest. This might include points discussed, concerns expressed, lessons learned, advice given, solutions offered, case histories presented, or anything else related to the topic. Expand the boxes as needed.

1	How do you establish leadership credibility (i.e. what comes first – respect or trust?) Group discussed that leadership likely begins with respect that eventually turns into trust over time.
2	How to build culture of accountability? The group discussed the Seal's Top 5 Bottom 5 process that requires them to make weekly decisions on who is doing well and who is not. Would be interesting if this group self-evaluation regarding accountability could be used in the business environment as well.
3	How to work with millennials? Millennials are inspired by different things than older generations, such as: good talent acquisition programs, good training programs, autonomy, being a part of a bigger purpose, a defined path forward, etc.
4	What are things that should never change in an organization? Core values should never change. Personable preferences should be modified if needed. Individuals need to be aware of the differences and be flexible in their personal preferences.

5	Culture changes happens at the end of an organizational change. It starts with new processes and systems that eventually affect culture.
6	Leadership is at all levels, not just from the top. There should be accountability at all levels. Top leaders don't just want feedback, they crave it, then they react and make improvements/modifications based on that feedback. In general, there are 3 traits of top leaders: trustworthiness, credibility, and charisma.
7	The simplest leadership is usually the most profound and inspiring. It impacts others to improve themselves. One table member described a situation where their father reacted with a simple phrase of "Is this the best you can do?" when seeing his son's first semester college grades. This simple phrase inspired the table member to go on to major improvements to his college grades from then on.
8	Transparent and upward leadership is key. Brent discussed the Seal's mission debriefs where individual ego's and rank were checked at the door, and open discussions were held to learn why decisions were made in the heat of the mission. This open communication built trust and improved the group for future missions. Can this same project debrief be used in our business environment.
9	Waiting for feedback from yearly reviews is ineffective. Brent and others recommended implementing quarterly reviews to provide "real-time" feedback.
10	Behind organizational change, there needs to be a purpose that is understood through the organization. People will get on board with a change if they know the "why".

Summarize the three most important items from the discussion that should be shared with GBA members:

1	What are things that should never change in an organization? Core values should never change. Personable preferences should be modified if needed. Individuals need to be aware of the differences and be flexible in their personal preferences.
2	Leadership is at all levels, not just from the top. There should be accountability at all levels. Top leaders don't just want feedback, they crave it, then they react and make improvements/modifications based on that feedback. In general, there are 3 traits of top leaders: trustworthiness, credibility, and charisma.
3	Behind organizational change, there needs to be a purpose that is understood through the organization. People will get on board with a change if they know the "why".