Guide: Achieving Brand Integrity Performance Success

This document contains:

This guide was created by Brand Integrity Inc. to correspond with Truth 8 of the *Achieve Brand Integrity* book. For help with this guide or any of the exercises, please feel free to contact us at info@brandintegrity.com or 585.442.5404.

Consent to Terms
Your use of the Guide to Achieving Brand Integrity Performance Success (“Guide”) is subject to these Terms of Use ("Terms"). Please read them carefully. By using this Guide, you agree to be bound by these Terms. If you do not agree with, or cannot abide by these Terms, please do not make any use of this Guide. These Terms may be modified at any time at our discretion by posting the modified Terms on the Brand Integrity Web site. Use after any posting will constitute your agreement to abide by the modified Terms.

Copyrights
The content of this Guide is protected by U.S. and international copyright laws. You may not use, reproduce, distribute, transmit, or display any copyrighted material unless it is within the Terms. Derivative works may not be made. You may download, print, and copy the Guide for your personal (including intra-company), non-commercial use only, provided that you include all copyright and other notices contained in the Guide and that you do not modify the Guide. Any other use of the Guide is expressly prohibited.

Disclaimer
This Guide is provided on an "as is" and "as available" basis, without any warranties of any kind, either express or implied, including warranties of title or implied warranties of merchantability or fitness for a particular purpose. No warranties are made regarding any results that may be obtained from use of the Guide.

Limitation of Liability
In no event will Gregg Lederman, Brand Integrity, or any of its employees or agents be liable for any indirect, consequential, special, incidental, or punitive damages, arising out of the use or inability to use this Guide or any results obtained from the use of this Guide.

Miscellaneous
These Terms represent the entire understanding of the parties regarding the use of this Guide and supersede any previous documents, correspondence, conversations, or other oral or written understanding related to these Terms. These Terms shall be governed by and construed under the laws of the State of New York without regard to its choice of law, rules, and where applicable, the laws of the United States. To the extent permissible by law, any disputes under these Terms or relating to the Guide shall be litigated in the District Court in and for the District of New York, and you hereby consent to personal jurisdiction and venue in the District of New York. A modification or waiver of a part of these Terms shall not constitute a waiver or modification of any other portion of the Terms. If for any reason any provision of these Terms is found unenforceable, that provision will be enforced to the maximum extent permissible, and the remainder of the Terms will continue in full force and effect.

Guide to Achieving Brand Integrity Performance Success

Part 1: Overview

Achieving Brand Integrity Performance Success is a peer development approach to defining proprietary brand-driven behaviors[1] and securing buy-in from the employees who need to bring the company brand to life. Because this approach relies on input from those who know the jobs best — the employees who do them — it requires a safe environment for discussing behaviors and identifying obstacles[2] that may get in employees' way of performing those behaviors. In this process, it is also important to connect behaviors to business impacts to help employees understand how their performance has a direct impact on the company's bottom-line success, the work culture, and their personal development.

The performance success program starts by using the Master List of Brand Competencies™ and brand-driven behaviors that were leveraged from the strategy. It is important to then define those behaviors at the job level so employees know what is expected of them in their day-to-day roles. A Guide to Building Brand Competencies™ and Behaviors is available for download at www.brandintegrity.com/truth8.

Once brand-driven behaviors have been defined at the job level and you have employee buy-in, the behaviors must be integrated into existing performance systems. In addition to adding these behaviors to formal performance evaluations, the behaviors should also serve as input for regular employee self-assessments (quarterly for the first year) and the new hire selection process.

The following guide should serve as a framework to provide you with a path to Achieving Brand Integrity Performance Success for your company. At the end of the guide, you will find an example of a Performance Success Profile[3] which can be used to roll out final behaviors to employees. The Performance Success Profile also can be used by employees to conduct self-assessments.

---

[1] Brand-driven behaviors: Visible actions that bring a brand to life while strengthening employee, partner, customer, and marketplace perceptions. Also called brand-based or on-brand behaviors.

[2] Obstacles: Roadblocks that if not overcome can prohibit employees from delivering a behavior.

[3] Performance Success Profile: A document that houses Brand Competencies™, brand-driven behaviors, obstacles, and impacts for any given job position.

Guide: Achieving Brand Integrity Performance Success

Part 2: Achieving Brand Integrity Performance Success Steps

!	**Achieving Performance Success**	**Ensure long-term success by:** **• Implementing periodic self-evaluations.** **• Integrating behaviors into performance reviews.**
6	Leadership Review Session	Review the results with job category leaders to: • Ensure changes have retained original intentions. • Obtain leadership buy-in on final behaviors.
5	Personalization Session	Conduct a modified, efficient approach to: • Customize behaviors for similar positions. • Leverage existing behaviors for positions with only a few people.
4	Buy-in/Kickoff Workshop	Work with members of the job category to: • Understand brand behaviors. • Gain commitment. • Ensure ability to take action.
3	Peer Development Interactive Session	Work with top performers in the job category to: • Build brand behaviors. • Uncover obstacles.
2	Must-have Session	Meet with the leaders of the job category to: • Understand Brand Competencies. • Determine "must-have" brand behaviors.
1	Project Planning and Kickoff	Plan for success: • Collect brand strategy behaviors. • Integrate job description behaviors.

Step 1: Project Planning and Kickoff

This step sets the project foundation by selecting a project team, defining an approach for defining job-specific competencies and behaviors throughout the organization, and setting expectations with participating employees. It is also the first step in customizing the brand strategy to a job position[4] (creating a Performance Success Profile).

[4] Job position: A specific job that has the same responsibilities and brand-driven behaviors for all employees holding the position.

Action Steps:

1. Assemble project team to include the following roles:
   - Project management, facilitation, employee communication, administrative support, project sponsorship, and train the trainer (if needed).
2. Hold kickoff meeting with project team.
   - Determine roles and responsibilities of each team member.
   - Review organizational charts, identify potential job positions, and identify which ones to complete first (group multiple positions into job categories[5] if it will be more efficient).
   - Assign due dates and tasks.
3. Review the brand strategy and create a master list of all behaviors that employees should do to bring the brand to life.
4. Designate participants for Must-have Sessions[6] and get contact information.
5. Launch employee communications to explain benefits (what's in it for them) and plans for performance success efforts.

Step 2: Must-have Behaviors Interactive Session

This session works with job category leaders to determine "must-have" behaviors and Brand Competencies for the job category. The purpose of the session is to integrate brand behaviors into the areas of the job position that have the most effect on internal and external customers. Since detail will be added in the next session, it is not important to focus on specifics of the behaviors during this session.

Action Steps:

1. Schedule a two-hour (approximately) Must-have Session with job position leaders.
2. Review job description(s) and other performance materials for the identified position.
   - Highlight brand-related behaviors.
3. From your master list of behaviors, select those that could be most applicable to the identified position (potential must-have behaviors).
   - Add brand-related behaviors from job description.
4. Send potential must-have behaviors to Must-have Session participants to review, prioritize, and modify, as appropriate, in preparation for the session.
5. In session: Meet with job position leaders to review selected behaviors and determine those behaviors that are essential for the identified position.
   - Add, delete, or change behaviors as necessary.

Step 3: Peer Development Interactive Session

This collaborative session works with a handful of top performers within a job position to add detail to the must-have behaviors, identify new behaviors, and preliminarily discuss obstacles to the behaviors. This

[5] Job category: A set of job positions that are at least somewhat similar in job responsibilities and very similar in Brand Competencies™ and brand-driven behaviors.
[6] Must-have Session: Sessions with job category leaders to determine behaviors that are necessary for the job position. This session is further explained in Step 2.

session is predicated upon the belief that those who do the job are the experts; therefore, they are asked to use their expertise to make their behaviors relevant to them and their peers. This helps position this information for buy-in from the rest of the employees in the job category.

Action Steps:

1. Schedule a two- to three-hour session with a few employees who are in the job category. Pick employees who are very good performers and understand what it takes to do the job well.
2. **Prior to session:** Send must-have behaviors to Peer Development Interactive Session participants, asking them to modify behaviors as needed to make them specific and most relevant for their position.
3. **During the session:** Meet with top performers to modify behaviors to make them more specific to their position (strive for visible, objective behaviors).
4. Identify any obstacles that participants believe prevent them from performing those behaviors.
    - Match obstacles to respective behaviors and categorize as follows:
        > Category 1 Obstacle: An obstacle that can be alleviated by adding the right behavior to another job category. These are the best obstacles because they help define the behaviors for other job categories. Usually about 60 percent of obstacles fall into this group.

        > Category 2 Obstacle: An obstacle that can be alleviated if a new process or procedure is put into practice. Usually about 30 percent of obstacles are in this group.

        > Category 3 Obstacle: An obstacle that is part of the job and cannot be alleviated. Only about 10 percent of obstacles fall into this classification.

Step 4: Buy-in Workshops

This workshop engages a large group of job position members to finalize the behaviors for their job. In addition to educating participants on the brand strategy, the purpose of the workshop is to ensure participants understand, commit to, and are able to **do** the behaviors that have been identified. This process may include modifying behaviors, adding or deleting a few behaviors, and raising new obstacles.

Action Steps:

1. Schedule a two- to four-hour workshop with job category participants. The total amount of time needed will depend on the number of participants from the job category.
2. **Prior to session:** Send participants information about the project, the brand strategy, and the upcoming workshop.
    - Remind employees of what's in it for them with respect to developing objective behaviors to help them enhance their job performance, work culture, and desired business results.
    - Send peer-developed behaviors for participants to review and note comments.
3. **During session:** Review behaviors to establish understanding, commitment, and ability to take action.
    - Review obstacles for validation.
    - Make changes as necessary.

Step 5: Personalization Session(s)

When one set of behaviors is defined for multiple positions, it may be necessary to "personalize" those behaviors to specific jobs. In other cases, it might be more efficient to gather behaviors from other positions to determine behaviors for a new position. The goal of Personalization Sessions is to leverage time and thought already invested in developing behaviors and to create consistency across job categories.

Action Steps:

1. Schedule a one- to three-hour meeting with a few employees who are in the job category. Pick employees who are very good performers and understand what it takes to do the job well.
2. **Prior to session:** Send the existing behaviors for Personalization Session participants to modify based on what should be changed to make the behaviors more applicable to their position.
   - Highlight behaviors that should be modified, cross-out those that aren't applicable, and add those that are missing.
3. **During session:** Review behaviors and change as needed to make them more applicable to the identified position.

Step 6: Leadership Review Session

To complete the Performance Success Profile, hold a meeting to reconnect with leaders of the job category to review any relevant feedback from the Buy-in Workshop, gain consensus on the material created, and discuss the pathway forward. In order to facilitate obstacle removal, obstacles should be reviewed at this time and removal paths decided (e.g., determine the position that needs a new behavior, or the department or person responsible for creating a process change).

Action Steps:

1. Schedule a one-hour Leadership Review Session with job position leaders.
2. **During session:** Review participant feedback, final behaviors, and obstacles for the position.
   - Make changes as required for leadership approval.
3. Discuss next steps for handling each obstacle, including behavior development in another job category or establishing a process.

Guide: Achieving Brand Integrity Performance Success

Part 3: Implementing a Performance Success Program

Your efforts in Achieving Brand Integrity Performance Success extend beyond defining behaviors and getting buy-in. You must integrate these behaviors into hiring practices, new employee training and orientation, and performance evaluations. It is strongly recommended that in addition to disciplined performance evaluations, employees conduct regularly scheduled self-assessments.

The payoff is well worth the effort. As you begin to implement peer-developed brand-driven behaviors across the organization, awareness of the brand experience will increase, empowering employees to become more engaged in the purpose/mission and strategy of the company. As a result, a brand-driven, mission-focused culture will emerge. Productivity will increase as employees understand how to do the right things in the right way, sustaining the brand strategy and increasing brand equity.

In addition to providing proprietary behaviors, Achieving Brand Integrity Performance Success provides a path for developing a framework for holding leaders accountable for performance measurement. With established performance standards, leaders can conduct objective performance evaluations, increasing opportunities for employee development. A disciplined process enables recognition of good performers while holding poor performers accountable. Additionally, the established performance standards will make it easy to teach new employees how to deliver the brand experience.

For more information and insight into developing and implementing brand-driven behaviors, check out the Guide to Brand Competencies™ and Behaviors at www.brandintegrity.com/truth8 and reference pages 157 through 178 in the *Achieve Brand Integrity* book.

If you would like to learn more about the Brand Integrity Train the Trainer program to enable personnel in your company to deliver the Achieve Brand Integrity Performance Success program, send an e-mail to info@brandintegrity.com or call 585.442.5404 to discuss and explore ways Brand Integrity's team of highly skilled facilitators can help you and your company.

Comments? Suggestions?

Brand Integrity is dedicated to the continuous improvement of our processes and deliverables. We welcome any feedback or suggestions you may have. Visit us at www.brandintegrity.com, e-mail us at info@brandintegrity.com, or give us a call at 585.442.5404. Our team will be happy to hear from you.