



**Mandar Hazare,
GM Motorsports –
Vehicle Performance
Lead – Cadillac F1**

High-Performance Culture



What is Performance

What Drives Performance

Psychology of High Performance

What is Culture

**What does it mean to have a
High-Performance Culture**

**High Performance
Culture**



High Performance Culture

What is Performance

What Drives Performance

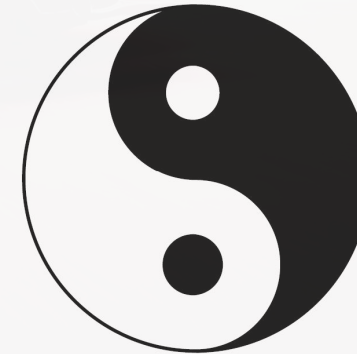
Understanding Performance:

Neel Doshi / Lindsey McGregor : Primed to Perform

- **High-Performance** requires a **balancing and maximizing** both **Tactical** and **Adaptive** Performance.
- **Tactical Performance:**
 - Focuses on following strategy.
 - Promotes consistency and efficiency.
 - Uses structured processes like rules, checklists, and standard operating procedures.
 - Helps concentrate resources effectively.
- **Adaptive Performance:**
 - Emphasizes flexibility and innovation.
 - Allows deviation from strategy when necessary.
 - Involves creativity, problem-solving, resilience, and adaptability.
 - Crucial in volatile, uncertain, complex, and rapidly changing environments.

TACTICAL PERFORMANCE:

- How well you execute the plan
- Comes from strategy



ADAPTIVE PERFORMANCE:

- How well you diverge from the plan
- Comes from culture

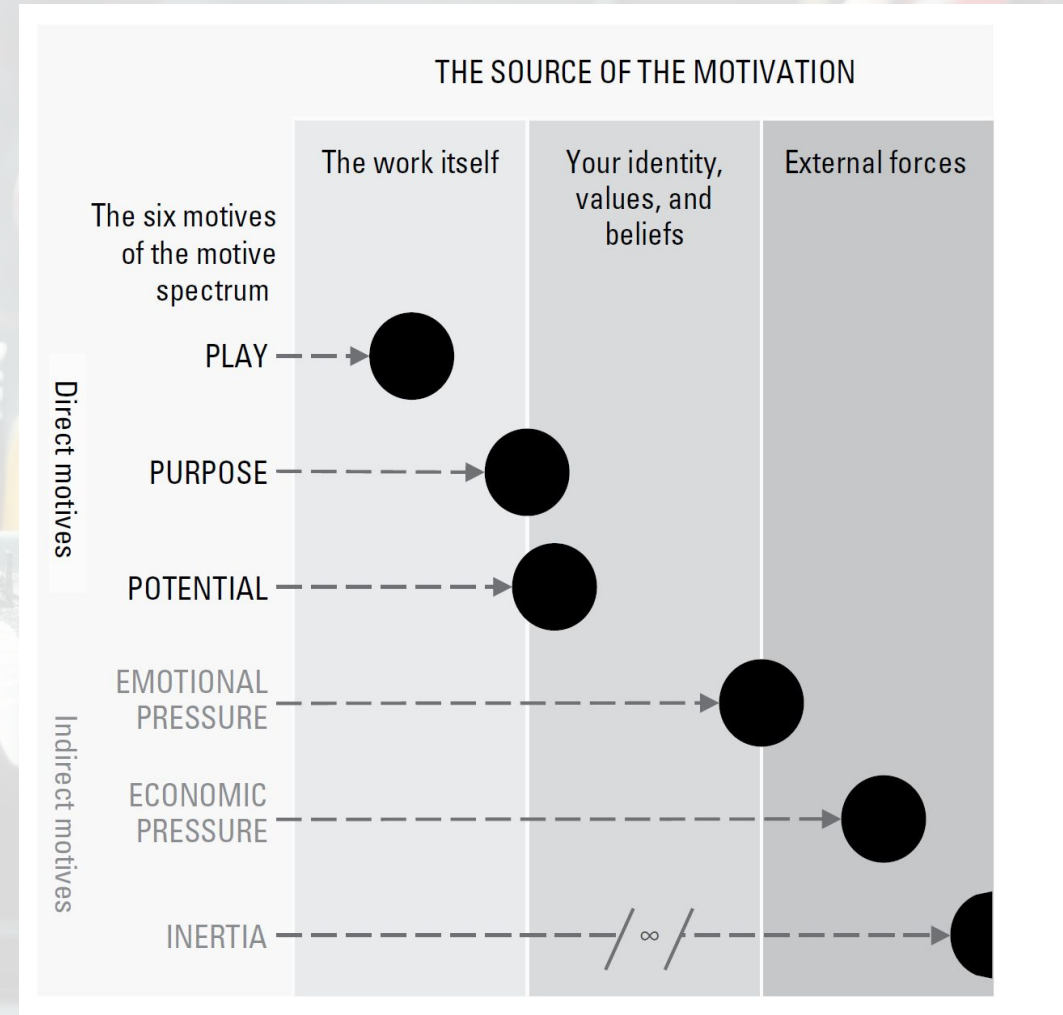
Neel Doshi / Lindsey McGregor : Primed to Perform

What Drives Performance :

Neel Doshi / Lindsey McGregor : Primed to Perform
Richard Ryan: SDT and Work Motivations

- **Why** we work affects how **well** we work!
- **Autonomous Motivation** leads to better performance, wellbeing, engagement, citizenship, satisfaction.
- **High-Levels of Performance**
 - Maximizing - Play, Purpose, Potential
 - Minimizing - Emotional pressure, Economic pressure and Inertia

↑
Autonomous
Motivations





**High Performance
Culture**

What Drives Performance

Psychology of High Performance

Basic Psychological Needs

Psychology of Performance : Self Determination Theory



Richard Ryan and Edward Deci

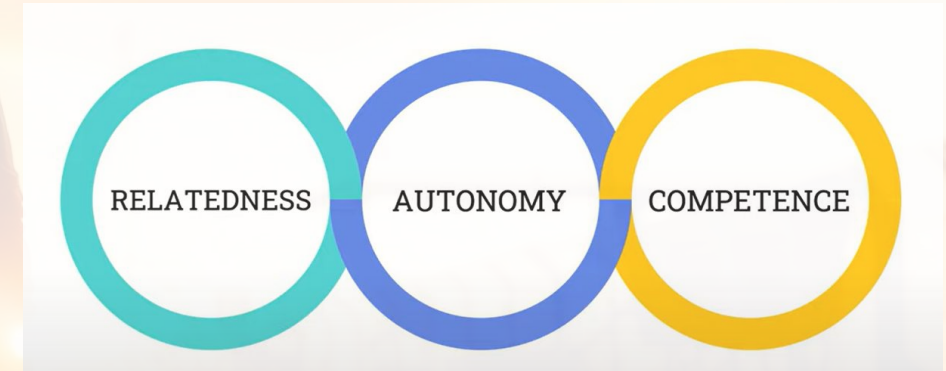
- **Self-Determination Theory :**
 - Represents a broad framework for the study of human motivation and personality.
 - Focuses on social and cultural factors facilitate or undermine sense of volition, initiative, **well-being** and **performance**.
- **Core Assumption:** Humans are naturally inclined to **flourish**.
- **Flourishing** involves developing one's potential, expressing talents and interests, and becoming fully functioning.
- **Work** plays a central role in adult flourishing—but thriving at work isn't automatic.
- It requires both **physical and psychological** "nutriments".

Basic Psychological Needs: Self-Determination Theory

Richard Ryan and Edward Deci

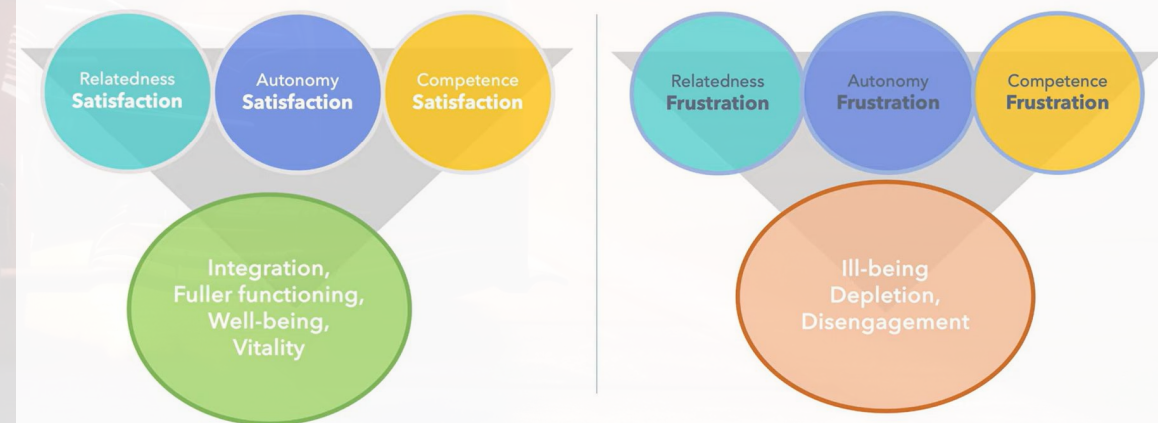
▪ Basic Psychological Needs:

- Essential for psychological growth, integrity and wellness.
- When deprived of a basic need, the result is degradation and harm; when met, thriving is enabled.
- Universal rather than culturally specific; apply across domains and development.



Richard Ryan / Edward Deci – SDT and Work Motivations

Basic Psychological Needs Satisfaction and Frustrations Underpin Both Well-being and Ill-being

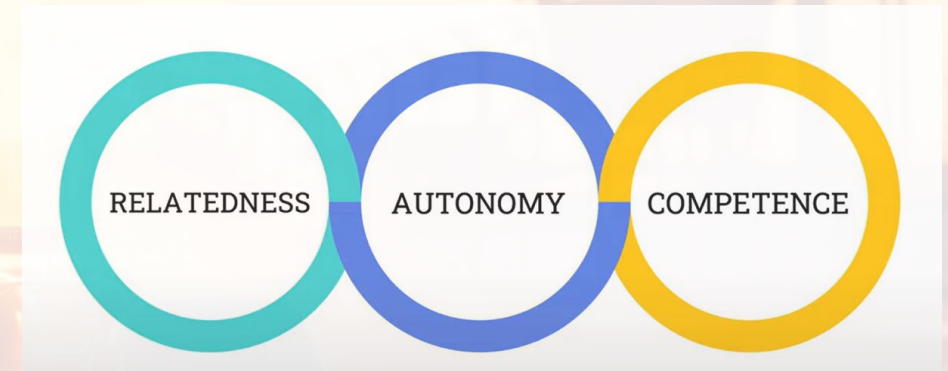


Richard Ryan / Edward Deci – SDT and Work Motivations

Basic Psychological Needs: Self-Determination Theory

Richard Ryan and Edward Deci

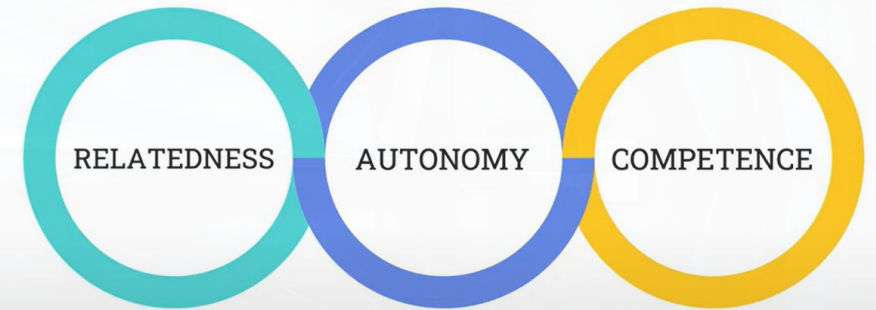
- **Competence :**
 - Need to feel **effective** and **capable** in one's activities;
 - Experience **growth** and new challenges, **develop skills** and **extend their abilities**.
 - **Mastery** of craft.
- **Autonomy :**
 - Need to **self-regulate** and **feel in control** of one's own actions and decisions.
 - **Willingly engaged, ownership** of actions and accomplishments.
 - Behavior is **volitional** and **congruent** with authentic interests and values.
- **Relatedness :**
 - Need to feel **connected** and **belonging** with others.
 - One **matters** to others and feels **respected** and **significant**.
 - Results from feeling **cared** for and being **able** to help or contribute.



Richard Ryan / Edward Deci – SDT and Work Motivations

Psychology of Performance : Basic Psychological Needs

- When these three psychological needs are met, it leads to :
 - More autonomous work motivation,
 - More engagement,
 - Better performance,
 - Greater well-being, vitality, and satisfaction,
 - Enhanced organizational citizenship.



Richard Ryan / Edward Deci – SDT and Work Motivations

- Supporting **Basic Psychological Needs** is **key** to **High-Performance**.



What is Culture

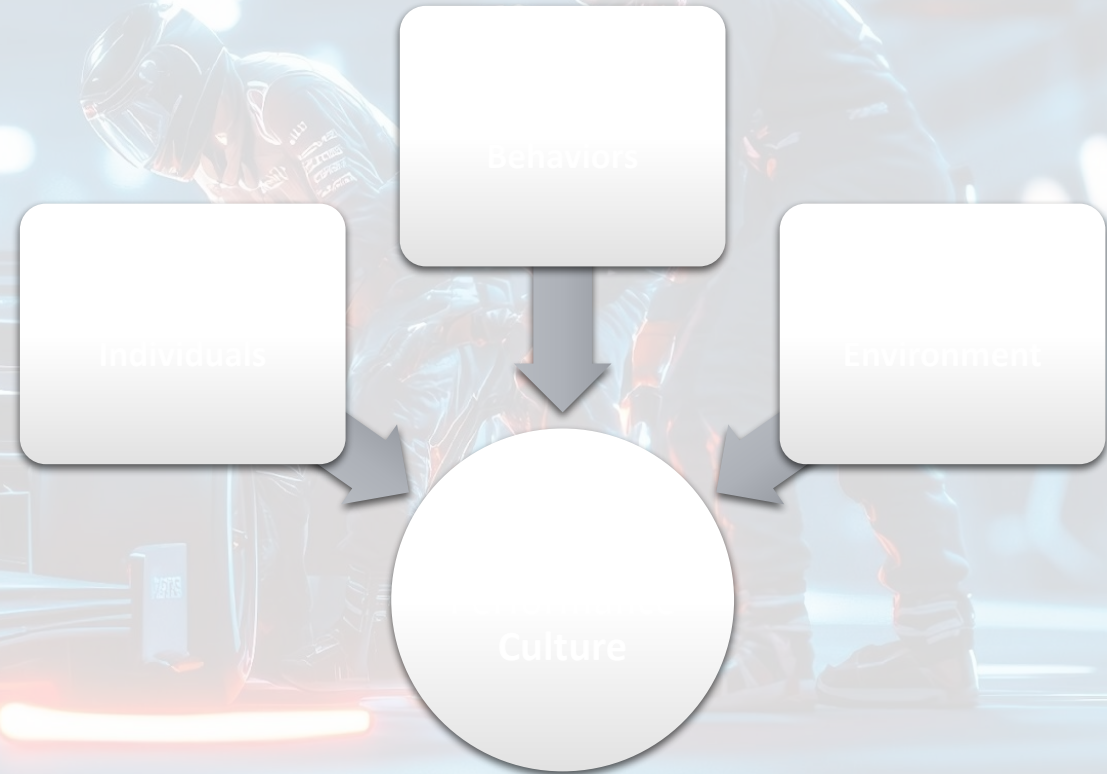
**High Performance
Culture**

**What does it mean to have a
High-Performance Culture**

**Key Principles Driving a High-Performance
Culture**

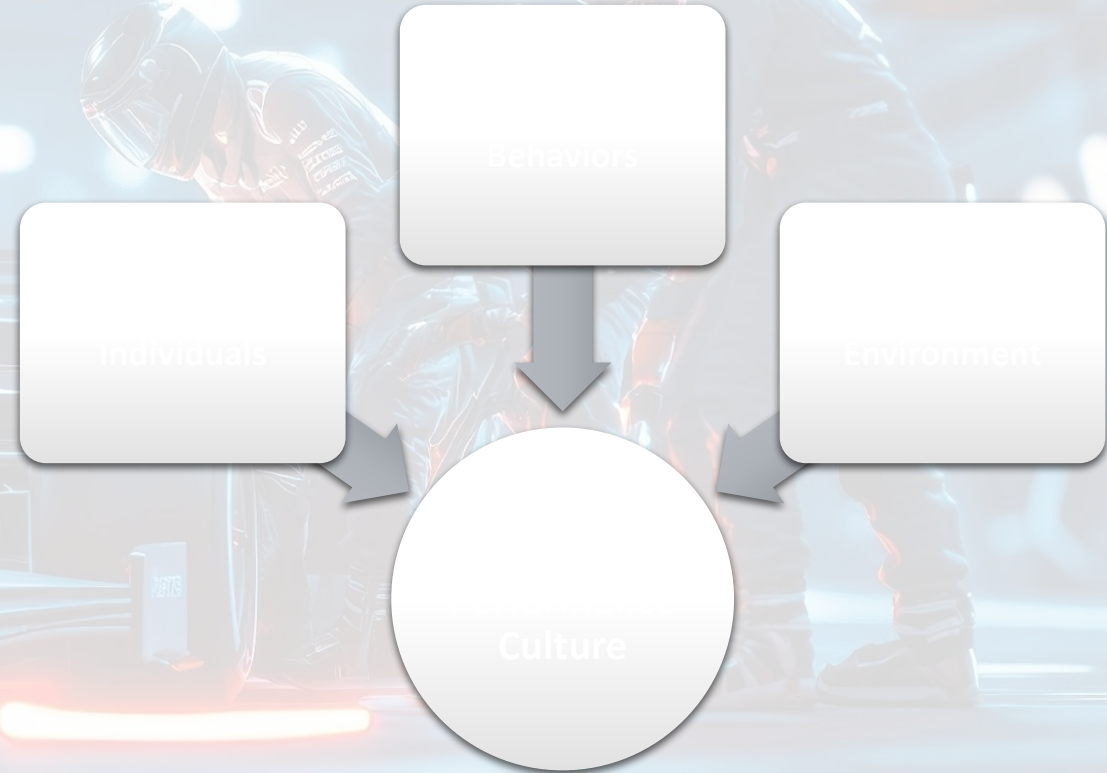
What is Culture ?

- Culture is a derivative of the **behaviors** of the **individuals** in an **environment** set by the organization.



What does it mean to have a High-Performance Culture ?

- **High-Performance Culture:**
 - **Enables high adaptive performance** along with tactical performance in the face of volatility, uncertainty, complexity and ambiguity.
 - **Enables** higher levels of **well-being**, engagement, citizenship, satisfaction.



Key Principles Driving a High-Performance Culture

- Supporting **Basic Psychological Needs** (Autonomy, Competence, and Relatedness).
- Increasing **Autonomous** forms of **Motivations**.

High-Performing Individuals

- Training of Craft / Skills -> Learning Mindset
- Training of Body -> Health / Exercise / Sleep / Recovery
- Training of Mind -> Self-awareness / Mindfulness / Self-discovery

High-Performing Behaviors

- Respect / Humility / Courage
- Hard-work / Dedication
- Mastery (Pursuit of Excellence)

High-Performing Environment

- Trust / Vulnerability
- Well-being / Relationships
- Learning / Growth / Innovation / Excellence



**High Performance
Culture**

Thank you for your time.