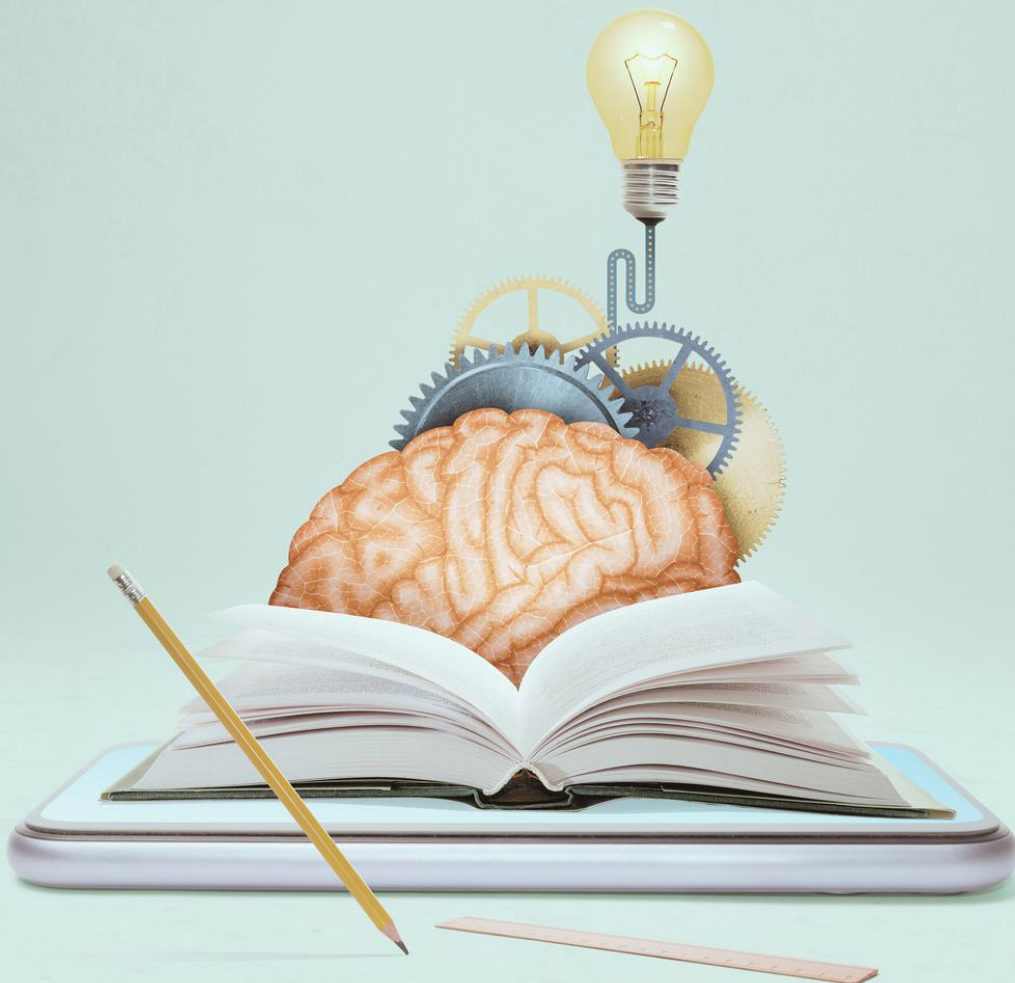


# The High-Performance Playbook

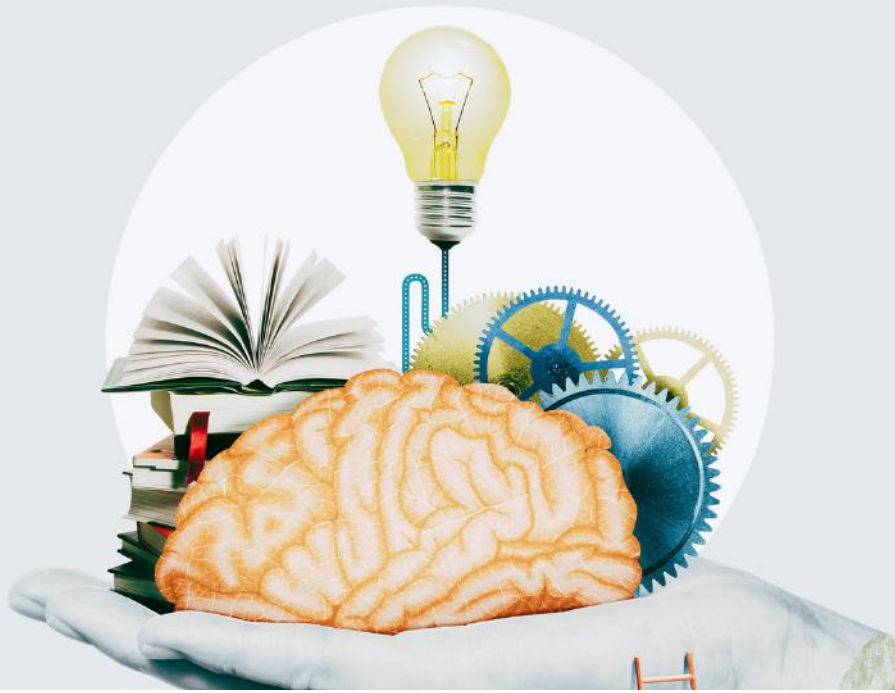
EXPLORING THE IMPACT OF BEHAVIOURAL SCIENCE ON HIGH-PERFORMING TEAMS



“

*We are what we repeatedly do. Excellence, then, is not an act but a habit.”*

**Aristotle**



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**Steve Baggi**  
CEO & Founder,  
KultraLab

## Welcome

Welcome to the inaugural edition of 'The High-Performance Playbook', our new digital magazine focused on high-performance culture. We'll bring you emerging insights from the research on 'The Secret DNA of High-Performing Teams,' our work in high-performance behaviour change with global organisations and interviews with industry leaders.

So why high-performance? Many businesses understand the link between high-performance and organisational success, but they struggle to identify the specific behaviours that drive it, let alone implement them across their organisations. Recognising these behaviours is vital for improving organisational performance, and we believe frontline

managers hold the key.

Why managers? Managers are often the unsung heroes of retail and consumer businesses, yet they're frequently under-invested in and under-appreciated. They face immense pressure, juggling changing expectations, complex challenges, and increased productivity demands. Unfortunately, as a result many managers are disengaged in their roles, having a negative impact on the teams they lead.

Our mission is to create healthy, thriving and high-performing cultures. We want to understand what differentiates high-performing stores and what successful managers do differently. We will use these insights to help everyone unlock



*We want to uncover the secret DNA to ensure every manager can become a superhero and help them to understand the key behaviours for success”.*



Steve participating in panel discussion on 'The Power of Difference' at the World Retail Congress in Barcelona April 2023

their potential to become high-performing managers and role model these key behaviours for their teams.

Our research will combine behavioural science and academic rigour, partnering with the University of Manchester to ensure the highest standards. Working closely with over 20 global consumer and retail businesses, we'll use in-store observations and recognised behavioural science methodologies to inform our findings.

Additionally, we're thrilled to have Sir Clive Woodward chairing this year's report. His expertise in coaching high-performing teams, including Team GB at the 2012 Olympics and the 2003 World Cup winning England Rugby team, will be invaluable.

We hope that our research and insights will have a profound impact within the retail and consumer sector, on its managers and frontline teams. In essence, we want to uncover the secret DNA to ensure every manager can become a superhero and help them to understand the key behaviours for success. At KultraLab, we have developed a scalable solution to help organisations consistently coach these behaviours. Our AI coach, Kultra, helps every manager to understand, practise and role model these key behaviours. Together we can transform the landscape of managership and performance across the sector. We hope you enjoy this first issue.

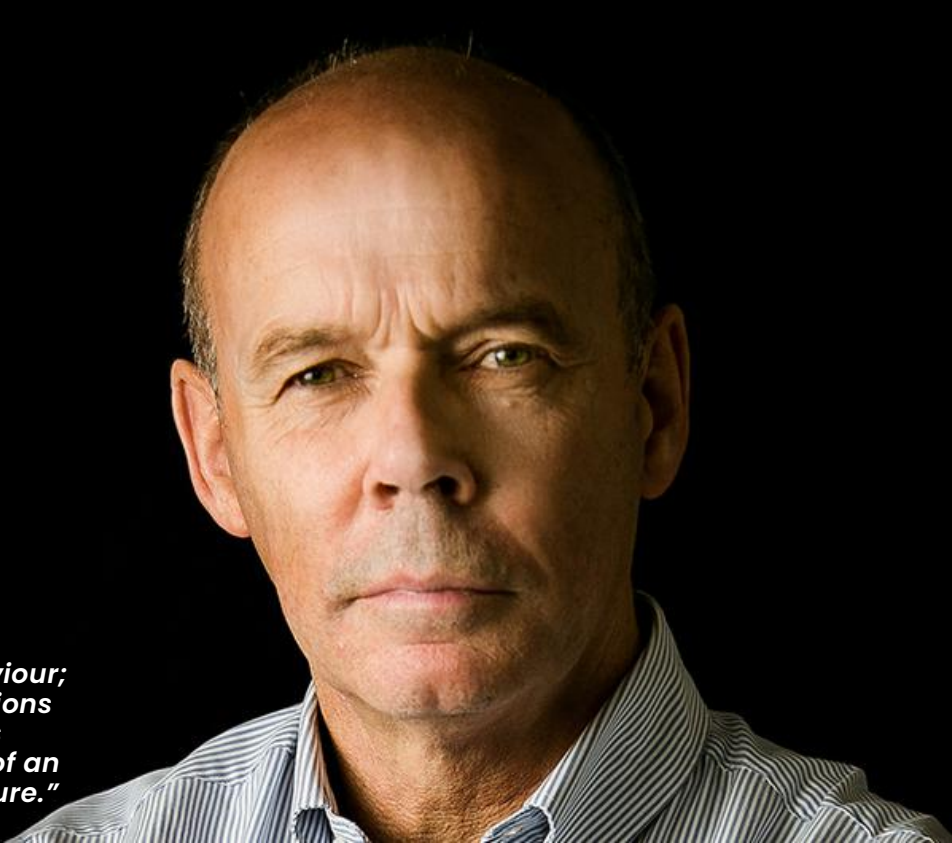
**Steve**

**E. [Steve.Baggi@kultralab.com](mailto:Steve.Baggi@kultralab.com)**

# Winning Behaviours Create Winning Teams

**Sir Clive Woodward**

Strategic Advisor - Organisational Performance, KultraLab & Chair of Report



*"It's people's behaviour; their individual actions and purpose, that's really at the heart of an organisation's culture."*

What makes a high-performing team? What winning behaviours would each team member need to display to create success?

Throughout my career, I've often been asked those very questions. And as the dust settles on the recent Rugby World Cup, it got me thinking about my own experience nurturing and guiding winning teams.

From coaching the England Rugby team to victory at the 2003 World

Cup, to my role as Director of Sport for the GB Olympics in 2012, and even running my own business, I've learned first-hand what it takes for a team to achieve success. I'll be bringing these insights to life as I work with KultraLab on their upcoming report on high-performing teams.

## **What makes a high-performing team?**

I believe that to get things right on the pitch you must first get them

right off the pitch. For many organisations, the starting point of their culture is their mission, purpose and values. But it's people's behaviour; their individual actions and purpose, that's really at the heart of an organisation's culture.

High-performing individuals and teams are often those who have a strong sense of purpose, belonging and loyalty at work. Therefore, establishing a winning culture by creating the right environment for success is a critical part of any leader's role.

In my opinion, there are three criteria that make up a winning culture: leadership, teamship, and partnership. Each 'ship' should be as strong as the other. It's no use having great team leadership if team members aren't engaged or aren't able to execute the vision.



Sir Clive Woodward carrying the Olympic Torch, 2012  
Photo: clivewoodward.com



*All team members have a part to play in bringing the organisation's values to life through clear actions and behaviours. Developing a set of 'Winning Behaviours' can be a powerful way to achieve this."*

### **Leadership**

Strong leadership is crucial for any team to perform at its best. The role of the leader involves creating a strong vision of what you want to achieve and communicating that vision effectively to inspire and motivate your team. It's about setting high standards and strategy, maintaining focus, and being adaptable in the face of change and pressure.

### **Teamship**

Teamship, is all about building strong relationships and unity within the team. Within this context, all team members have a part to play in bringing the organisation's values to life through clear actions and behaviours. Developing a set of 'Winning Behaviours' can be a powerful way to achieve this.

At the instigation of the leader, the team members and leader should create their Winning Behaviours together, fostering a feeling of camaraderie, and emphasising teamwork over individual performance. Continually setting, re-setting and evaluating these standards can help a team to develop and refine its identity and purpose.



*Asking for feedback and seeing things from other perspectives are also great ways of creating a strong sense of partnership with others."*

## Partnership

Teams should take a partnership approach when working with others. It's important to keep asking the question 'how can we help you?' to internal and external partners. Understanding the needs, pressures and opportunities for others paves the way for trusting and transparent relationships. Asking for feedback and seeing things from other perspectives are also great ways of creating a strong sense of partnership with others.

If a team demonstrates strong teamship, leadership and partnership in equal measure, they will experience an overlap of the three. This overlap I describe as the 'Winning Zone'.



The 2003 winning England Rugby World Cup Team.  
Photo credit: Tom Jenkins/The Guardian



I'm very excited to be partnering with KultraLab on this groundbreaking piece of research. Over the next few months, I'll be working closely with the KultraLab team to understand the key behaviours of high-performing teams within the retail and consumer sector.

The research has the potential to provide organisations with a framework and measurement index for high-performance behaviours, allowing them to benchmark themselves against their peers, whilst improving performance and productivity.

I'm looking forward to sharing these insights and findings at the World Retail Congress next year in Paris and speaking with a wide range of retailers about how to use the learnings to cultivate winning teams. With Paris on the cusp of hosting the Olympics shortly thereafter, it is shaping up to be a dynamic time for the city. This sets the stage for a year of celebrating high-performing teams and individuals.



Sir Clive at the launch event of the research initiative  
6th November 2023

“

*If a team demonstrates strong teamship, leadership and partnership in equal measure, they will experience an overlap of the three. This overlap I describe as the 'Winning Zone'."*



Sir Clive at the launch event of the research initiative  
6th November 2023

# Partners Joining 'The Secret DNA Of High-Performing Teams'

We are delighted to have so many amazing brands partnering with us on this exciting project. A huge thank you to everyone involved.

When we first embarked on this initiative, we didn't anticipate how much of a chord it would strike with leadership teams.

Through our conversations, we have understood the urgent need to uncover high-performing behaviours to create highly engaged frontline teams that drive organisational performance.

We're excited to be on this journey together and are eager to see the emerging themes, similarities and unique perspectives arising from the research. While it is too early to predict what the outcomes of the research will be, we're really enjoying getting to know each organisation and appreciate the time and dedication shared with us.

Thank you to our partners at [InBeta](#) for their support.



## Our Partners



PRIMARK®



END.

TESCO

Ann Summers



Boots



★ PRET A MANGER ★

ALLSAINTS

BRITISH AIRWAYS

# Why Partners Are Getting Involved

## PRIMARK®

“We’re looking forward to gaining a deeper understanding of high-performance behaviours across the retail industry and how we can use this insight to support and develop our people. As we start introducing our new values across Primark, we are also eager to see how we can align these with identified high-performance behaviours from this research to continue to foster environments across Primark which both put people first and are high performing.”

**Adam Streeter**  
Head of Leadership & Culture



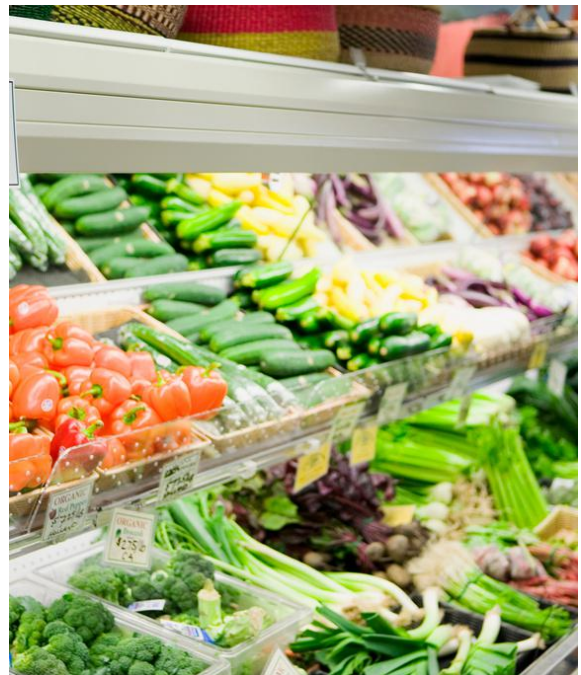
“At Boots we are looking forward to contributing to this project, which will deepen our understanding of high-performance behaviours and how to embed them. We are excited that our participation will help to shape a blueprint for others in the retail industry too.”

**Andy Francis**  
Director of Regional Stores



“Tesco is delighted to partner with KultraLab on this exciting project. We are eager to understand what the key behaviours are that contribute to high-performance across our store network. Our goal is to establish an environment where our teams feel valued and empowered to excel, providing them with the necessary tools to achieve their best performance. We’re looking forward to seeing the outcomes as they will enable us to provide everyone with the chance to thrive and ensure our customers have an exceptional experience.”

**James Goodman**  
UK People Director





## ALLSAINTS

“We’re interested in gaining a deeper understanding of these behaviours, both within our business and across the broader retail industry. We want to ensure we are doing everything we can to achieve our mission to create a utopia for our talent and to deliver world-class customer experiences.”

**Helene Williamson**  
Global People and Culture  
Director

## ★ PRET A MANGER ★

“From a culture and performance perspective, we want to understand how we can provide the best support to our people, ensuring they feel engaged and at their best while at work. Understanding the behaviours that drive this is key. This will enable us to create a great place to work for our employees and deliver a consistent and exceptional experience to our customers.”

**Sergio Bachs**  
UK People Director



“Our focus is on understanding how we can unlock the full potential of our people through exploring the behaviours that drive performance and engagement. We’re excited to get started and gather valuable insights to give us a clearer understanding of the steps we need to take to empower all our people to unlock their full potential.”

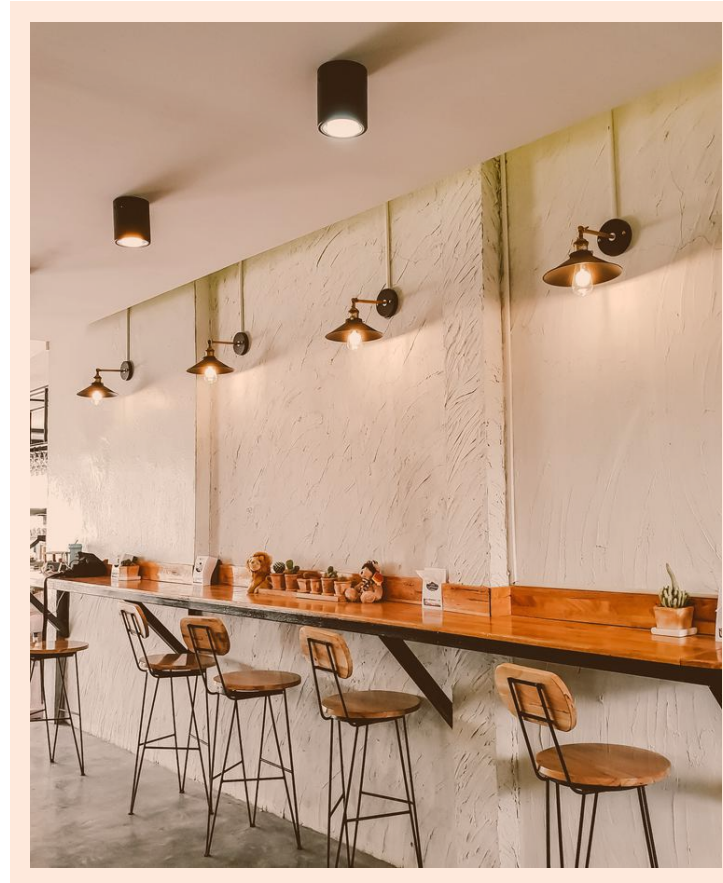
**Samar Elmhawry**  
Chief HR Officer



“Levi’s is thrilled to collaborate with KultraLab in identifying high-performance behaviours within our company. This partnership will provide us with valuable insights, enabling us to apply these findings throughout the organisation to improve performance and enhance consumer experience.”

**Simon Miko**  
DTC Training &  
Communications Lead

After huge demand we are launching a second cohort in January 2024. Spaces are limited, if you’d like to find out more, please contact [Steve Baggi](#) or [Amy King](#) to secure your spot.



“We are currently in the process of identifying and implementing effective strategies for leadership development, while also exploring the key behaviours that contribute to improved performance and engagement. We are looking forward to the findings of this exciting research project.”

**Erik Acosta**  
Head Recruiter



**CREATIVITY**

**INSPIRATION**

**IDEAS**

**SUCCESS**



# Skills vs Behaviours

## Amy King Chief Behavioural Science Officer, KultraLab

Amy discusses the crucial role of behaviours and their relevance to the upcoming study, emphasising the need for organisations to focus their efforts on changing behaviours to drive performance and growth.



Amy King

### What is behaviour?

It's surprisingly difficult to find a universal definition for human behaviour. Yet, despite this, every one of us is governed by our own behaviours; they're the foundation of our daily lives, influencing almost every aspect of our interactions and experiences.

For organisations looking to grow and evolve, it's imperative that they understand not only the behavioural indicators of high-performance, but also the factors that motivate, influence and impact behaviour.

At KultraLab, we define behaviours as 'patterns of habitual actions that are observable by others.' To bring this to life, behaviours such as 'empathy' are usually demonstrated to others through actions or habits, such as checking in with others, or clearly demonstrating active listening during a conversation.

Behaviours are influenced by a myriad of factors, including our environment, personal motivation, and past experiences. In addition, we believe that true behaviour can often be observed under times of stress, adversity, or challenge.



*For organisations looking to grow and evolve, it's imperative that they understand not only the behavioural indicators of high-performance, but also the factors that motivate, influence, and impact behaviour."*



## Why is behaviour so important?

We're obsessed with understanding human behaviour within the workplace, because, while certain behaviours may come more naturally to some than others, they're all learnable. Therefore, by understanding the key behavioural drivers of high-performance, we can coach everyone to reach their full potential.

Getting behaviour change right has massive benefits for workplace performance and productivity, as well as our personal relationships.

Behaviour change has the ability to truly stick when an individual has the right conditions, motivations and support in place to change, unlike new skills which can quickly become obsolete if they are not put into practice immediately.

## How are behaviours different to skills?

The simplest way to understand a behaviour is to think about it as something you *will* do, whereas a skill is something you *can* do. Learning the knowledge and skill to do something tends to equip you with the capabilities to do something effectively for specific tasks or situations. For example, you may learn the specific skill of how to create a project plan, with project milestones, dependencies and risks. This 'know-how' is very useful for situations when you are assigned a specific role to lead a project. However, it does not mean that on a day-to-day basis you always do it. By contrast, a true behaviour means



*By understanding the key behavioural drivers of high-performance, we can coach everyone to reach their full potential."*



Amy introducing the research initiative  
6th November 2023.



*By adopting a behavioural science lens to this high-performance study, we'll begin to uncover the micro-actions, rituals and routines that drive consistently high-performance."*



Team meeting in restaurant setting

that your colleagues would see this skill in action in your behaviour every day in terms of planning, managing deliverables and driving action to meet deadlines. The two, whilst related, are very different things. Within the world of work, it is these behaviours that make the biggest difference to drive performance consistently.

### **Applying a behavioural science approach to our research**

Following on from Steve's introduction, we're focusing on uncovering high-performing behaviours within retail and consumer teams. By adopting a behavioural science lens to this high-performance study, we'll begin to uncover the micro-actions, rituals and routines that drive consistently high-performance.

We're currently asking questions to a diverse range of employees about their experiences working in high-performing teams: what they see and observe in their working day that demonstrates high-performance, and what kind of culture is needed to optimise performance.

The world of work is ever-changing. So, for organisations to nurture and sustain high-performance, they'll need to develop behaviours that optimise productivity across the workforce, empowering individuals to harness creative, innovative and ultra-collaborative ways of working.

One emerging theme from our research so far suggests that this may be done by building the social-emotional intelligence of teams.

In essence, we mean the ability to regulate emotions and improve self-awareness, dynamic social skills, and the ability to effectively manage diverse relationships. What has struck us most is the way in which employees, particularly high-performing managers do this; it can be as simple as checking in with their team members, taking time to understand how their colleagues are feeling, and being attuned to the emotional energy of their store on different days to understand when and how to inject positive morale into the team.

Studying behaviours is complex. It's only through intentionally seeking to understand the experiences and perspectives of others that we can shed light on some of the inner workings of high-performing teams and individuals.

Watch this space... we can't wait to share more outcomes with you.

**Amy**  
**[Amy.King@kultralab.com](mailto:Amy.King@kultralab.com)**



*For organisations to nurture and sustain high performance, they'll need to develop behaviours that optimise productivity across the workforce, empowering individuals to harness creative, innovative and ultra-collaborative ways of working."*

## Ian McGarrigle Chair, World Retail Congress

Ian explains the crucial significance of high-performance in the current retail landscape, emphasising its vital role in the survival of retailers. He also provides some insights on what we can anticipate at the upcoming World Retail Congress in Paris next year.



Ian McGarrigle

## The Time For High- Performance Is Now

The World Retail Congress theme for 2024 is: High-Performance Retail.

What do we mean by 'High-Performance Retail' and why will this be the focus for the World Retail Congress when we meet in Paris next April 16-18th?

In talking to senior retailers around the world, there is remarkable consistency in the way they describe the way they are focusing on their businesses. They say that the last three years have taught them to realise that the macro challenges that retailers have to operate within are not going to go away or get any easier.

This means that to survive today, every aspect of a retailer's operations has to be fit for purpose. New, and even radical approaches have to be brought to play, and ultra-ambitious aims and objectives have to be set. Retailers are looking to focus on ways of making incremental gains and improvements throughout the business in order to deliver sustainable growth and profits. It's therefore about challenging the business to raise their game from wanting to deliver just a good performance to an outstanding performance. This is 'High-Performance Retail'.

And as we gather to meet in Paris, the city set to host the 2024



*High-Performance Retail is about challenging the business to raise their game from wanting to deliver just a good performance to an outstanding performance."*



Ian speaking at the launch party for the research 6th November 2023

Olympic Games, there's a clear lesson to be drawn from the training, investment, dedication and focus that is essential if an athlete is going to go for Gold and the focus, drive, imagination, and investment required for a retail business to be a winner.

Behind our 'High-Performance' theme we will focus on some critical "pillars" that retailers need to consider across their operations in order to meet the demands of their customers, employees, stakeholders and communities.

These we are describing as 'Winning the Customer', 'Winning Innovation', 'Winning with Purpose', 'Winning Business Models' and perhaps one of the most important: 'Winning Teams.'

Managing change, delivering

high-performance and exceeding customers' expectations cannot be delivered without leadership communicating and teams being motivated and connected. Today's retail organisations have to place even greater emphasis on recruiting and retaining a diversity of people, talents and skills. How to do that and how to create high-performing teams in all areas of a retail business is absolutely critical. Which is why the World Retail Congress is raising the profile of these issues and is delighted to be working with KultraLab to help deliver the ground-breaking research and findings about the DNA of a high-performing retail stores team.

***The World Retail Congress is taking place 16th-18th April 2024 in Paris. Find out more [here](#).***

***Ian***  
***[ian.mcgarrrigle@worldretailcongress.com](mailto:ian.mcgarrrigle@worldretailcongress.com)***

# Launching 'The Secret DNA of High-Performing Teams'

On 6th November we brought our partners and wider retail and consumer network together to celebrate the official kick-off of the 'The Secret DNA of High-Performing Teams'.

Hosted by Mishcon de Reya at the beautiful Home House, the evening provided an ideal setting for our guests to hear more about the initiative and to listen to an address from the renowned Sir Clive Woodward. Sir Clive shared his invaluable insights on his approach to winning teams and behaviours, drawing on experiences and highlights from his career.

During this enlightening talk, we explored the topic of teamship and creating winning behaviours. Some key takeaways included:

- Leaders speak last, the team discusses first.
- Everyone should have a voice - and a psychologically safe environment to express their views.



Sir Clive Woodward giving his keynote address



Steve Baggi networking with current and prospective partners



Guests applauding the keynote addresses on high-performance

- Challenging orthodox thinking is celebrated – there are no bad ideas.
- Leaders make the final decision. And that means not always having 100% agreement. But those who disagree, disagree and still commit.

After Sir Clive’s address, guests enjoyed the opportunity to network, making new connections over canapés and drinks.

Over the coming months we’ll be reaching out with further invites to share updates, both virtually and in-person, on emerging themes from the research.



Amy King introducing the research

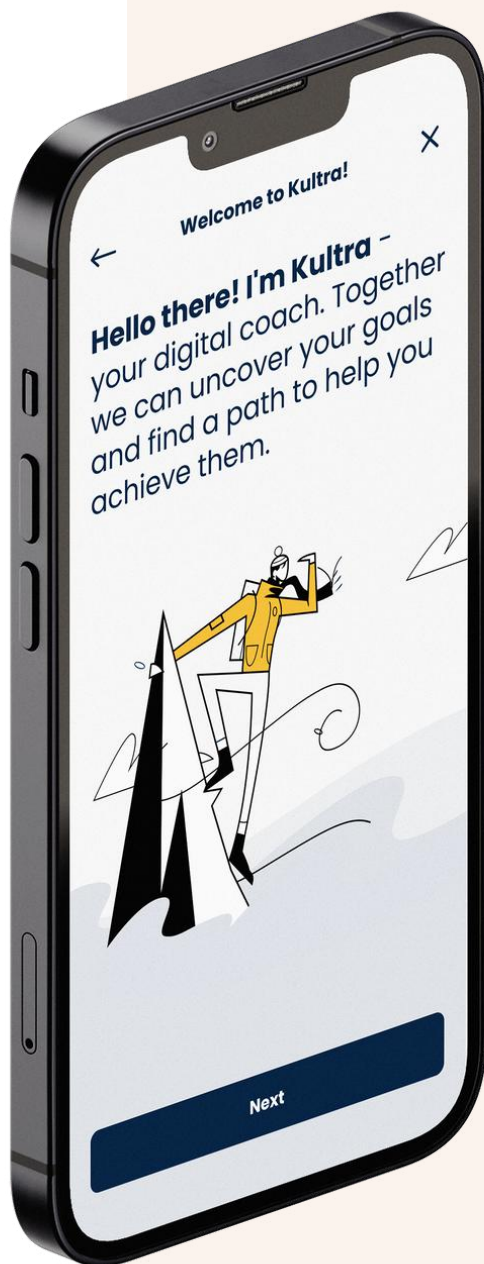


KultraLab team and partners networking with current and prospective research partners



Sir Clive Woodward giving his keynote address

# Unlocking Manager Performance At Scale Through The Power Of AI coaching



**Alongside the research, we've developed a practical and scalable tool designed to unlock and facilitate the coaching of your high-performing behaviours among frontline managers.**

We firmly believe that your managers/supervisors play a pivotal role in enhancing store performance by role modelling these behaviours to their teams. But we also recognise the challenges in supporting all of your managers in a scalable way so that they feel confident enough to put this into action.

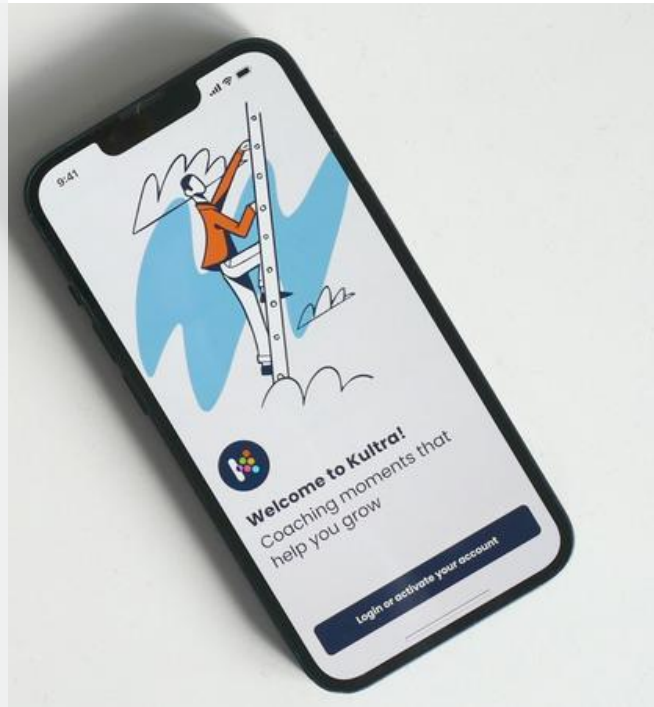
Enter Kultra, our unique AI coach, an accessible mobile app designed to easily integrate into your managers' daily routines. Kultra assists managers in understanding, practising, and role-modelling identified high-performing behaviours. This significantly boosts engagement and overall performance whilst seamlessly connecting with your cultural values.





*Working with KultraLab has been a great collaborative experience! Their approach of coaching and cultivating new behaviours through short habits has complemented our day-to-day challenges in delivering our services. Unlike traditional workshops or topic-specific training, I believe Kultra's emphasis on self-led coaching is far more effective for individuals and businesses."*

### **HR Director**



The next phase of the study will enable our research partners to test the impact of their own specific high-performing behaviours via Kultra to managers and supervisors across stores.

We will benchmark their progress against the partner cohort – allowing each of them to use group insights to maximise the impact on their performance.

To explore how Kultra implements high-performing behaviours in frontline teams, please [get in touch](#) for more information.

We'd be happy to provide details on how we are working with organisations to roll these behaviours out at scale.

# What We're Taking Inspiration From...

Given our research's primary focus on high-performing behaviours, we've curated a selection of articles and videos that might pique your interest...



Jessica Zwaan

## How to measure and incentivise behaviours that matter

Jessica Zwaan

Peerful | September 2023 | Medium

This article challenges traditional individual performance metrics and advocates for using metrics that actively guide and move people towards your organisation's aspirational cultural strategy and not relying solely on role-competency scoring systems.

[Read more...](#)

## Some employees are destroying value. Others are building it. Do you know the difference?

McKinsey | September 2023

This research explores the factors that affect employees' satisfaction and organisational commitment levels. To support 'thriving star' performers, it's critical that organisations support them to maintain their well-being and create sustainable conditions for them to thrive to reduce the risk of burnout. [Read more...](#)



## Managers and Productivity in Retail

Robert D. Metcalfe, University of Southern California; Alexandre B. Sollaci, International Monetary Fund; and Chad Syverson, Chicago Booth | May 2023

A good (or bad) manager can make (or break) a business. What makes a good manager? Company policies, or individual traits? This paper explores manager moves across different retail storefronts to clearly identify how managers drive performance. [Read here...](#)

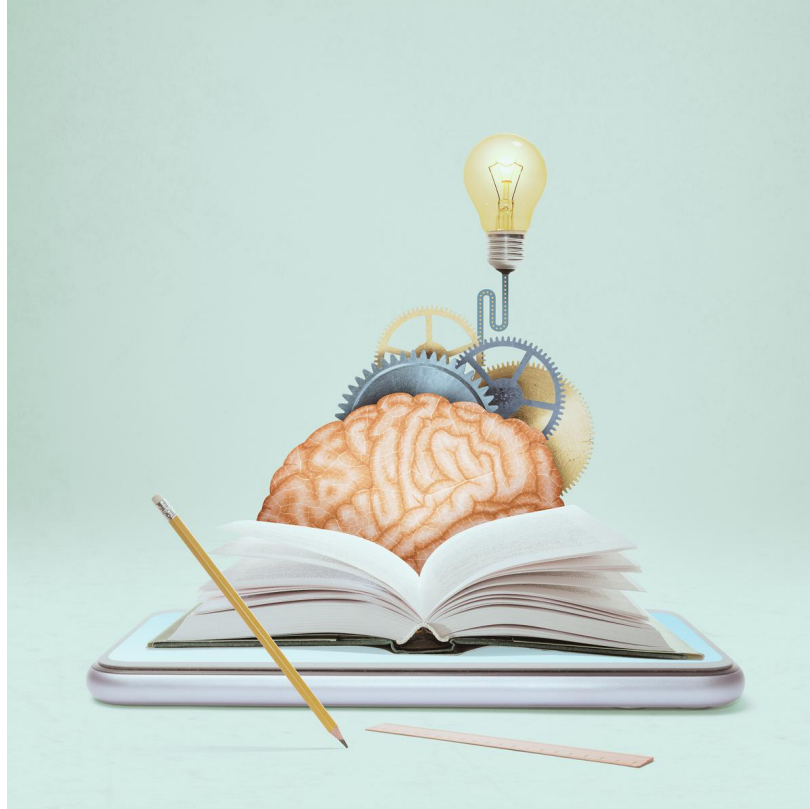


Andrew Sillitoe

## How to create a high performance culture

Andrew Sillitoe TEDxRoyalTunbridgeWells - YouTube | 2015

Building a high-performance culture is everyone's responsibility. Business Psychologist Andrew Sillitoe explores why some people rise to the top 20% in their field starting with research into why young people stay engaged with sport throughout their teens. Sillitoe discusses the importance of holding people accountable, addressing failure and creating leaders to build high-performance. [Watch here...](#)



# The High-Performance Playbook

If you'd like more information on the research, to become a partner, or more details on Kultra - the AI coach, please contact [Steve Baggi](#) or [Amy King](#)



To keep up to date with our latest news and updates, follow us on LinkedIn