

## **Transcript of clip from Alex Hill's Mind Tools Expert Interview**

“I think organizations in my mind are just groups of individuals trying to do something, so the way I've always thought of it is it's behaviors. And you find this a lot when you work with high-performing teams.

“They talk a lot about behavior, and obviously values and principles drive those behaviors, but ultimately how is it that we behave towards each other, towards society, etc.? But how do we create thoughts and behaviors that ultimately build an environment that is going to do well over time?

“The Olympic teams have a very simple phrase, which is ‘performance equals talent times environment,’ and what's critical there is the times. And you can have okay talent, but an incredible environment and it will really elevate the performance of that team.

“Equally, you can have incredible talent that can do okay in an okay environment, but I think the DNA is really looking at how do you build thoughts and behaviors within an organization in a way that they are conscious, so everyone is aware of them and everyone understands them and everyone tries to live up to them.

“Where it's a safe environment so people can say exactly what they think and they can challenge whenever they feel is right and be supportive too. But that clarity is there and everyone holds each other to account, so when those behaviors start to slip then conversations are had and you kind of correct or evolve those behaviors to go forwards.

“And it's not to say that they will always be right now and forever, they do need to evolve and they do need to change, but you're all very conscious of what you're trying to do and why.”

[Listen to the full 30-minute interview in the Mind Tools Club.](#)