

# The Architecture of High Performance in Accelerated Delivery

Aligning Capability and Culture

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# Opening Question

**Why do some teams move fast and perform at a high level, for a sustained period...**



**while others move fast and burn out fast?**



**Or worse...**

**Why do some teams move fast and deliver mediocre results?**

# The Assumption

Many organisations believe:

- Speed and quality are in constant tension
- With the most skilled people you can move fast and deliver quality results

Underlying Belief:

- If we accelerate delivery → quality drops → burnout

# High Performing Teams

Exhibit alignment between:

- Individual capability
- Team culture
  - “We Trumps Me”
  - Gilbert Enoka
- Leadership behaviour at all levels in the team
- Structural clarity

**High performance is  
designed.**

# Organisational Pressures

Speed pressure

Complexity  
pressure

Expectation  
pressure

Budget pressure

Scope pressure

Deliver faster,  
manage  
uncertainty, do  
more with less.

# What Usually Happens

- Organisations / Leaders push for acceleration
- Teams respond with effort
  - Usually without a clear direction and definition of success
- Systems remain unclear
- Culture becomes reactive
  - ‘Blame game’

Result: bursts of performance → loss of discipline → fatigue  
→ inconsistency in outcomes → disillusionment and  
burnout.

# The Real Question



**HOW DO WE SUSTAIN  
HIGH PERFORMANCE,**

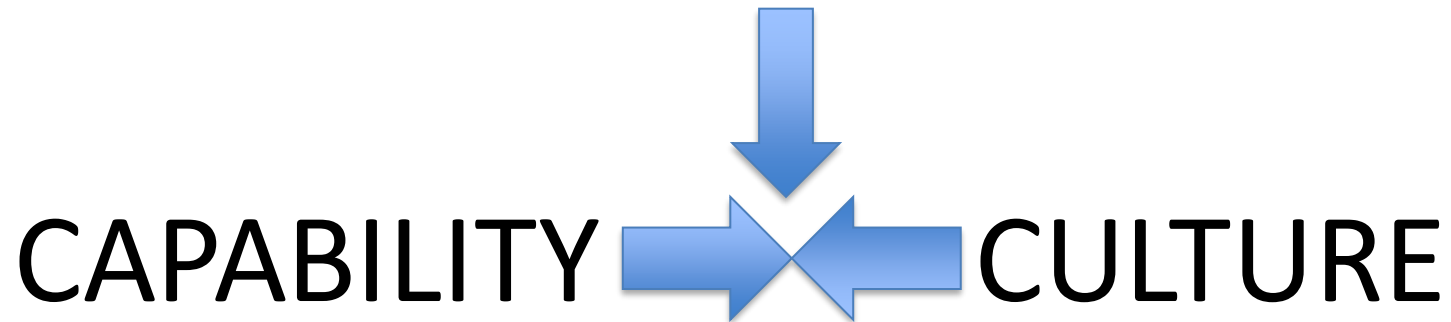


**WHILE ACCELERATING  
DELIVERY?**

# Core Idea

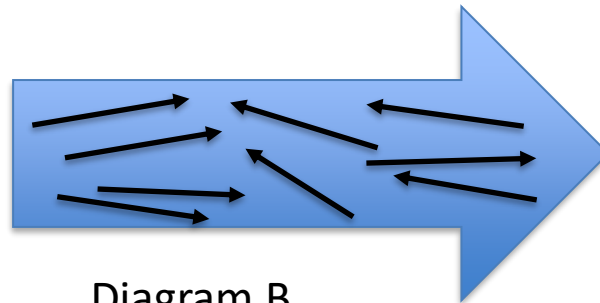
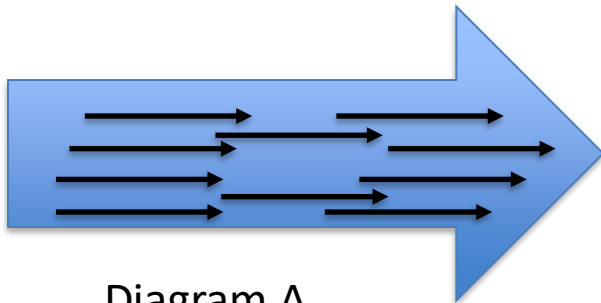
- High performance occurs at the intersection

High Performance



# Why Alignment Matters

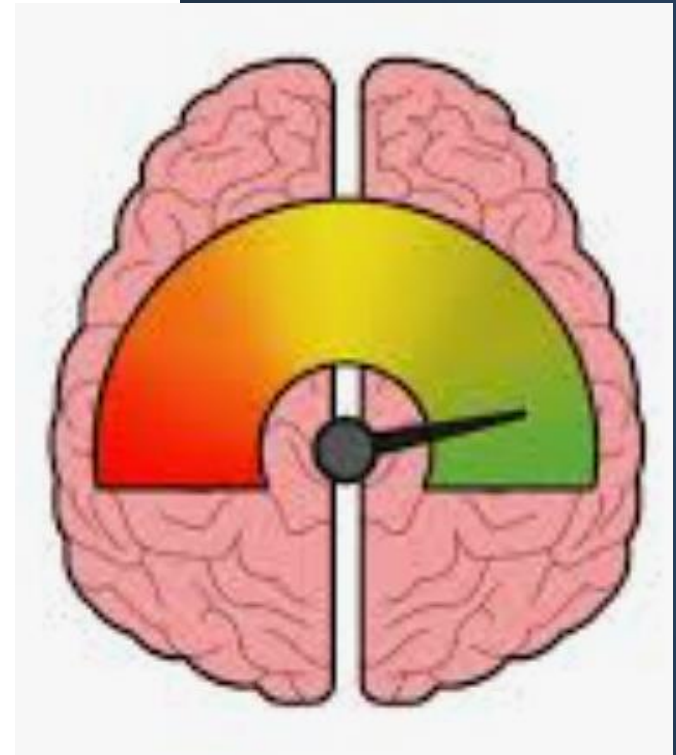
- Capability without culture → fragmentation
- Culture without capability → stagnation
- High performance requires both.



1.

# Capability

- It's more than skills.
- Four layers:
  - Technical capability
  - Cognitive capability
  - Adaptive capability
  - Interpersonal capability



# Technical Capability

**Skills**

**Knowledge**

**Experience**

**The baseline for  
performance.**

# Cognitive Capability

Problem solving

Decision making

Prioritisation under ambiguity

Thinking quality matters.

# Adaptive Capability

01

Learn  
quickly

02

Adjust  
behaviour

03

Respond to  
feedback  
effectively

04

Perform  
during  
change

# Interpersonal Capability

Empathetic

Listens to  
Understand

Effective  
Communicator

Manages  
personal style

WE before ME



# INSIGHT



**High-performing  
Teams are not just  
skilled.**



**Clear Thinkers**



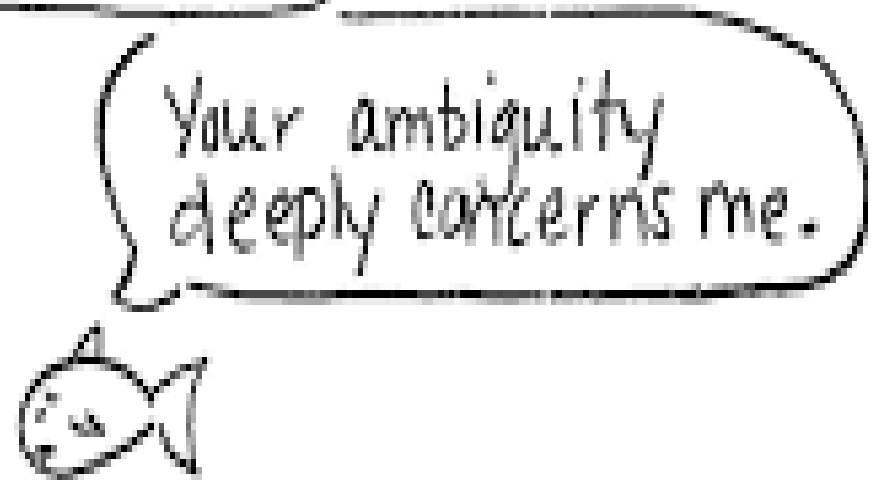
**Fast Learners**



**Highly Adaptive**



**(Don't forget they  
can manage  
ambiguity!)**



# Capability Alone Isn't Enough



A TEAM CAN BE HIGHLY  
CAPABLE AND STILL  
STRUGGLE TO PERFORM.



CAPABILITY NEEDS  
CULTURE.

# Culture: The Multiplier

Culture determines how  
Capability is expressed.

# Culture Determines

Do people:

- Speak up or stay silent?

- Collaborate or compete?

- Learn from mistakes or hide them?

- Take ownership or defer responsibility?

Cultural  
Pillar 1

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Psychological Safety +  
Accountability

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**Safety AND Standards**

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Standards without  
safety → silence

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Safety without  
standards → mediocrity

## Cultural Pillar 2

- Shared Ownership
- High-performing teams say:

“We own the outcome.”

**WE TRUMPS ME**

## Cultural Pillar 3

- Clarity over comfort
  - Clear expectations
  - Clear roles
  - Clear priorities

# INSIGHT

- Culture determines whether Capability is:
  - Activated
  - Suppressed
  - Or misdirected

# Leadership: The Integrator

I'm not bossy!  
I have skills...leadership skills!!  
Understand?



Leadership aligns capability and culture  
through behaviour.

# Leadership Responsibility 1



CREATE  
STRUCTURAL  
CLARITY



WHAT ARE  
WE TRYING  
TO ACHIEVE?



WHAT DOES  
SUCCESS  
LOOK LIKE?



WHO OWNS  
WHAT?

# Leadership Responsibility 2

Model behaviour

Culture is what leaders do,  
reward and tolerate.

# Leadership Responsibility 3



ENABLE  
DECISION  
VELOCITY



PUSH  
DECISIONS TO  
THE EDGE



EMPOWER  
TEAMS



REMOVE  
BOTTLENECKS

# The Architecture Model

Three layers:

Capability

Culture

Leadership

# When Alignment Breaks

Strong capability + weak culture → politics

Strong culture + weak capability → low output

Strong both + weak leadership → drift

# Practical Application

Five actions  
leaders can take  
immediately

# Action 1



DIAGNOSE  
BEFORE  
ACTING:



CAPABILITY  
PROBLEM?



CULTURE  
PROBLEM?

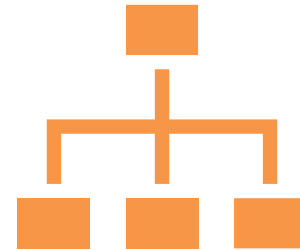


CLARIFY  
PROBLEM.

# Action 2



Increase clarity  
relentlessly.



Clarify priorities, roles, and  
success metrics.

# Action 3

01

Design for  
ownership

02

Shift from  
'Who's  
responsible?'  
to

03

'How do we  
own this  
together?'

# Action 4

Reward the right behaviours:

Collaboration

Initiative

Learning

# Action 5

Build adaptive capability



Encourage feedback,  
reflection, and continuous  
learning

# Closing Thought

High performance  
is not about  
pushing harder.

It's about aligning  
better.

# Final Message

When alignment exists:

Effort becomes effective

Speed becomes sustainable

Performance becomes repeatable

# Final Question

Not

“How do we get more from our teams?”,  
but

How do we **design** an environment  
where high performance is the natural  
outcome?