

Performance Management

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Aims

- To clearly identify the pros, cons and pitfalls of performance management
- To appreciate the benefits to be gained and be better equipped to sell those to others
- To be able to identify the good practice principles to be adhered to
- To understand the implications in terms of likely costs and management time
- To illustrate the key steps involved in successful implementation and the skills and attitudes to be developed in managers and staff

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Agenda

- Performance Management Definitions
- Performance Management Steps
- Performance Management Beliefs
- Performance Management Aims
- Providing Guidance
- Roles and Responsibilities
- Good practice round-up

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Performance Management Definition

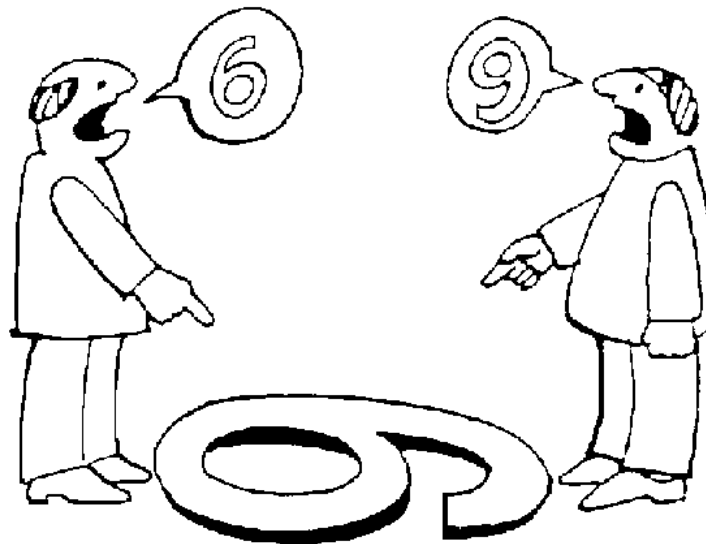
- A planned and systematic approach to managing the performance of individuals ensuring their personal development and contribution towards organisational goals

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The Dreaded Appraisal

Appraisee Preparation

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Performance Management Steps

- Culture and Policy
- Specific Aims
- Process / Procedure
- Forms?
- Awareness / Communication
- Skills
- Review

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McGREGOR - theory X beliefs

- The average human being does not like work, and will avoid it if s/he can. Therefore Managers must use incentive schemes to get people to work.
- Because of their dislike for work, people must be coerced, controlled, threatened and directed in what to do and punished if they do not do it correctly.
- The average person prefers to be directed, wishes to avoid responsibility, has little ambition and wants security above all else.

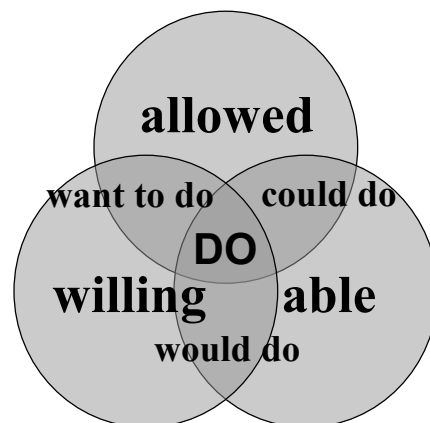
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McGREGOR - theory Y beliefs

- The average person does not inherently dislike work, the expenditure of physical and mental effort is a natural thing.
- If you give a person set objectives s/he will direct and control themselves to achieve these objectives.
- A person can achieve satisfaction by achieving these objectives.
- Under proper conditions the average human being will seek responsibility.

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What people can do ...



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Performance Management Focus

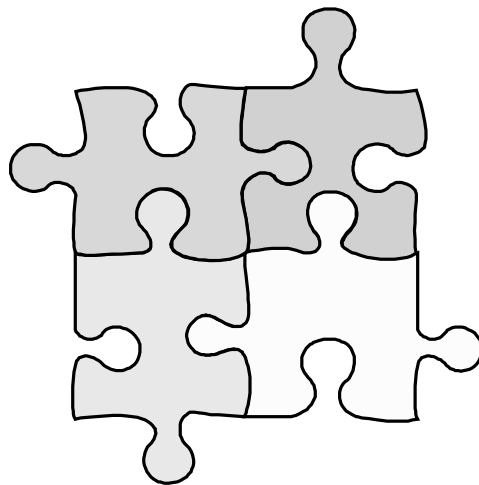
- End-results
- Improve individual performance
- Realise potential
- Increase organisational effectiveness



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PDP provides integration

- business purpose
- values
- job role
- objectives
- personal goals
- change



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Performance Management Aims

- To encourage individual contribution towards meeting organisational objectives
- To ensure all staff understand what is required of them
- To identify training and development needs
- To improve job performance and job satisfaction
- To enable individuals to achieve their maximum potential

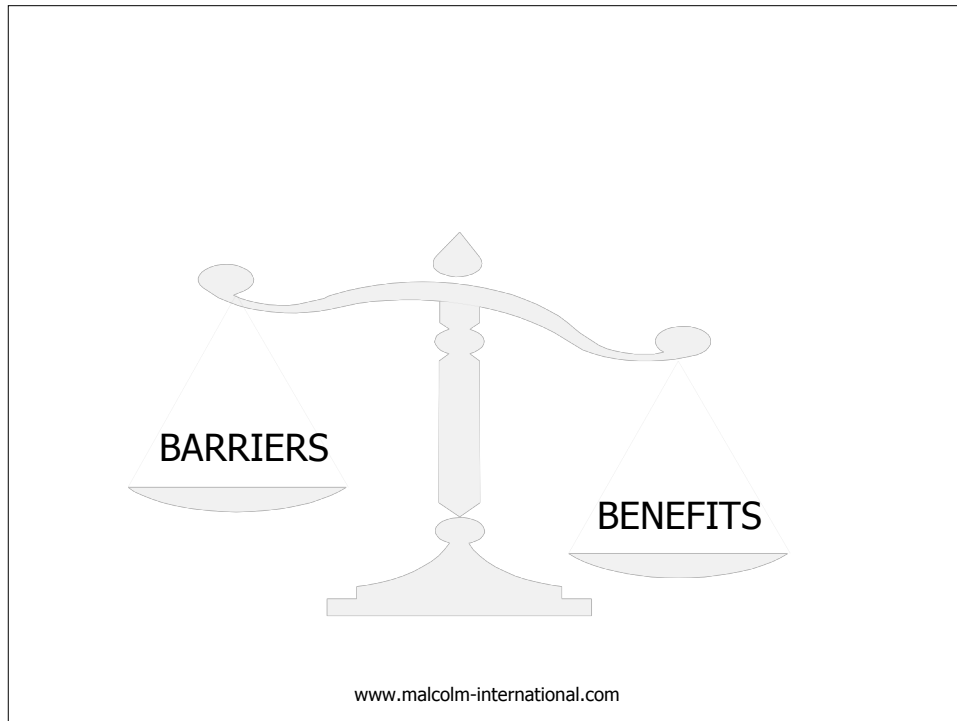
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The role of the modern manager

- Leader
- Coach
- Facilitator



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Role of Performance Management

- What is the purpose of a performance management system?
- What are the barriers to success?
- What are the benefits of managing performance?

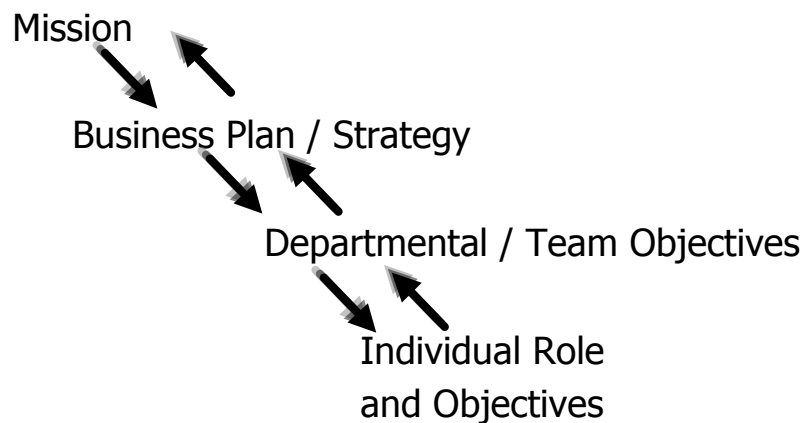
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Types of performance management

- Objectives based
- Values based
- Competency based
- A combination

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The cascade of objectives



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SMART Objectives

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Club Management Competencies

- Private Club Management
- Food and Beverage Operations
- Accounting and Financial Management
- Human and Professional Resources Management
- Marketing/Membership
- Golf/Sports and Recreation Management
- External and Governmental Resources
- Building and Facilities Management

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Values and behaviours

- customer focus
- engineering excellence
- integrity
- self-determination
- valuing people
- working together
- leadership

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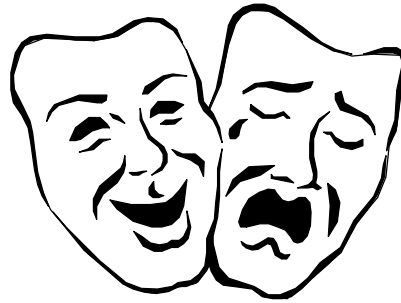
Get the basis right

- "Job description"
- Clear expectations
- Clear objective base for measurement
- Develop and grow with the job / employee

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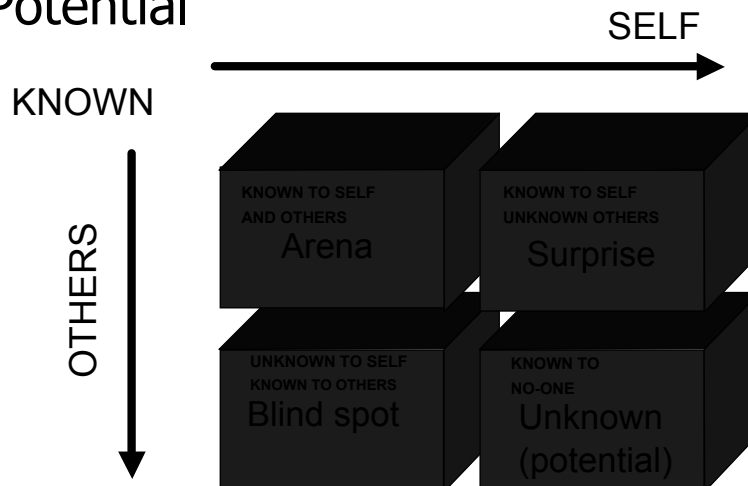
Performance

- Job performance
- Internal relationships
- Company operations
- Strengths/weaknesses
- Areas of potential



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Potential



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A fundamental question

- Written or not?
- Scoring
- Free narrative
- Self appraisal

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Guidance

Guidance should be provided on:

- Scope – who is involved
- How the System Operates
- Qualification & Training necessary
- Timescales and Frequency
- Responsibilities
- Purpose and Benefits

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Key questions

- What is my role?
- Is this definition shared?
- What standard is expected?
- How am I performing? (results)
- How am I doing it? (behaviours)
- How do I improve?
- Where do I go from here?



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Appraiser's role

- What are the appraisers duties and responsibilities before the interview?
- What are the appraisers duties and responsibilities during the interview?
- What are the appraisers duties and responsibilities after the interview?

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Appraisee's role

- What are the appraisees duties and responsibilities before the interview?
- What are the appraisees duties and responsibilities during the interview?
- What are the appraisees duties and responsibilities after the interview?

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Implementation

- Awareness
- Communication
- Briefing sessions with Q&A
- Manager skills training
- Reinforce the role of the modern manager
- Review of success

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Preparation Forms

- Appraiser and Appraisee - mirror image
 - Reference: Mission, Departmental Objectives, Job Description, Performance Improvement
- 1 Performance Review – general and against specific objectives
 - 2 Training and development undertaken
 - 3 The way ahead - objectives
 - 4 Training, development and support required
 - 5 Any other issues

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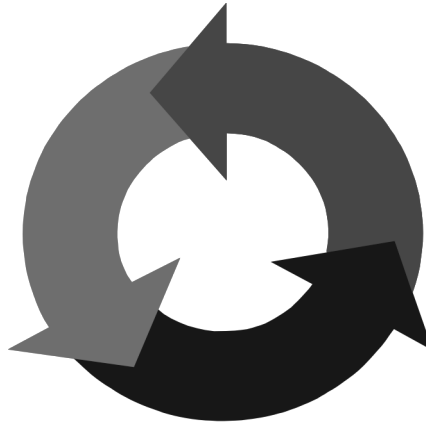
Interview Form

- Summary of performance
- Training and development issues
- Any other issues
- Agreed objectives for the coming period (up to 5)
- Agreed training, development and support
- Comments and signatures

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Follow-up

- Ensure a clear development plan
- Monitor progress
- Provide support
- Review



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Key points for a successful scheme

- Top management commitment and involvement
- Appraisals carried out by immediate boss
- All managers receive training and the process is monitored with a consistent approach
- The method of looking at performance is objective
- Keep it simple
- The objectives for the scheme are communicated
- The job holders views are taken in to account
- Appraisal continues throughout the review period
- The appraisal looks at past and future
- Ensure a follow through

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