

Performance Management: achieving results through people

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Background

- Performance Management, Appraisal, Staff Review, Development Plans – whatever you call it, it is necessary for your system of performance management to benefit the club, the manager and the employee. This workshop focuses on the benefits of performance appraisal from the employee perspective. It examines how they can be enabled to make their best contribution to the process, releasing the energy that all too often remains as potential. It will illustrate the value in empowering appraisals that encourage employees to be self-critical, constructive and bold in their approach. This approach is equally applicable for managing both high fliers and duds – and all folk in between!

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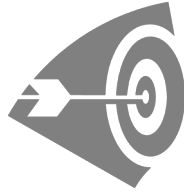
Learning Objectives / Benefits

- Participants will be able to:
 - engage their employees in a new way
 - improve the performance of the business
 - make best use of their investment in staff training and development
 - revitalize their approach to performance management

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Aims

- Why did you choose this workshop?
- What are your aims?
- What do you want to get out of this 90 minute session?
- How will you evaluate your time investment?



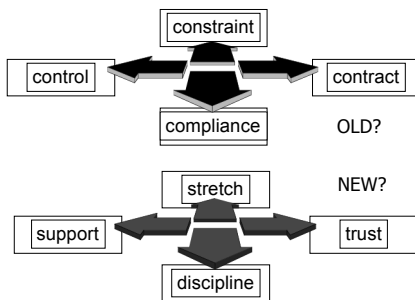
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Agenda

- Old & New?
- Purpose
- Aspects of performance
- Beliefs
- Empowerment
- System & buy-in
- Action

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Sumantra Ghoshal



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Whadyacallit?

- Performance Management
- Performance Review
- Performance Appraisal
- Performance Development and Review
- Personal Appraisal
- Employee Review
- Staff Review
- Staff Support System
- Staff Review and Development Scheme
- Staff Needs Analysis

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What's it for?

- Have you considered the purpose of your system?
- Have you published that in a statement?
- Have you shared that with all staff?

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What's in it for me?

- For the organisation?
- For the manager?
- For the employee?

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The Dreaded Appraisal

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Performance Management provides integration

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



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The cascade of objectives



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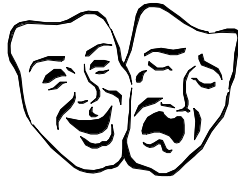
How does it contribute?

- There should be a direct and traceable link between your "performance management" scheme and your Mission / Vision / Values.
- More firms nowadays are making values appraisal a specific aspect of the system.
- What are the values that you wish to instil?

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Aspects of Performance

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

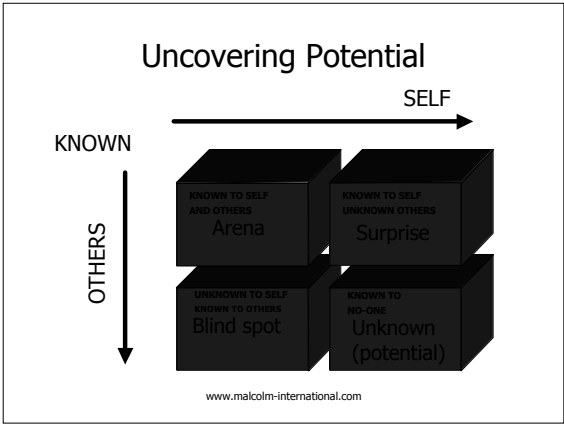


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Job Description

- Overall purpose and objective of the job
- KEY RESULT AREAS
 - The key areas of responsibility that the employee has
 - Should be around 6 but no more than 10 areas
- STANDARDS of PERFORMANCE
 - The ways in which performance will be measured for each of the areas
 - At least one measure for each area

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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.

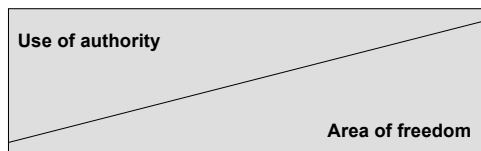
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McGREGOR - theory Y beliefs

- 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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LEADERSHIP and EMPOWERMENT



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The System

- Manager Form
- Employee Form
- Interview Record
- Guidance Notes
- System Review Form
- Criteria

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Employee Buy-In

- Involve them in the system
- Staff briefing
- Staff workshops
- Being responsible and accountable
- Self appraisal
- SMART objectives
- Personal goal setting
- Individual learning accounts

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Common Failings

- Interview 'sprung' on the employee
- No time for preparation
- Interview repeatedly cancelled / rescheduled
- Manager not prepared
- Wrong atmosphere during meeting
- Employee feeling threatened
- Employee not given opportunity to speak

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Common Failings ii

- Manager not listening
- Manager obtuse and obscure
- Personality criticised
- No clear proposals for action developed
- Interview a negative experience
- Poor day-to-day relationship highlighted by the interview

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- Participants will be able to:
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 - revitalize their approach to performance management
- What actions will you take to implement your learning?

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