



Jo Birnie
Principal Consultant
Prestantia Consulting
Ltd

Qualified Independent
HR Practitioner

HR & Business Mentor

SHL Psychometric
Assessor & Interpreter

Six Sigma Green Belt

Managing the Performance of your Staff Effectively

The effectiveness of an organisation depends on the contributions and activities of staff at all levels - from those who ensure efficient running of 'front line' operations up to senior managers who need to make the right strategic decisions about the direction of the organisation.

Performance management is therefore about maximising all of these contributions, from each employee, their teams and ultimately the whole organisation. It's the activity of setting targets and tracking

performance against them and identifying opportunities for improvement.

While reviewing past performance is important, the real focus of performance management should be on the future. What is it that your employees need to be able to do and how can they do it better?

Managing performance is essentially about managing results, it should demonstrate that each employee:

- Knows what the organisation is aiming for.

- Understands how their targets fit with the overall aims of the organisation.
- Knows what they have to do to meet their targets.
- Recognises how progress against targets is measured.
- Understands the consequences for achievement or non achievement of targets.

Ultimately, performance management should deliver improved bottom line performance which might be better customer service, improved productivity, or increased sales.

There are a number of factors that are critical for the success of performance management in an organisation.

- Being clear with all staff what is meant by performance (e.g. achievement of targets, behavioural standards etc).
- Being focused on how individual employees benefit and play their part in the process.
- Understanding that performance management is a tool for managers and its success will depend on their ability to use it effectively – therefore it is important to provide the relevant training and development.

Continued on next

Do you have the potential to be a Great Leader?

Great leaders believe that the results they achieve are a consequence of the actions they take and that their actions are a consequence of their own thoughts.

It is the belief that 'control over your success as a leader lies within you', and 'you choose how to react' to the realities and problems of work and life, which makes you successful. Great leaders accept personal responsibility - they learn from their successes as well as their failures.

Unsuccessful leaders however, have a different thought process. They believe that the results they achieve are mainly a consequence of circumstances. They often find themselves in situations that are 'beyond their control',

or their situation is simply 'bad luck'. They invariably blame circumstance or other people for their failures.

This thinking is anathema to a great leaders who will display 'positive' behaviours such as:

- Setting themselves high standards of performance and behaviour.
- Accepting personal responsibility for their performance and not blaming others for their failure.
- Being proactive and not waiting for 'things to come their way'.
- Seeking feedback to improve their performance
- Continuously seeking and applying new and better ways of doing things.

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Managing the Performance of your Staff Effectively Continued.

- Focusing on outcomes that meet business objectives, rather than tasks and inputs.
- Relating individuals' reward and remuneration with achievement of outcomes.
- Managing performance by cascading down from the top and building capability from the bottom-up.

Conversely there are number of factors that will almost certainly cause the failure of a performance management in an organisation.

- The organisation assuming a performance management is a 'one off' isolated event that happens on a annual basis.
- Managers failing to document performance, follow up or take consequential action.
- The organisation assuming that people will automatically know what is expected of them.
- Being unclear with individuals about actual performance and how they can improve.

Do you have the potential to be a Great Leader? Continued.

If you want to be a great leader, you need to be aware of these behaviours and ensure that they become your habits. However, to develop these habits, you must first ensure that your thoughts are aligned in the right way since your thoughts will determine how you act.

These thoughts start with setting out what you want to achieve as a leader. For example you may have a desire to:

- Have the fastest growing company in the market.
- Be first to market with a specific product.
- Provide a fantastic customer experience.
- Reduce product defects by 30%.

Whatever the goal is, truly great leaders have a high level of motivation to achieve 'real things'. They are not content with maintaining the status quo. They certainly don't need the approval of others and they are not driven to dominate and control others either.

To become a great leader therefore, you need to typically act in the following way. You must:

- Complete with yourselves and set your self high

standards of performance.

- Accept personal responsibility for your own success (and failure), do not blame others.
- Continually try to do things in a better way involving other people.
- Set your self and others high challenging goals.
- Provide direction and guidelines for excellent performance.
- Take action in a proactive manner.
- Care for other people and help them to become more successful.
- Utilise time well and eliminate all wasteful activity.
- Recognise the efforts and success of others.

We have all have certain gifts that will help us to become great leaders, but ultimately great leaders are made and not just born.

To paraphrase Aristotle - **'We are what we repeatedly do. Great leadership is not an act, but a habit'**.

The benefits of management training programmes ?

Management training programmes are a proven tool that can help managers who are faced with performance management problems.

Training needs to cover a number of key areas of line manager's responsibility which relate to the effective performance management of their people such as:- the basic role of a line manager with respect to managing, controlling and developing their people.

Training should cover the importance of employment contracts, company policies, procedures and guidelines and how they relate to the employment relationships of the company.

This part of the training should also cover the companies disciplinary procedures and the objective setting and appraisal processes that relate to each person's job.

Consideration needs to be given to the external employee relations and employment law environment which sets the context for all disciplinary actions and performance management conversations or more formal communications between line managers and their employees.

Particular reference should be made to the formal processes as many Employment Authority cases are due to employers not following the proper process as are lost due to the merits or content of the case itself.

In attending good management training covering key aspects of staff and performance management is helpful for a line manager experiencing difficulties in this area but it will probably not provide the full answer and should be enhanced with some 1 to 1 coaching sessions aimed at the specific issues and personalities that the line manager is faced with.

Reference: Developing people

HR and Business Consultancy Services Offered

<p>Employment and Industrial Relations Provide support and advice on workplace relations and the relevant legislation that affects the employer-employee relationship. Development of employment agreements and documentation that best suits your relationship and situation with your employee.</p>	<p>Change Management A structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state. Change is a part of every project we undertake, encompassing a number of techniques to achieve sustained improvement through change management.</p>	<p>Psychometric Assessments The strength and productivity of successful organisations lies with people. We use a range of assessment tools to accurately identify an individual's talents, strengths and weaknesses, and to diagnose organisational problems.</p>
<p>Performance Management Designed to be future-focused, support pay for performance programs, monitor milestones of goal achievement, and systematically improve the measured results of your employees and organisation. We facilitate the development of core organizational competencies, influence SMART goal setting, and clearly articulate expectations in order to have a measurable results-oriented tool for effective implementation.</p>	<p>Project Management Training, and resources to help organisations improve performance and deliver critical projects successfully. Project management is the discipline of planning, organising and managing resources to bring about the successful completion of specific project goals and objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints.</p>	<p>Process and Systems Development Professional human resource advice, policy solutions and job description writing and evaluation services. Development of employment policies and procedures and employee handbook. Provide practical guidance on administration of policies and pre-employment or post-employment duties required of the company.</p>
<p>Talent Management Developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for your company. Companies that are engaged in talent management are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organisation.</p>	<p>Health and Safety Offering both practicable and achievable health, safety and environmental Sustainability solutions to suit your organisation. from a wide range of experience in health, safety, quality, environmental and sustainability (HSQE) management.</p>	<p>Professional Supervision and Mentoring A customised programme for Managers and Team Leaders to provide practical hands-on guidance as well as theoretical knowledge in relation to all aspects of management including leadership, performance management, delegation, communication & effective time management.</p>
<p>Career Transition/Outplacement and redundancy Managing change and redundancy in a fair and procedurally correct manner. Management Coaching through restructure and redundancy; Managing Change Workshops; Internal and external Job Search, CV Preparation and Interview Coaching; Budgeting and Financial Planning; On site consultation and redundancy support; Identifying the 'at risk' employee.</p>	<p>Investigations We investigate and report on the facts of a case to the person or body charged with making a decision, under the procedure relevant to the case and to the member of staff concerned. Any serious allegations or formal complaints require investigation to attempt to determine as objectively as possible the relevant facts on which decisions can be based. Ensuring that the investigation process is completed correctly enables you to make the right decision with continued support thou ought the process to reduce the risk to your company.</p>	<p>HR Audits Comprehensive report of the audit findings with recommendations prioritized, actionable work plan. Improves compliance, reviews ROI with Human Capital. Targets the organisational development and human resource practices including: Staffing and Hiring; Benefits Administration; HR Administration; Employment Practices; Education and Training; Time Off and Leaves; Health and Safety; Performance Management; Compensation; Terminations.</p>