



Managing Performance Delegate Manual (SAMPLE PAGES)



COURSE OUTLINE

- 9.30 Welcome and Setting the Scene
Overview of the Day
- Knowledge/Skill Checklist
Getting to Know You Exercise
- Performance Management Approach - Skill and Will
Dealing with Low Skill/Will
Overcoming Performance Blockages Exercise
- 11.00 BREAK**
- 11.15 Features of Good Task Objective Setting
S.M.A.R.T. Objective Setting
Types of Standards
Objective Setting: Skill Practice
- Origins of the word 'feedback'
Giving Feedback: The Dos and Don'ts
E.E.C. of Giving Feedback
- Feedback Consolidation Exercise
- 12.45 LUNCH**
- 1.30 Performance Coaching as a Solution
Structure of the Performance Coaching (P.C.) Meeting
- Preparation Steps to the P.C. Meeting
Undertaking the P.C. Meeting
- 3.00 BREAK**
- 3.15 Role Plays
Preparation/ Delivery/ Debrief
- Summary
Knowledge/Skill Checklist
Thoughts on Action Planning
- 5.00 CLOSE**

"So many people change personality when they work in management. It has got to be you; just be yourself. So many people think that being tough they bring respect. This is not the case."

GREG DYKE



PERFORMANCE MANAGEMENT

High _____

Low

High _____

Low _____

Jack Welch was Chief Executive of General Electric Company for 20 years, enjoying significant success. He took GEC's sales turnover from \$13 billion to \$550 billion. Welch's view was that you could take any large group of workers and apply the 20/70/10 theory. 20% are your Heroes, 70% are doing okay, but it's the 10% who are seriously under-performing - you've got to deal with them. He did and gained the nickname of 'Neutron Jack'.



OVERCOMING PERFORMANCE BLOCKAGES

1. What can we do to help reduce or eliminate performance blockages in our staff?
2. What can we do with staff **incapable** of achieving the standards required?

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“Good supervision is the art of getting average people to do superior work.”
ANON

MEASURABILITY OF OBJECTIVES

- We measure objectives by means of standards
- Standards are a set measure we judge people against
- Standards can be quantifiable (e.g. number of errors made, speed of completion of work) or qualitative (e.g. quality of a written report)
- Quantifiable are the easiest to recognise success with
- With qualitative, we need to work hard at getting them to see the same picture of performance as you do

Getting standards across:

- TELL 'em
- SHOW 'em
- ASK 'em
- WATCH an 'expert'

" The key to successful leadership today is influence, not authority."
KENNETH BLANCHARD



DEFINING STANDARDS EXERCISE

In small groups, think about the jobs that you manage the performance of. What are the range of standards you apply. Categorise them into the two types of standards and list below:

Quantitative	Qualitative

“ A major cause of misery is misery at work especially if your boss is uncaring, selfish and arrogant, because you are stuck with that for eight hours a day. It leads to low morale and poor productivity.”
ADRIAN FURNHAM
 (Author and Professor of Psychology, University College London)

PERFORMANCE COACHING MEETING

Introduction

Performance coaching (p.c.) is an additional 'tool' in the toolkit of the professional manager / team leader. It provides an approach to dealing with the employee who is under-performing, particularly where informal feedback hasn't worked.

This course discusses **general approaches**, however the resolution of any performance/conduct issues in the workplace should be discussed, on a case-by-case basis, with the relevant Senior Managers/Human Resources.

The Performance Coaching (P.C.) Meeting

- There are 3 stages to the P.C. meeting:
 1. **Discuss the performance/conduct gap** - reviewing the 'history' of performance and shortfall in the standard, and gain agreement from the employee that they understand.
 2. **Explore reasons for the performance/conduct gap** with the employee.
 3. **Close the gap** - exploring solutions with the employee, and pledging to improve the situation.
- The P.C. meeting provides a forum for managers to help the employee see the deficiency in performance / conduct and therefore to improve their standard. The extent of formality depends on the severity of the under-performance:
 - Small gaps in performance/conduct may be dealt with semi-formally, with an element of shared ownership of the problem/agreeing solution.
 - In cases of severe deficiencies of performance/conducts, the p.c. meeting could effectively become a **Disciplinary Investigation**. Specialist help and advice should be sought at this stage.
- An action plan for improvement should be agreed with the employee, ideally signed by manager and employee, with the employee being given a copy.
- If appropriate, a review meeting should be undertaken at an agreed time in the future.

PERFORMANCE COACHING MEETING: PREPARATION

What preparation needs to be undertaken prior to the p.c. meeting being undertaken? List each item of preparation under the appropriate heading below. Flipchart your group's findings.

Environment	Employee	Manager

Performance Coaching Role Play 2

COACHEE Brief

- You are the Customer Services Advisor in the Contact Centre of a retailer. The Performance Coach is your Team Leader.
- You work on the telephones dealing with customer queries. Generally you feel that your performance is good, although you do tend to get stressed at times. You are under a lot of pressure in your job (not helped by the management not employing enough staff).
- Your Team Leader has commented about you sometimes being a little off-hand with customers. It's alright for the boss - he/ she doesn't have to deal with customers all day.
- Yesterday, you spoke to a Mr. Williams, a customer. He wanted to know directions to, and the address of, our Cardiff branch. You felt he was a little hard of hearing, and so you had to repeat yourself and talk quite slowly.
- Your Team Leader has invited you to a performance coaching meeting.

Performance Coaching Role Play 4

COACH Brief

- You are the Finance Manager. The Coachee is an Accounts Assistant. There is also a Senior Accounts Assistant called John and an additional 5 other Assistants.
- The Accounts Assistant has worked for the company for the last 4 years and is your longest server. They are particularly good at using their initiative and attention to detail.
- As well as the day-to-day accounts processing (like the other Assistants do), this particular Accounts Assistant has an additional role that deals with the more complex tasks requiring an in-depth knowledge of the accounting system and to use their problem solving skills. The Accounts Assistant is really skilled at this.
- Yesterday, an incident blew up whilst you were in a manager's meeting. John asked the Accounts Assistant to tidy the bookshelves and the stationery cupboard (tasks that are normally rotated around the accounts staff but no formal rota exists). The Assistant 'kicked up a fuss' but eventually did it, moaning along the way.
- Even though they perform well in their job, you have noticed that the Accounts Assistant has a habit of 'not pulling their weight'. For example, the team tends to take it in turns to go to the coffee machine but you've noticed that the Assistant doesn't go very much, if at all. You have heard a few murmurings around the team in the past about this.
- You have invited the Assistant to a performance coaching meeting to discuss their level of team working.