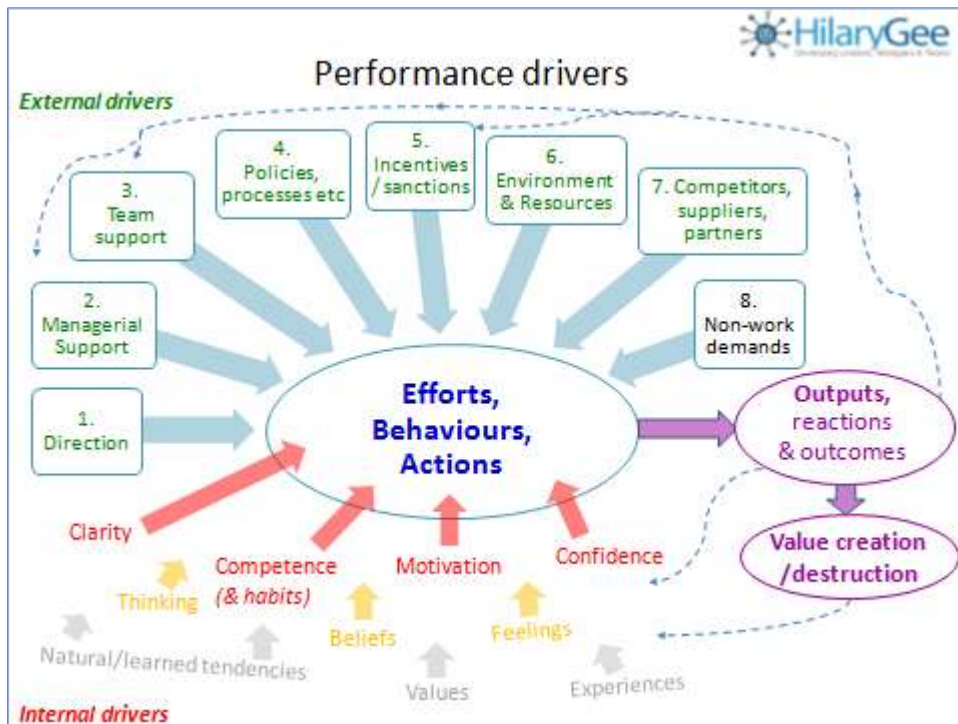


Performance Management Fundamentals

Performance is shaped by external & internal factors (below), so focus on the most important.



When working on external drivers providing direction is important.

Share this picture & ask where the challenges are...

To work on deeper internal drivers, open questioning, reflective listening, pattern recognition & discussion are necessary & powerful.

Key steps of effective performance management

1. **Build relationship** – get to know each other – strengths, weaknesses, experiences, values, aims, expectations, ways of working, ambitions, likes, dislikes, hopes, fears), build team contract
2. **Lead integration into organisation** – induction, aims, challenges, people, processes
3. **Clarify direction** (mission & values) & objectives (goals/tasks) & processes & resources
4. **Check understanding**, explore support needed, plan together (1:1s, training etc)
5. **Review performance** to facilitate learning (ask & share), remedy misunderstandings; explore what's worked, what's not, improvement ideas; agree new SMARTER objectives & support plan
6. **Support progress** – further 1 to 1 & team meetings, training, coaching, shadowing, support mechanisms & other learning & development activities/resources
7. **Repeat steps 5 & 6** as required – using situational leadership techniques
8. **If succeeding**, look & plan for next challenge & repeat steps from 1 to 8
9. **If failing**, engage with HR & line manager, explore choices with direct report using organisation's PM processes, agree SMARTER objectives & a support/monitoring plan.
10. **Follow up / follow through** on plans, rewards & consequences explained during the process

Further resources

- Documents on www.hilarygee.co.uk on delegation, goals, coaching, feedback & leadership
- *The One Minute Manager* by Johnson & Blanchard (for direction & feedback)
- *Leadership & the 1 minute manager* by Blanchard (for situational leadership)
- *Coaching for Performance* by John Whitmore (for effective coaching)
- *Fierce Conversations* by S. Scott (for straight-talking)
- *How to win friends & influence people* by Dale Carnegie (for relationship building)

For a chat about how I could help you or your organisation more successful, please call or email.