

# A whistle-stop tour of Performance Management

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- What is Performance Management?
- Dealing with conflict - know yourself
- Giving feedback
- Active listening
- Planning your approach
- Having the difficult conversation

# Definition

'a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved'.

'a strategy which relates to every activity of the organisation set in the context of its human resource policies, culture, style and communications systems. The nature of the strategy depends on the organisational context and can vary from organisation to organisation.'

Catch people doing things  
RIGHT

# Teams and Individuals should:

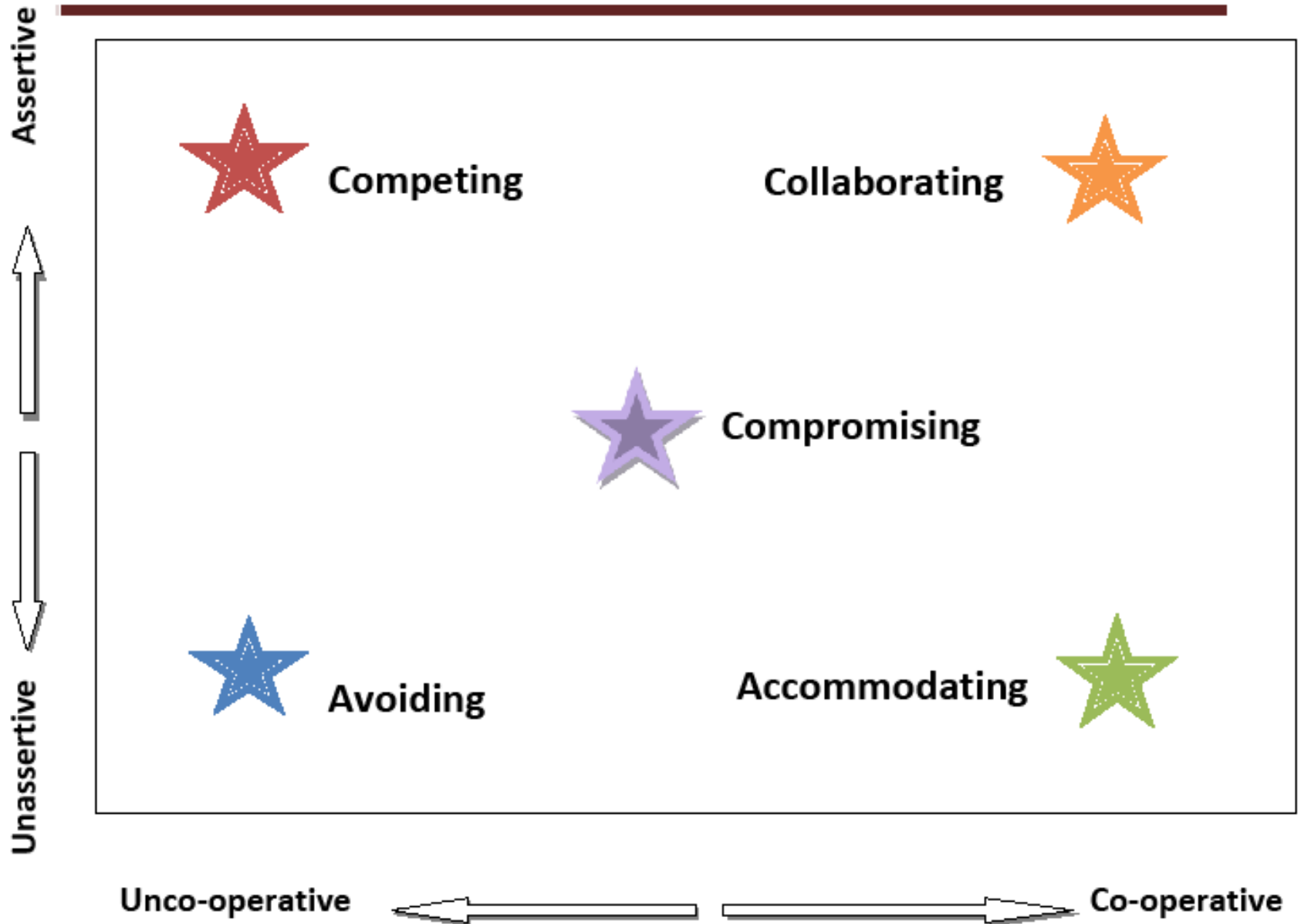
- know and understand what is expected of them
- have the skills and ability to deliver on these expectations
- be supported by the organisation to develop the capacity to meet these expectations and given feedback on their performance
- have the opportunity to discuss and contribute to individual and team aims and objectives.

# Capability & Conduct

What's the difference?

# Know Thyself

# The Five Conflict-Handling Modes



See it, Say it

Avoid the  
'feedback  
sandwich'

# Giving Feedback

- Feedback can BOOST a person
- Balanced
- Observed
- Objective
- Specific
- Timely

# Active Listening

- Attending
- Eye Contact
- Facial expressions
- Voice tone
- Voice volume
- Space
- Position
- Gestures

Remember:

- The words
- The music
- The dance

# The Gap

# Managing the Poor Performer

## Initial Meeting

- State purpose
- Clarify standard
- Explain gap and its consequences
- Invite comments/reasons
- Listen actively and openly
- Explore each option/solution
- Agree – actions, measures, timetable
- Express confidence in ability to improve

# Managing the Poor Performer

## **Follow up meeting (gap closed)**

- Review initial meeting briefly
- Acknowledge improvement
- Express appreciation for efforts
- Offer future support

## **Follow up meeting (gap not closed)**

- Review initial meeting
- State current situation
- State required outcome
- Clarify consequences of not improving
- Invite comments
- Agree – actions, measures, timetable
- Express preference for success
- Write up notes

# Prepare & Practise

# Summary – What have we covered?

- What is Performance Management?
- Dealing with conflict - know yourself
- Giving feedback
- Active listening
- Managing the poor performer
- Having the difficult conversation

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