

Today's Approach to Performance Management

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Effective Performance Management

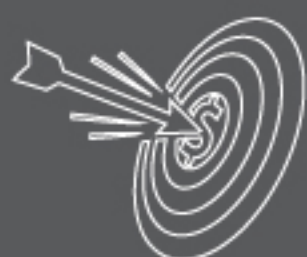


Define winning for your organization, teams and individuals.



Clear definitions of winning provide focus and clarity. It gets everyone aligned and moving in the same direction.

A good performance management approach involves five key steps:



Establish Goals.

Define winning. Link what needs to get done at every level to it. Clarify specific outputs (not tasks) for the team and the role as well as timeframes.



Plan Development.

Discuss short- and long-term development needs, including agreement on how and when development will occur and prioritization.



Take Action.

Get great at feedback! Provide ongoing and frequent direction and support while the employee applies energy and focus toward accomplishing the goals.



Assess Performance.

Regularly evaluate the progress being made toward the goals and provide ongoing feedback.



Provide Reward.

Acknowledge and reward employees through organizational programs, local recognition, and other approaches tailored to individual employees.

Use the Right Management Approach



Effectively managing performance also requires knowing when to direct, delegate or develop. Determine which style is appropriate based on the task at hand rather than the individual.



Direct when the employee has low to moderate competence with the skills and abilities needed to complete the task. Define excellence (what, how and when), and provide specifics (templates, examples, etc.).

Direct when a person:



• Is new in a role



• Is new to the company



• Has new job responsibilities or tasks



• Has new ways of working



Delegate when the employee has moderate to high competence. Define excellence. Let the employee determine the approach they will take and keep you informed on progress. Ask questions and provide direction and specific support when necessary.

Delegate when a person has:



• Some experience in the role



• A track record of competence



• Confidence in their abilities



• Similar ways of working



Develop when the employee has high competence and high commitment to the task. Define excellence and get out of the way. Then determine the person's next challenge.

Develop when the person:



• Has extensive experience



• Has demonstrated evidence of competency



• Is growing new competences



• Is trying new approaches



Leaders, managers and employees all have a role to play in creating performance excellence. Effective processes and tools to manage performance makes it easier for everyone to perform well in their roles and to achieve your organization's strategic goals.