

The Demise of Traditional Performance Management

Presentation: HR Business Partner Conference 2015

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LEARNING



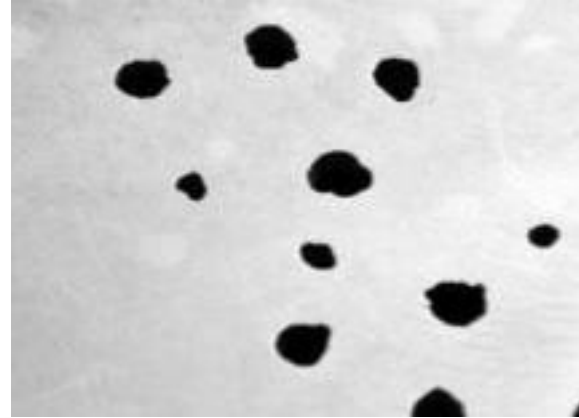
THINKING



PEOPLE



PERFORMANCE



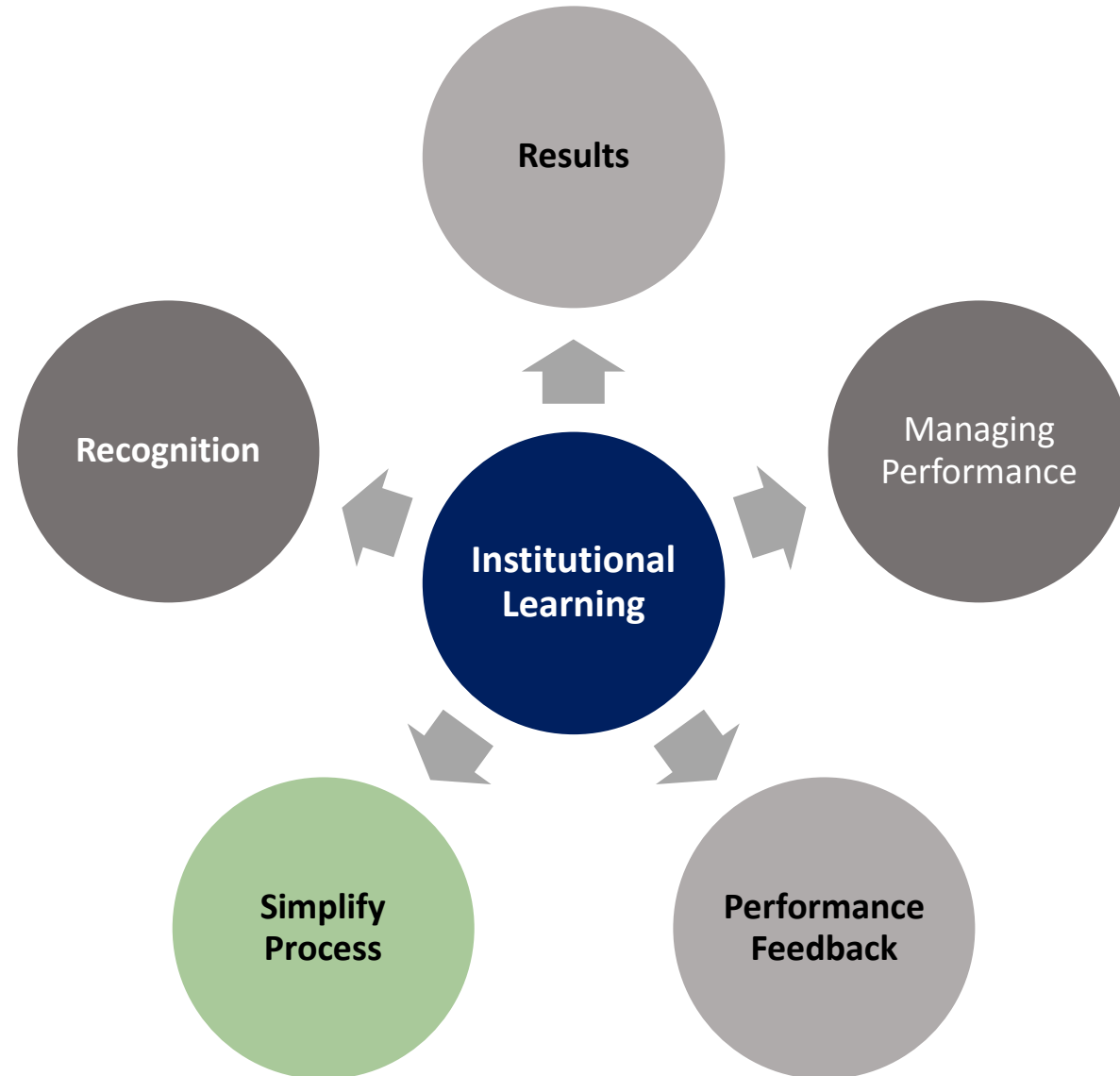
CREATIVE



LEADERSHIP



A New Focus for Managing Performance



Then and Now

Old

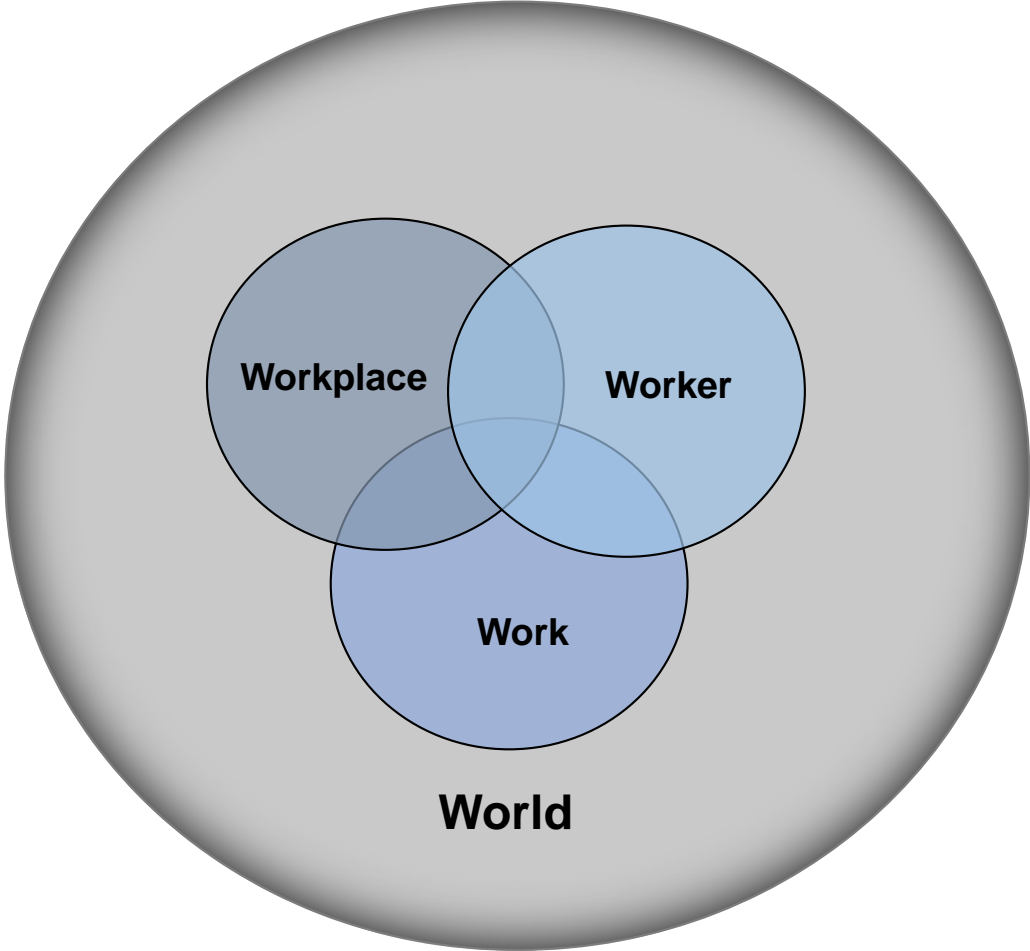
- Based on policies and procedures
- “We”-based
- Focus on the team
- Cumbersome and complex
- “Old” technology
- One-on-one feedback
- Three times per annum

New

- Fewer rules
- “Me”-based
- Focus on the individual
- Simple and easy
- “New” social media type technology
- “Crowd-source” feedback
- Now, immediate and often

50% of the workforce are Millennials.

Systemic Levels of Performance



New Requirements to Manage Performance

- Performance Mentoring
- Total involvement
- Practical coaching
- Continuous communication
- Share relevant information
- Want to move forward quickly
- Want specific and meaningful goals
- Aspirational
- Immediate gratification – becomes bored when career goals are not met
- Don't want to be held back by policies and procedures

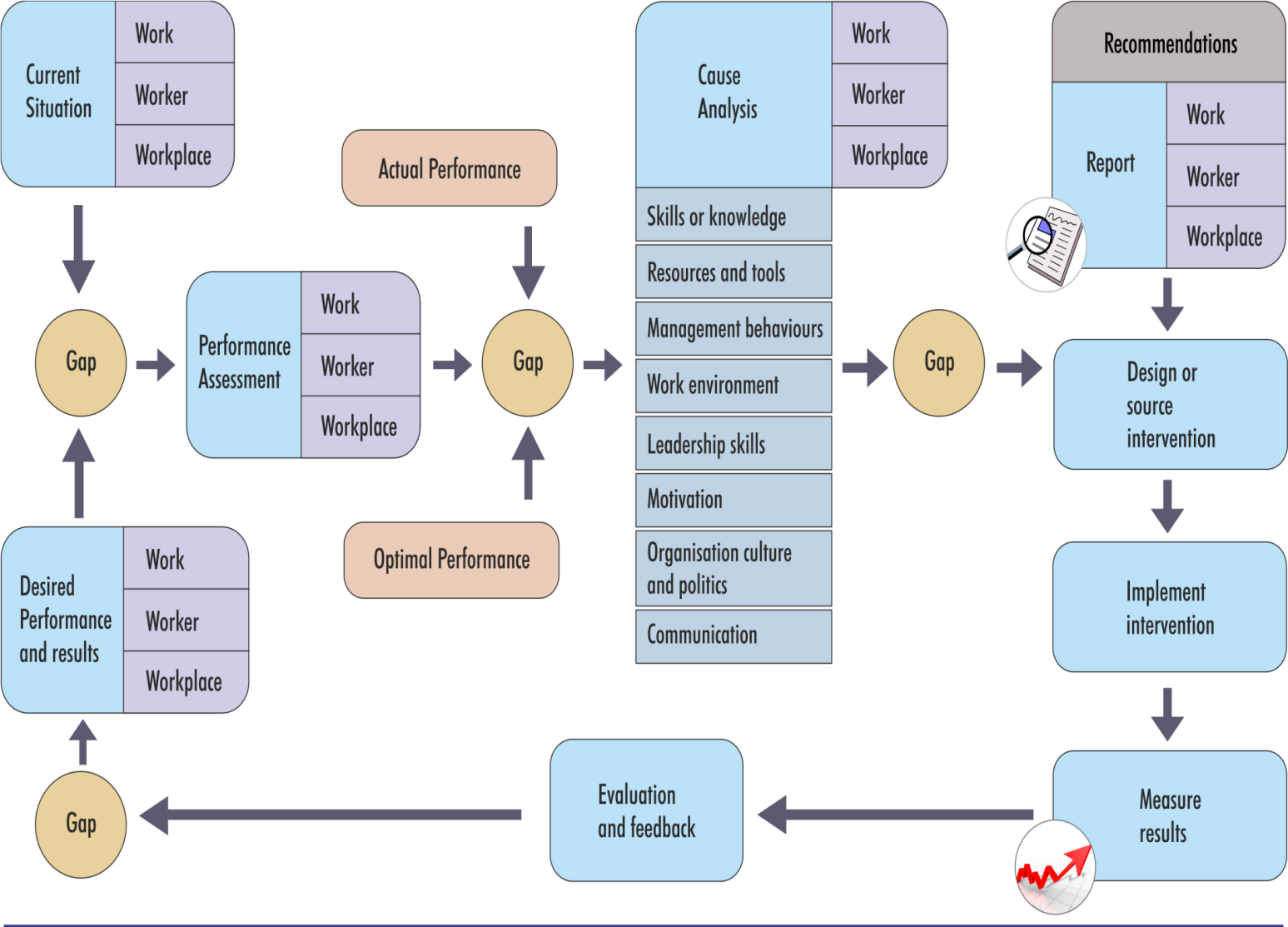
“Stop trying to manage Millennials and learn how to lead them...” Alan Hilberg

The “Now” Agenda

- Tell me “now”
- Keep the information simple
- Immediate gratification - immediate feedback
- Future focused – want to move up
- Go-getting
- No theory – translate goals into immediate application
- Performance restlessness
- Bespoke



Performance Improvement Methodology Applied



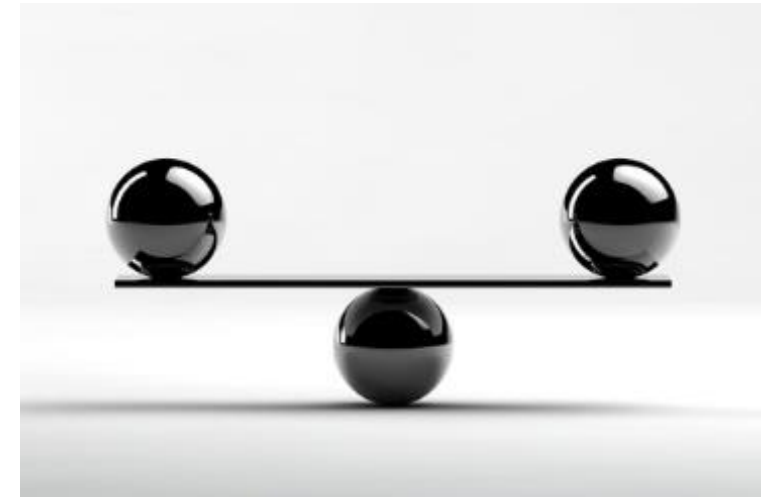
How do we do it?

- Interpret organisational goals in understandable chunks
- Simplified strategy of how to manage performance – “one pager”
- Translate to small bites/goals for each individual
- Make the goals practical – avoid theory and unnecessary complexity
- The process must be totally transparent
- Involve the entire “value chain” to develop bespoke goals and objectives
- Create a performance culture and hold managers responsible for it
- Create a culture of recognition for value contributions
- Get back to basics and focus attention on the leadership value chain
- Contextualise performance requirements and focus on the entire value chain delivery



What is the balancing act – who needs what?

- Understand phases of career life cycles
- Acknowledge pre- and post- technology employees
- Acknowledge employee groups' career aspirations
- Encourage cross pollination of learning
- Mentoring and coaching not necessarily hierarchical – also horizontal
- Understand your role as manager has changed dramatically
- First priority – to performance coach and mentor
- Mentoring and coaching not necessarily face-to-face
- Use online technologies to coach the post technology employee groups



Changing manager roles

Traditional

- “Past” leadership
- Unconscious inflexible
- Slow to change
- Follow my example
- “Learnt” leadership
- Performance standards setter
- Set the managing landscape

Bespoke

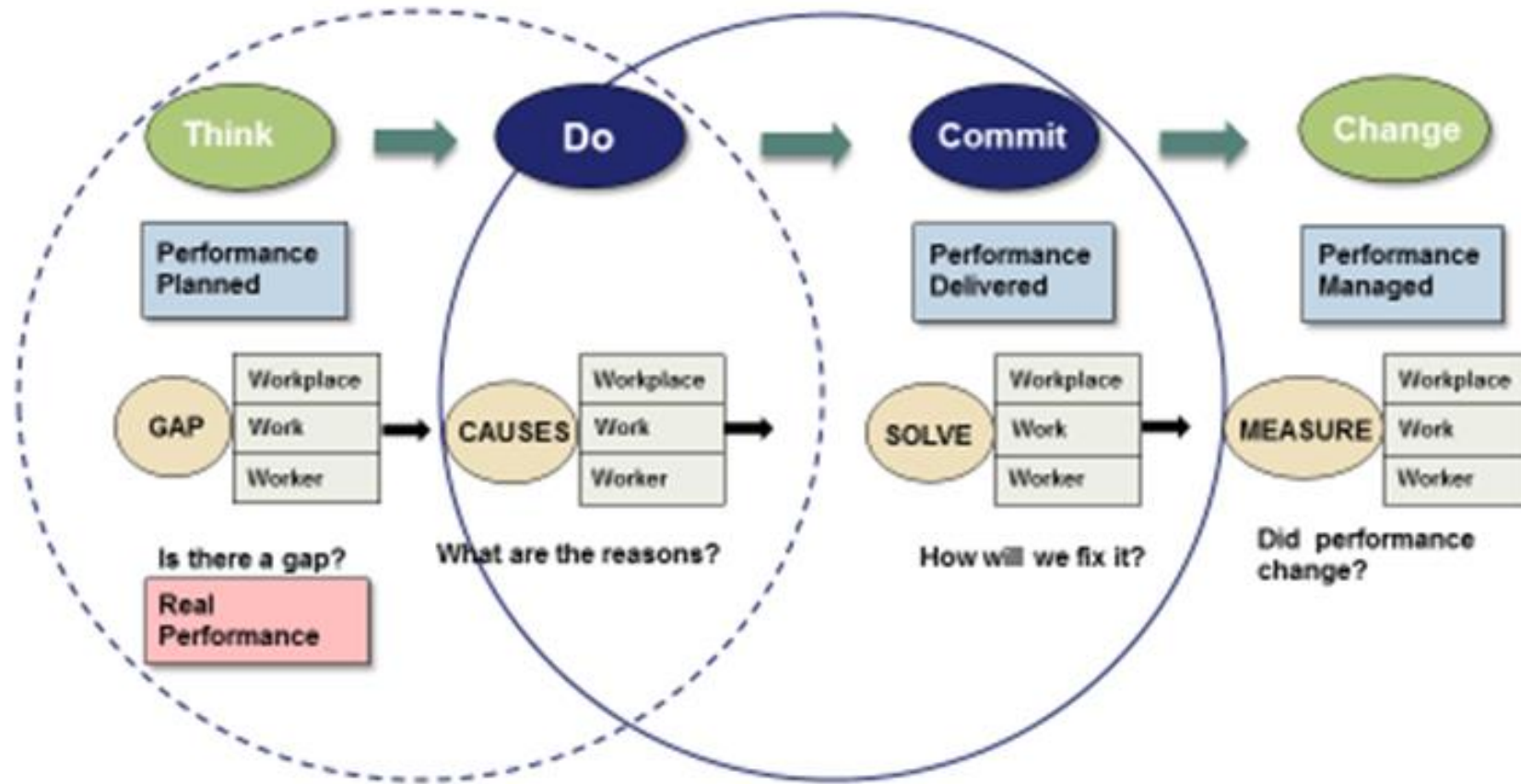
- “Now” leadership
- Agile
- Speed of change
- Follow best example
- Contextual and authentic leadership
- Performance interpreter
- Set the performance landscape

Management Skills Set Required

- Personal management - values
- Communication – relationship building
- Life-long learning – knowledge worker
- Technology agility
- Leadership “with” vs. “follow me”
- Systems thinking and value chain context
- Professionalism – be authentic



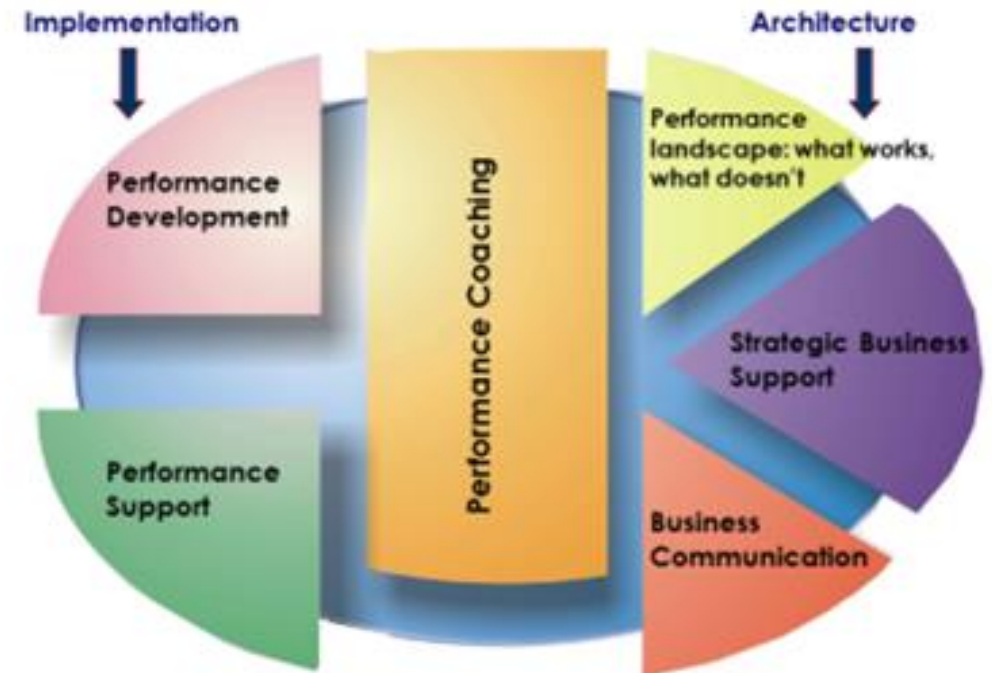
Systematic and systemic way to performance



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Next steps - how to?

- Be very clear about what is inhibiting and facilitating the process of managing performance
- Follow a standardised and simplified performance framework
- Have a bespoke performance template that is facilitating the shared vision and learning
- Acknowledge individual and team contribution to the business that cements employee engagement
- Pay serious attention to leadership development





Thank you

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