

18 May 2021

Resetting Performance Management

- Be bold and change negative perceptions
- Reset and reverse processes
- Improve and sustain performance



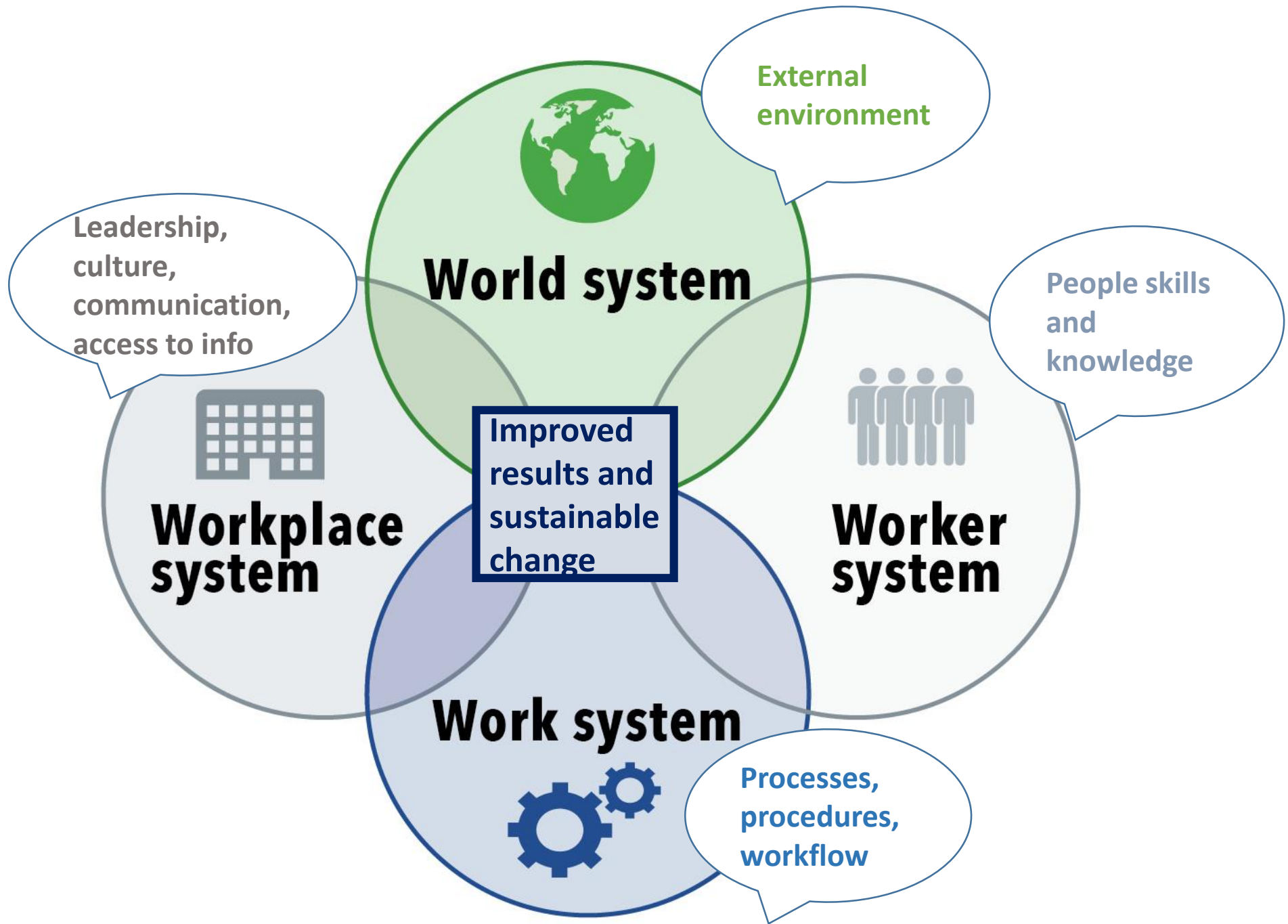
**A virtual Breakfast Talk
with Belia Nel**

Improvid
performance improvers

PART OF
INTERNATIONAL
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CENTRE

What is a performance-based systems thinking approach?

Why is it important?





What are the pillars and practice driving performance management to:

- **Advance business?**
- **Create shareholder value?**
- **Build human capability?**
- **Ensure sustainable change?**

WORLD



**STRATEGIC
INSTITUTIONAL
SYSTEM**
(workplace)

GAP



**TACTICAL
OPERATIONAL
SYSTEM**
(work)

GAP



**TECHNICAL
PEOPLE
SYSTEM**
(worker)

EXTERNAL ENVIRONMENT



P robe

What

Current and future state



A nalyse

Why

Gaps and misalignments



R espond

How

Design, develop and implement



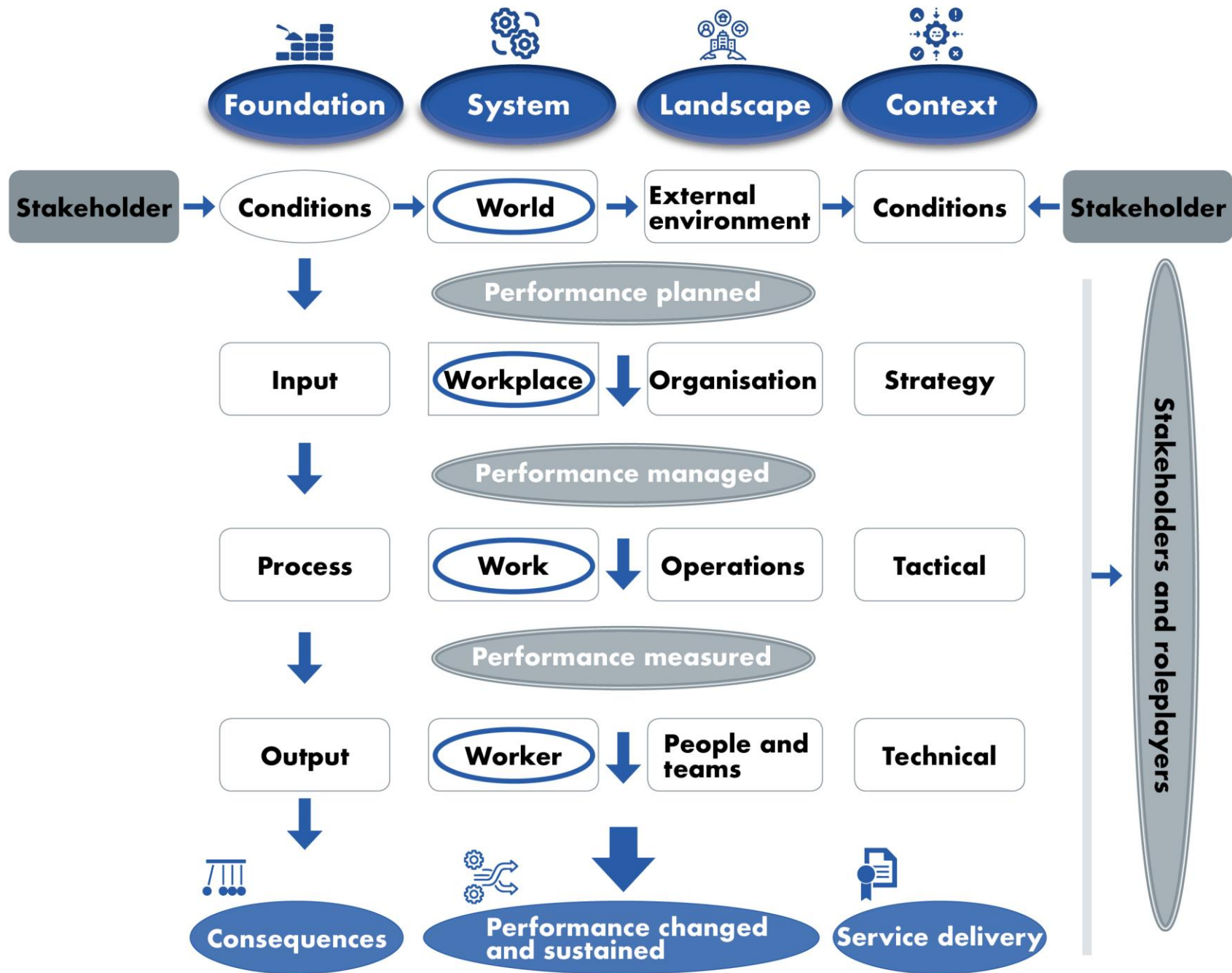
E valuate

Where




Measure results, impact, refresh changes for performance sustainability






What are the first steps to reset a performance management process?






Identify barriers and drivers

	Performance Planned	Performance Managed	Performance Measured	Conditions and Risks	INPUT
 Strategic Organisational System (WORKPLACE)	Strategy Vision Values	Process and application	Governance and risk		
 Tactical Operational System (WORK)	Functional and technology	Misalignment of processes and procedures	Compliance		
 Technical People System (WORKER)	Capacity and workforce plan	HR technology enablement	Rewards and recognition		

Facilitate enablers

	Performance Planned	Performance Managed	Performance Measured	Agile and systems interconnectivity	PROCESS
 Strategic Organisational System (WORKPLACE)	Strategic alignment	Collaborative resources and quality data	Sustainable customer focused performance change		
 Tactical Operational System (WORK)	Standard and policies	Streamline performance tools simplified	Value chain alignment responsiveness		
 Technical People System (WORKER)	Worker people impact	Business partnering performance mindset	Work-life and wellbeing		





Develop behaviours

	Performance Planned	Performance Managed	Performance Measured	Impact, service delivery and sustainability	OUTPUT
 Strategic Organisational System (WORKPLACE)	Culture focused values	Strategic performance mindset shifting	Engaged employees		
 Tactical Operational System (WORK)	Ethical practices	HR technology and digital savvy	Quality mindset		
 Technical People System (WORKER)	People and talent management in Future-fit learning and 4IR world	Performance management and agile team partnering	Service delivery impact		

How do we identify barriers affecting performance?

**Why is it important in the planning stage
of performance management cycle?**

Identify barriers and drivers





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How do we facilitate the enablers of performance management?

What is the purpose?





What is the value?

Facilitate enablers

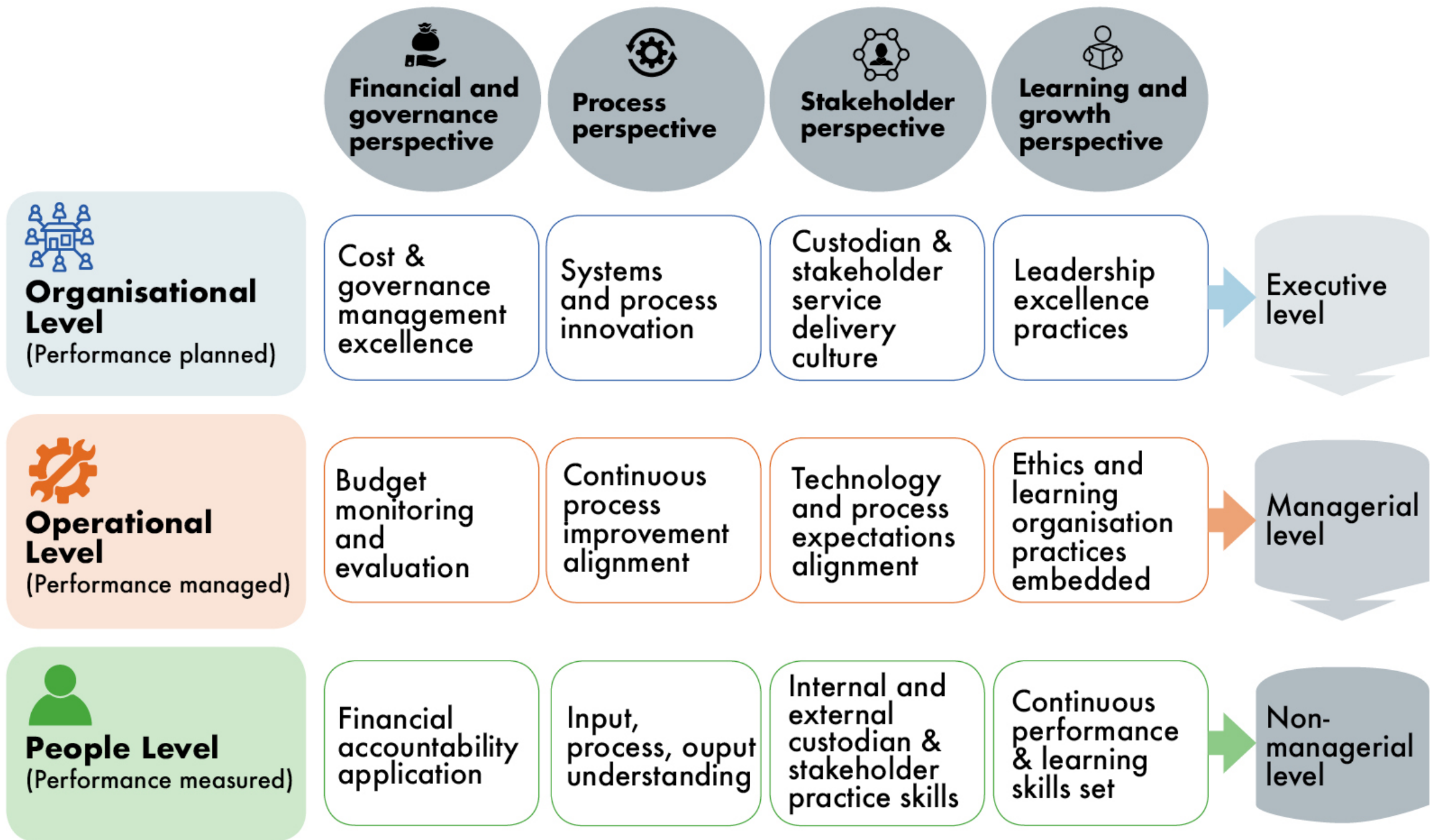
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What are the behaviours that will drive a successful performance management process?

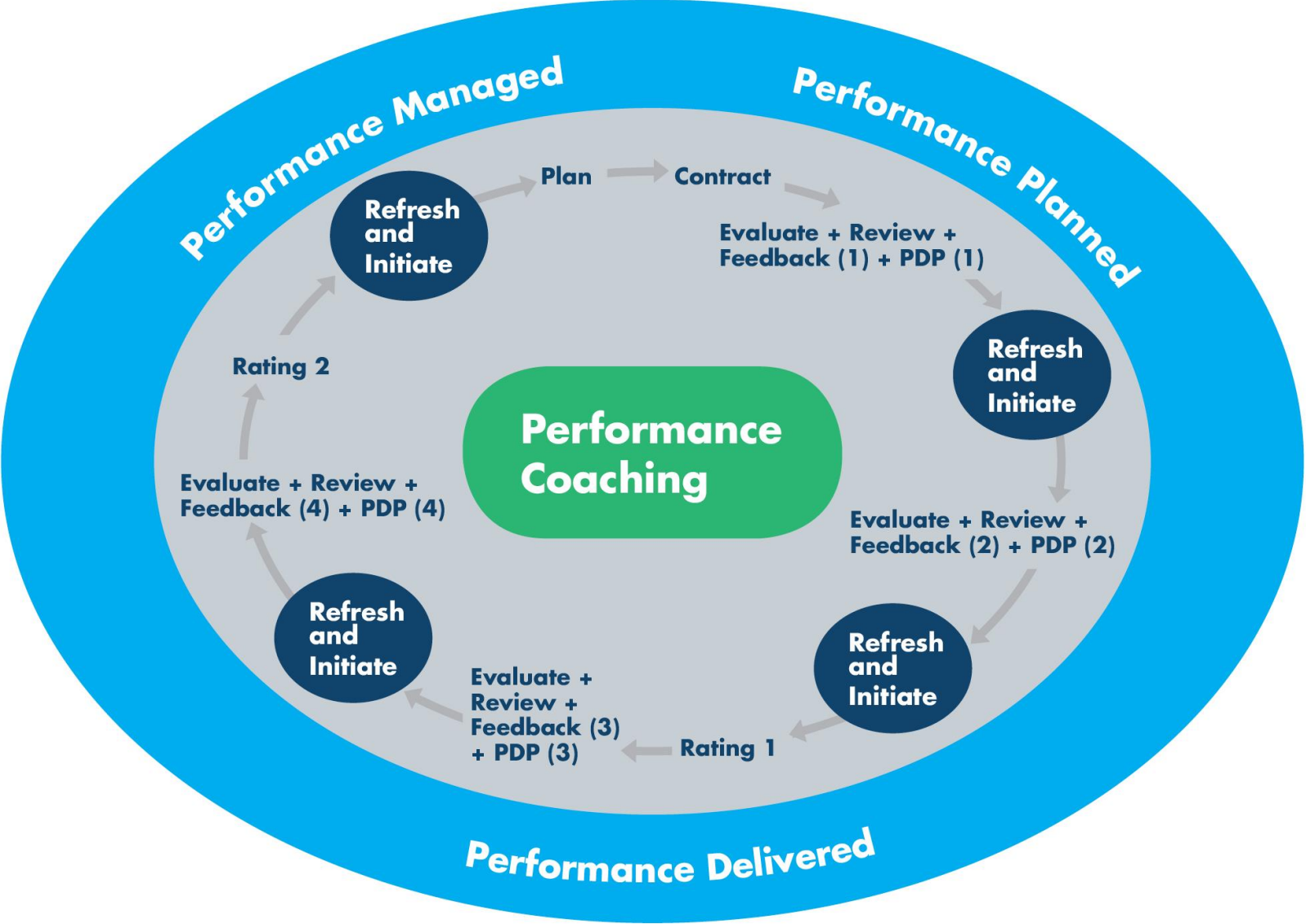
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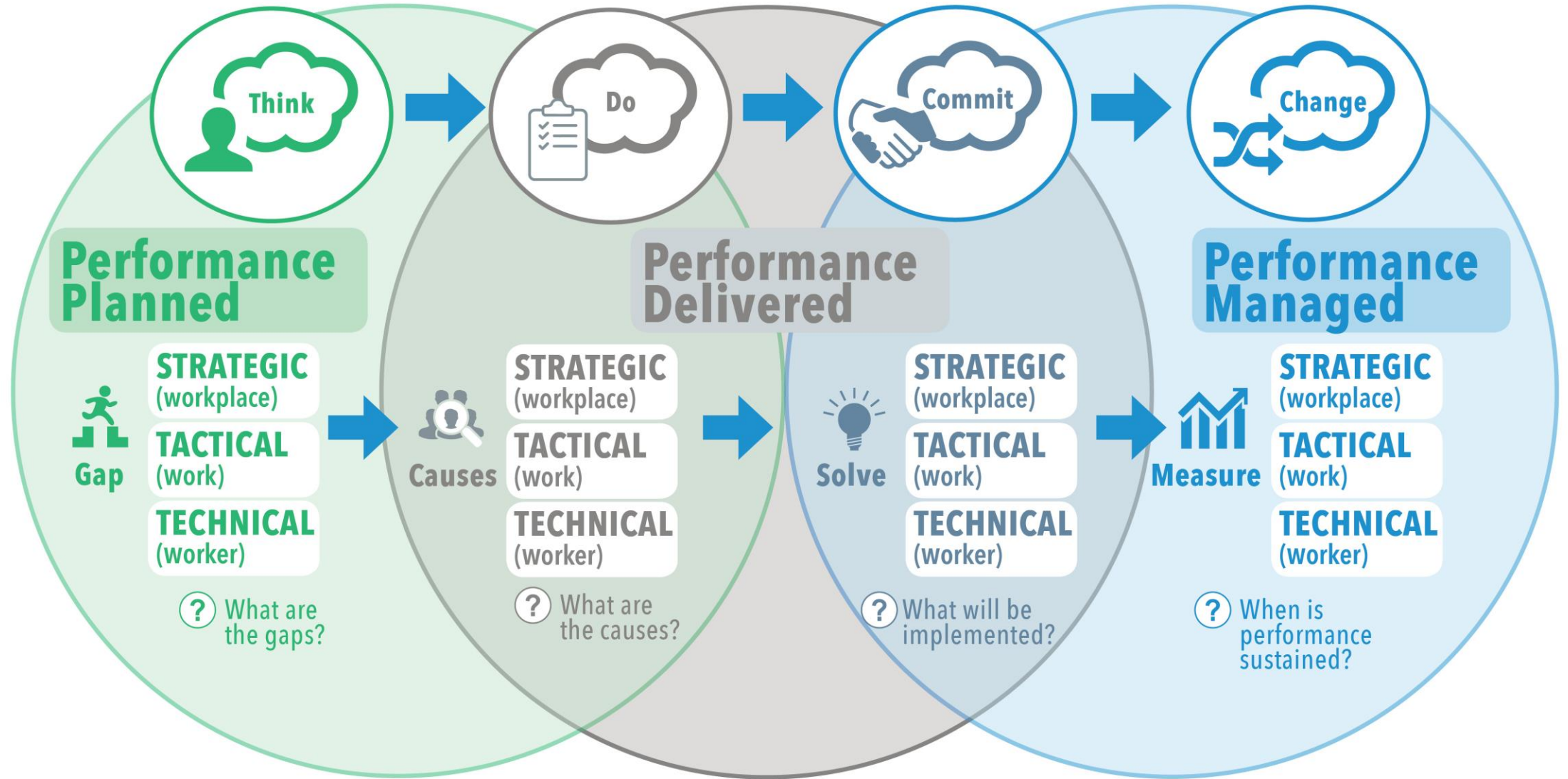
How do we align the identified barriers, enablers and behaviours of the organisational indicators and goals with individual performance outcomes?



**Performance coaching is central to the
success of resetting performance
management**



Conditions

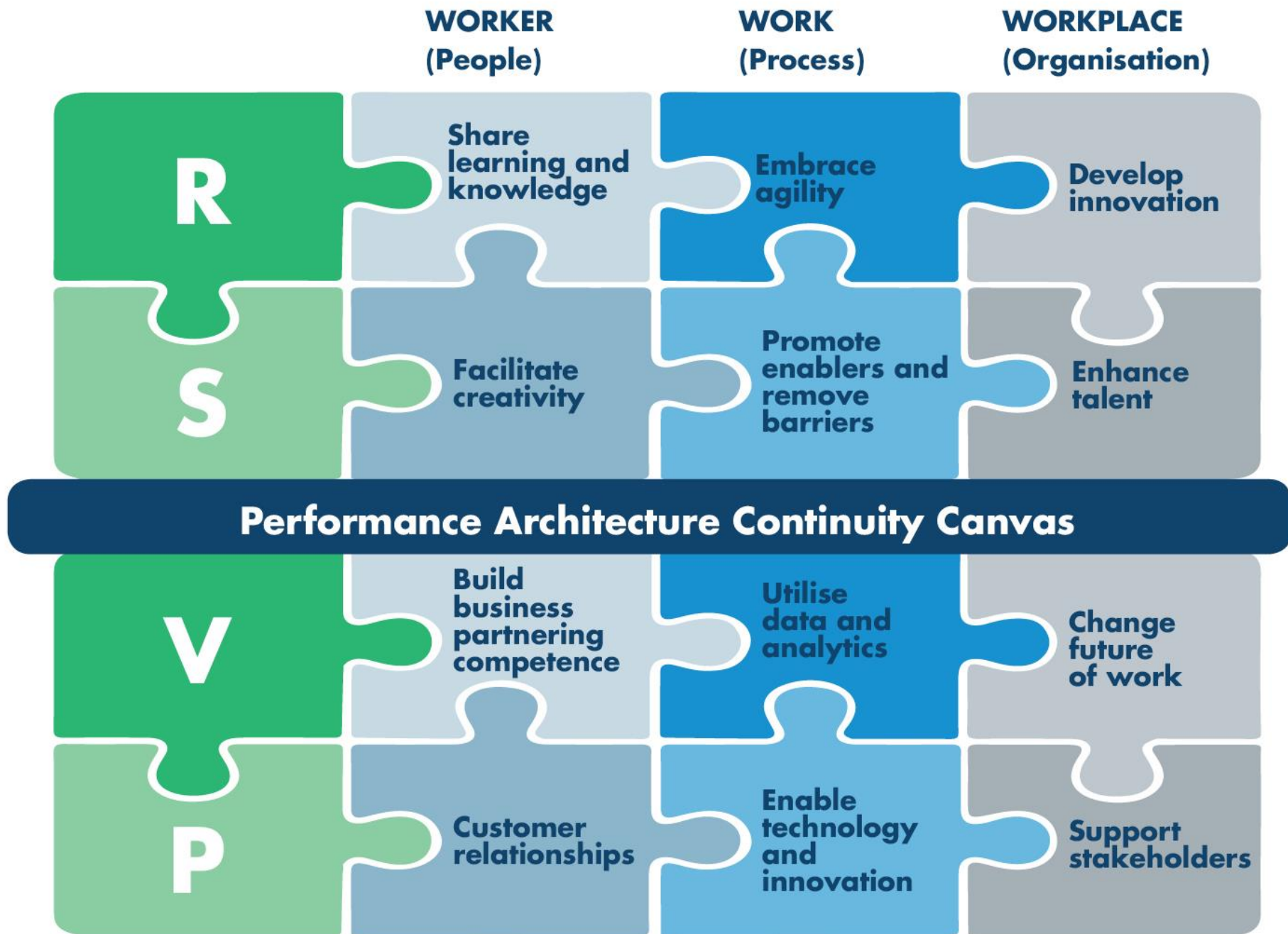


Consequences

How do we apply the performance systems thinking approach to resetting a performance management strategy?

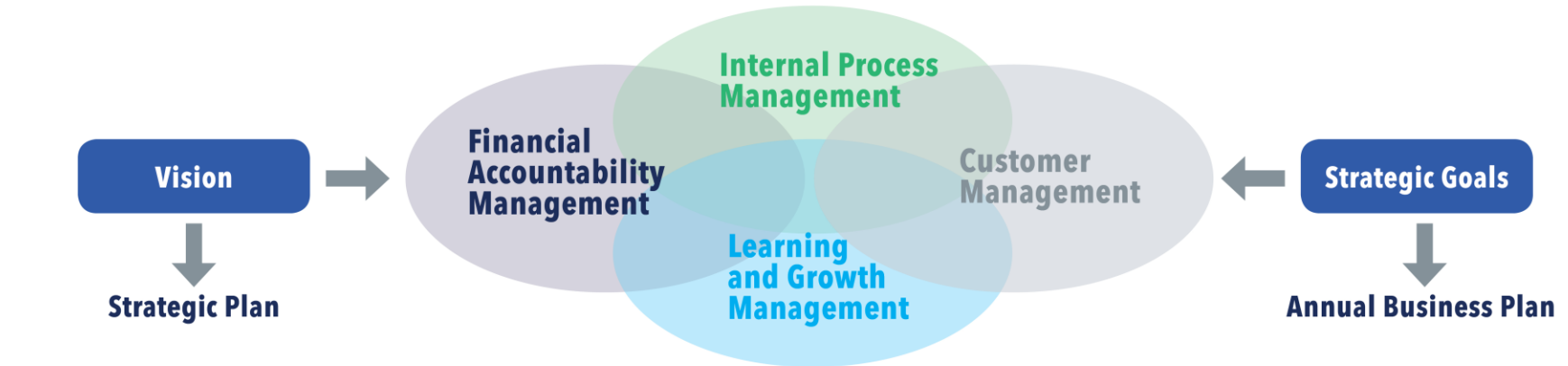
How do we get management buy-in?





Accountability	Lower Management	Middle Management	Senior Management	Executive Team
Context	Worker	Work	Workplace	World
Level	Technical	Tactical	Strategic	Environmental
Focus	People impact	Operational impact	Organisational impact	Landscape
1. Focus on Results	Share learning and knowledge	Embrace agility	Develop innovation	Balance competing objectives
2. Add Value	Build business partnering competence	Utilise data and analytics	Change future of work	Focus decisions on the correct value-adding services
3. Think Systemically	Facilitate creativity	Promote enablers and remove barriers	Embrace talent	Contribute to the strategic national goals
4. Work in Partnerships	Customer relationships	Enable technology and innovation	Support stakeholders	Work with role players who contribute to measurable results in a transparent manner

**How do we reset and plan for
performance management implementation?**



PERFORMANCE PLANNED

Gap	Strategic	Tactical	Technical
Organisation	Person icon	Person icon	Person icon
Operational			
Individual			

Identify Systemic Barriers

ALIGNED PERFORMANCE

Align standards, competencies, objectives and weightings

TOOLS AND GUIDELINES

Planning Contracting

Gap

Gap

Performance conditions and risks

Performance Coaching

PERFORMANCE DELIVERED

Gap	Strategic	Tactical	Technical
Organisation			
Operational	Person icon	Person icon	Person icon
Individual			

Promote Systemic Enablers

MEASURED PERFORMANCE

Review, analyse, plan consequences and risks

TOOLS AND GUIDELINES

Review Refresh Rating

Gap

Gap

Performance conditions and risks

Performance Coaching

PERFORMANCE MANAGED

Gap	Strategic	Tactical	Technical
Organisation			
Operational			
Individual	Person icon	Person icon	Person icon

Facilitate Behaviours

IMPROVED PERFORMANCE

Change behaviours, engage and empower people

TOOLS AND GUIDELINES

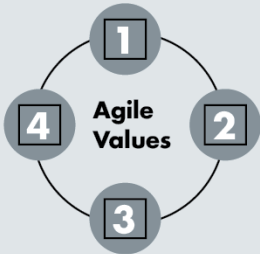
Performance Development Plan Succession Plan

What are the practical tools and methodology to reset performance management?



Agile Values

- 1 Individual and interactions vs processes and tools
- 2 Streamlining products/services vs comprehensive documentation
- 3 Respond to change vs follow a plan
- 4 Customer collaboration vs contract negotiation



Performance Principles

- R** Results
- S** Systems thinking and sustainability focus
- V** Value adding
- P** Partnerships



Performance Systems Practice

- W** Workplace/organisational level
- W** Work/operational level
- W** Worker/people level
- W** World/external environment level



Performance Foundation

- C** Custodian
 - C** Conditions
 - I** Input
 - P** Process
 - O** Output
 - C** Consequences
 - C** Custodian
- C C I P O C C**



Tools and Methodology

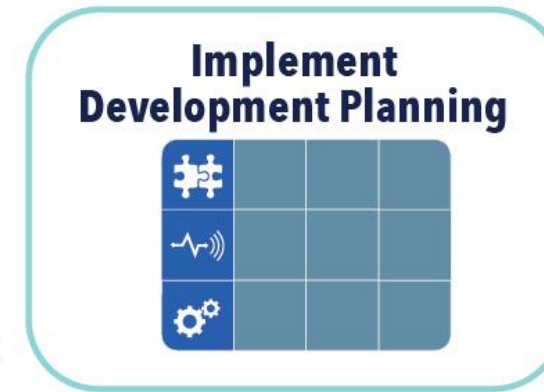
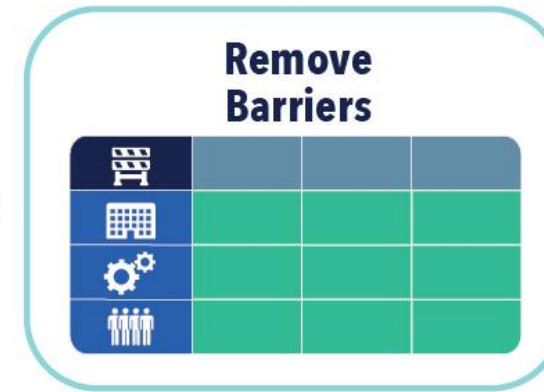
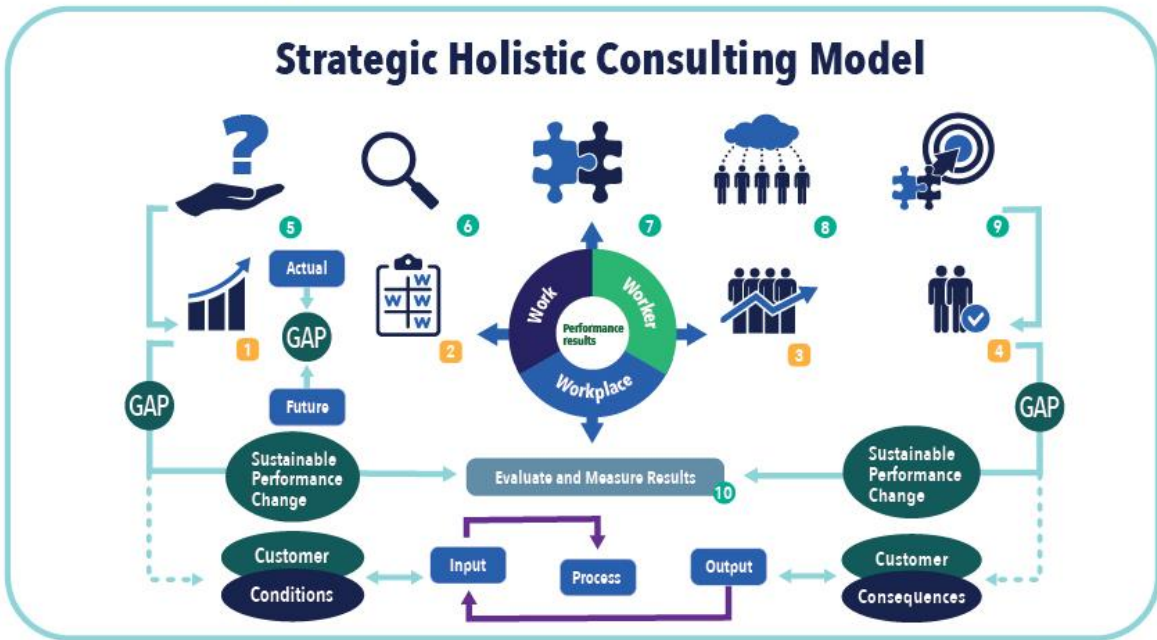
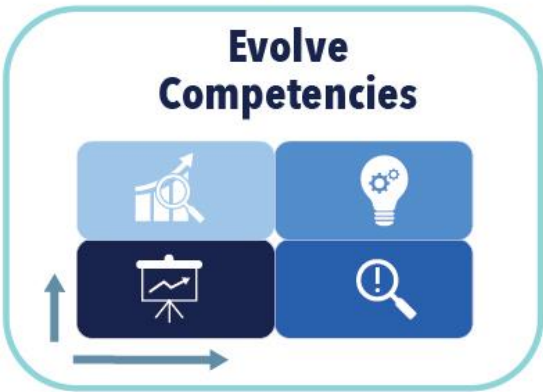
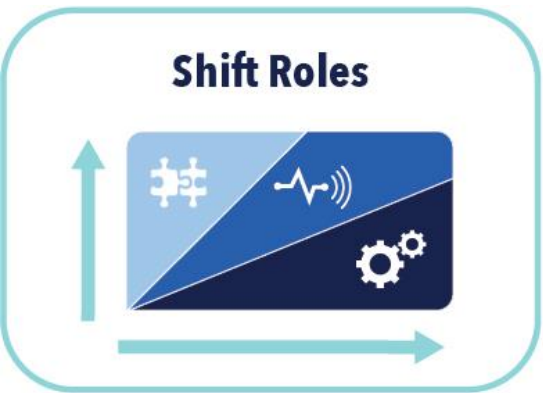
- ➔ PARE Model
- ➔ PARE Question Model
- ➔ Performance Correcting Framework
 1. assess2correct
 2. support2connect
 3. change2commit
- ➔ Performance Improvement Systems Thinking Methodology
- ➔ PST ROI model
- ➔ Future-fit Skill set

Learn more by attending our workshops

- Performance Management workshop
- HRBP Workshop
- Performance Improvement Masterclass

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Email Patricia@ipm.co.za

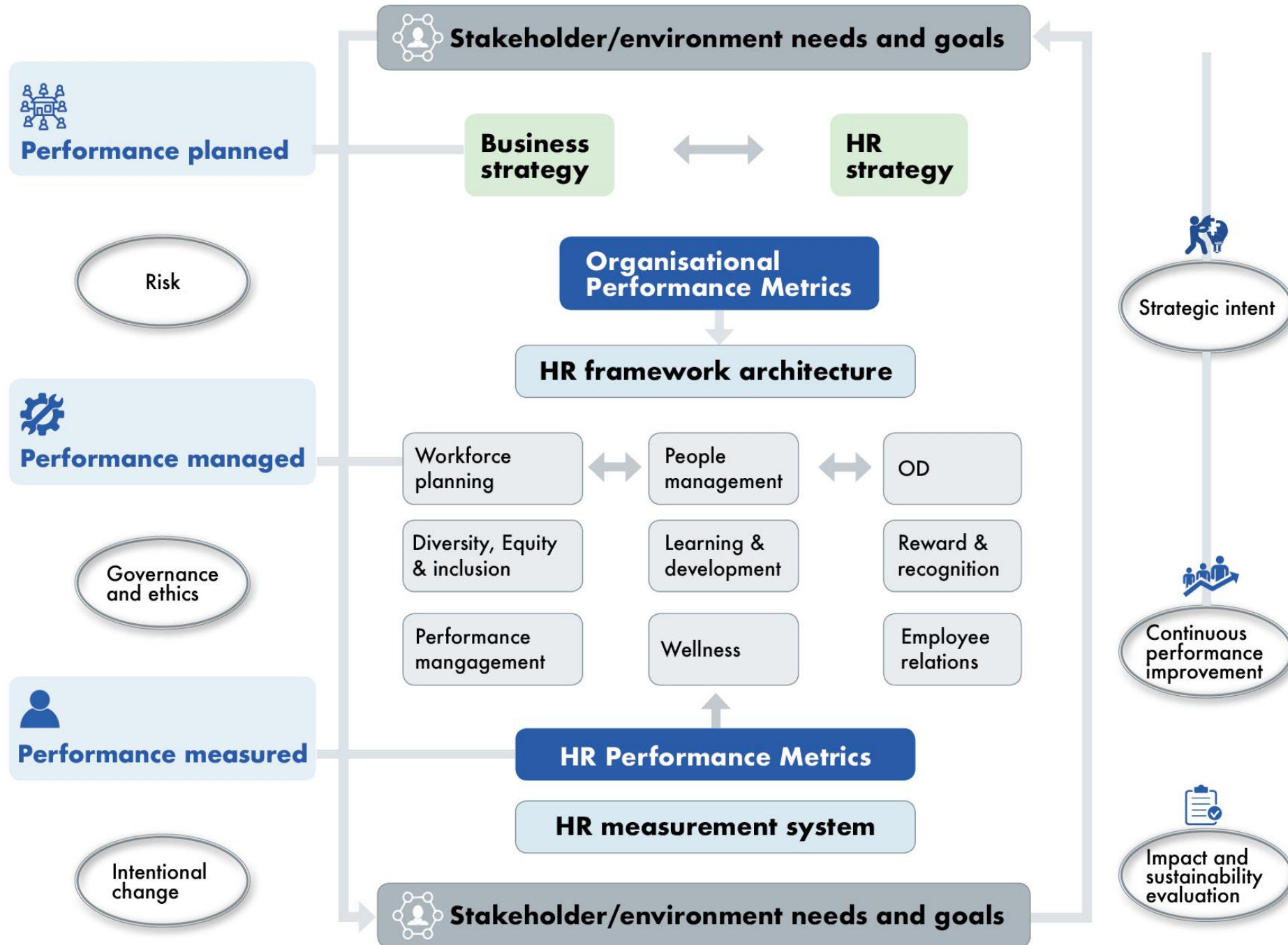


Do you want to learn more?

How to align Performance Management to your HR Strategy?

Or how to develop a HR strategy?

Email Belia@improvid.co.za



Performance Management Deal Makers

- ☺ Must be driven by ethics
- ☺ Must have performance-based coaching as a core strategy and central focus
- ☺ Must link to business strategy and goals
- ☺ Must link to values and a strong culture of performance discipline
- ☺ Must align with organisational and operational systems
- ☺ Must teach managers to embrace a performance-based systems thinking mindset
- ☺ Must have specific measurable organisational, operational and people measurement
- ☺ Must be simple and easy BUT must have a holistic view of performance

Performance Management Deal Breakers

- ☹️ Must not only focus on individual outcomes
- ☹️ Must not only be for reward purposes
- ☹️ Must not be a standalone activity
- ☹️ Must not only be twice annually
- ☹️ Must not be seen as a stress situation
- ☹️ Must not have a punitive approach
- ☹️ Must not focus on fault finding
- ☹️ Must not be separated from the values that drive the organisation

Email belia@improvid.co.za

- ✓ To receive “Resetting Performance Management” article
- ✓ To book a virtual presentation for your organisation
- ✓ To book individual coaching sessions to implement PM
- ✓ To receive a free e-book “Essential Job Aids for Performance Consulting”

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