Six Step Performance Management Process

1. Establish Role Clarity
2. Agree Minimum Expectations
3. Monitor Performance
4. Review Effectiveness
5. Make appropriate interventions
6. Evaluate and review

Steps 1 & 2 – Establish Role Clarity and Agree minimum expectations

Eradicate the 20% Role Ambiguity

The Role as the manager sees it

The Role as the team member sees it
**Contracting**
A contracting discussion between peers or a manager and team member provides the basis for establishing role clarity and also the platform for feedback and development interventions in the future.

It should be a two way contract covering not only what is expected by both parties but also covering how they intend to work together. For example the manager may ask how the team member would most value being managed to optimise their performance as well as outlining to them the way that they would want them to operate.

Questions to be explored both ways might include: -

- What are you looking for from me?
- How do you prefer to work? (e.g. MBTI preference)
- What will a successful working relationship look like to you?
- In what areas are you looking for my support?
- How would want to be supported in these areas?
- How do you prefer to be recognised?
- In what areas are you looking to develop?
- What are your wider goals/aspirations?
- What motivates you?

An effective contracting discussion will cover the following three levels: -

**Professional Level**
Discuss and agree clear aims of what each party is seeking to achieve as a result of this relationship and how each party will contribute to the relationship.

**Relationship Level**
Explore issues surrounding mutual respect and trust i.e. what these would look like in practice to each party and also discuss how this might be reviewed on an ongoing basis to avoid ‘games’ being played.

**Administrative Level**
Cover the practical details of working together e.g. where and when you will meet, timings, structure etc.
**Agree Stretch/SMART objectives**

A well set goal with an appropriate amount of stretch is a highly motivational tool. If the challenge is set too low or too high, performance will be adversely affected.

**Steps 3 & 4 – Monitor Performance and Review Effectiveness**

**Inspect and Respect – The Danger of Eroding Goals**

Tracking performance and making timely interventions are critical in the successful delivery of agreed objectives. Interventions need to be made as soon as performance dips below the agreed target level. If this does not happen, then a new lower target level is implicitly set. This action can undermine the validity of the original objective setting session. You agreed one thing but in effect a lower level of performance was really acceptable.

This can set a chain reaction of behaviours that can very quickly lead to a rapid decline in performance and standards.
In any performance gap situation you have two choices. You can close the gap by upping your performance or you can close the gap by lowering the goal or standard.

Once the goal is reduced it is a slippery slope as it has a negative impact on the ability to up your performance. You become resigned and accepting of second best.

Often this is only perceived as a short term drop in standards to get us through a difficult time.

Examples: Personally becoming resigned and allowing your vision to slip. Marks & Spencer – Quality and design of clothes, issues in late 90’s.
Steps 5 & 6 – Make appropriate interventions and evaluate and review

‘Can’t Do – Won’t Do’

At its very simplest performance problems boil down to two factors. The individual can’t do it i.e. has insufficient knowledge and skill or they won’t do it i.e. they lack the motivation. Interventions need match the issue at hand.

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<th>Motivation</th>
<th>Ability</th>
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<td>High</td>
<td>Motivate</td>
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<td>Low</td>
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