

HANDY HINTS : Managing Performance

It is important that people realise their potential and deliver for the business.

As a manager within your business you have the responsibility to manage the performance of your people and ensure they:

- Know and understand what is expected of them
- Have the skills and ability to deliver what you expect
- Are supported by you and the wider organisation to develop their ability to deliver what is expected
- Are given regular feedback
- Have regular opportunities to discuss and contribute to their own and your teams aims and objectives
- Are recognised for their contribution

This is achieved by:

1. *Set clear objectives*

- Your staff will want to know what is expected of them. Set clear objectives for the individual and the team;
- Ensure the objectives include quantifiable targets, i.e. something that can be measured by you and your employee;
- Make sure your team's personal objectives link clearly to the company goals and objectives; it helps them understand their contribution to the business
- Review their attainment against their objectives regularly
- Set SMART objectives: Specific, Measurable, Achievable, Relevant, Timed (Refer to HANDY HINTS to Setting SMART Objectives for more information)

2. *Identify the skills and ability needed to do the job*

- Regularly review their job description, ensure it is up to date and relevant
- Help them identify what skills they need to do the job, make sure you have taken the opportunity to think this through also
- Regularly review performance and ability against set objectives and give feedback for improvement

3. *Support your team*

- Unless there is continuous development of individuals and teams, performance will not improve
- Help your team identify development needs or performance gaps
- Support them in identifying how the gaps can be closed
- Help them remove obstacles that will prevent them being a success
- Provide suggestions when discussing areas to develop

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REMEMBER, development does not necessarily mean going on an expensive training course. Think of innovative ways to support their development and learning; shadowing someone more experienced, you coaching them on skills and behaviours, encouraging them to read about their area of development, allowing them to try something new, looking for free learning events.

4. Give regular feedback

- Giving someone feedback can improve performance significantly
- Feedback should be specific, always give examples of what you liked and disliked
- Make sure you give feedback as soon as possible after the event, it loses effectiveness if delivered late

(Refer to HANDY HINTS to Giving Feedback for more information)

- Be open to receiving feedback from your team, it will help you help them
- Give feedback on performance and behaviours, not the individual's personality

5. Meet regularly to discuss performance and progress on objectives

- Have regular one to one meetings with your team members
- Discuss performance against set objectives. Recognise good performance and deal with poor performance
- Discuss behaviours. Achievement of objectives is not just about the end result but how the objective was achieved
- Give feedback on performance and behaviours. If it is good - praise it; if it isn't you have to deal with it sooner rather than later
- Always take part in your organisation's annual appraisal process, it is a valuable part of the review process

6. Reward and Recognition

- Reward and recognition for a good job done does not necessarily mean giving a sum of money, "low cost" rewards can have as much of an impact
- Timing is very important, never delay praise
- Remember people are motivated by different things
- Sometimes just saying "thank you" is reward in itself
- If you are giving a reward, think about what hobbies the individual may have and tailor the gift to suit, e.g. book token, music voucher, fishing equipment
- Always celebrate success!

If you want any further information on how to manage your people or deal with difficult people issues or maybe you need help giving feedback, do not hesitate to contact me.

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