3 steps to become a Performance Management Expert

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Agenda

▶ What's different with Virtual and Hybrid Performance Management?

▶ Practical steps you can take right now

▶ Thinking about future transformation

Virtual performance management

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last year's approach +
technology

► 'We need to reorient the way we recruit, hire and train people based on **skills descriptions** not job descriptions.'

Deanna Mulligan, CEO Guardian Insurance, author 'Hire Purpose'

What's changed?

Some people have had an unplanned 'step up'

Some people have had a year of Groundhog day

New ways of working have been experienced very differently

Overall decrease in emotional stability (factor of high performance)

Uneven impact on productivity and performance

What's the same?

People still want to know:

- What's expected of them
- How well they are doing
- What's happening now/soon

Still asking themselves…

- Am I still wanted?
- Am I still needed?
- What opportunities are there for me here?

So what?

Performance Conversations this year

1. Explore emotional roller-coaster

2. Focus on skills as opposed to annual goals

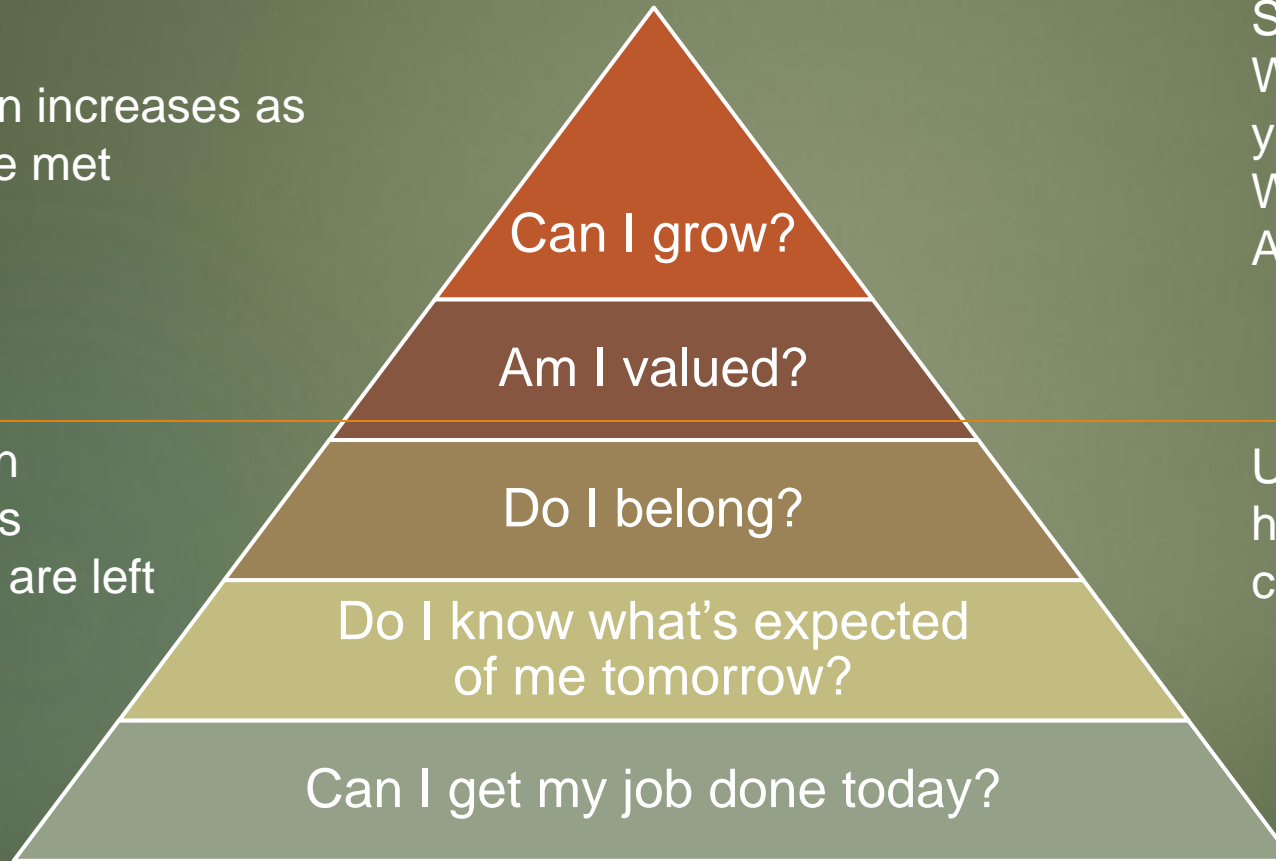3. Use uncertainty to create fresh thinking

Step 1: Explore the emotional roller coaster with Maslow's hierarchy of needs

Motivation increases as needs are met

Motivation decreases as needs are left unmet

Share with your colleague. Where were they yesterday, last week? What about today? Ambition for tomorrow?

Using a simple model is helpful for virtual difficult conversations

Can I grow?

Am I valued?

Do I belong?

Do I know what's expected of me tomorrow?

Can I get my job done today?

Step 2: Build confidence with a skills & strengths conversation

a) What are the skills you have most relied on and developed this year?

b) Are you concerned that some skills may be rusting away?

c) Which of your strengths have got you through this year?

▶ Feedback: with these skills and strengths you can be confident in the future….

Managers use the performance conversation

▶ **to help colleagues articulate the skills and strengths they have, as an antidote to worrying about the demands of the future**

▶ **to empower colleagues to use their skills and strengths in new ways**

Step 3: Kick-start fresh thinking

What's the purpose of performance management for your organisation now / over the next 1 – 3 years?

Step 3: Set the prime purpose of the performance conversation

WHAT'S MOST IMPORTANT?

a) A high performance culture

b) A feedback and coaching culture

c) A better way to connect performance and reward

d) Delivery of rapid change

e) Significant productivity improvement

f) Better attraction and retention of highly skilled staff

g) Greater diversity of thought and experience

FOR THE NEXT REVIEW

▶ Agree ONE prime purpose of the performance conversation and communicate clearly

▶ Invite every colleague to discuss with their manager how they can use their skills and strengths in relation to the PRIME PURPOSE

3: Step Summary

1. Explore the emotional roller coaster

2. Have a strengths and skills conversation to boost confidence

3. Set a prime purpose for this round of performance conversations

YOU CAN LEARN HOW TO

DESIGN & IMPLEMENT
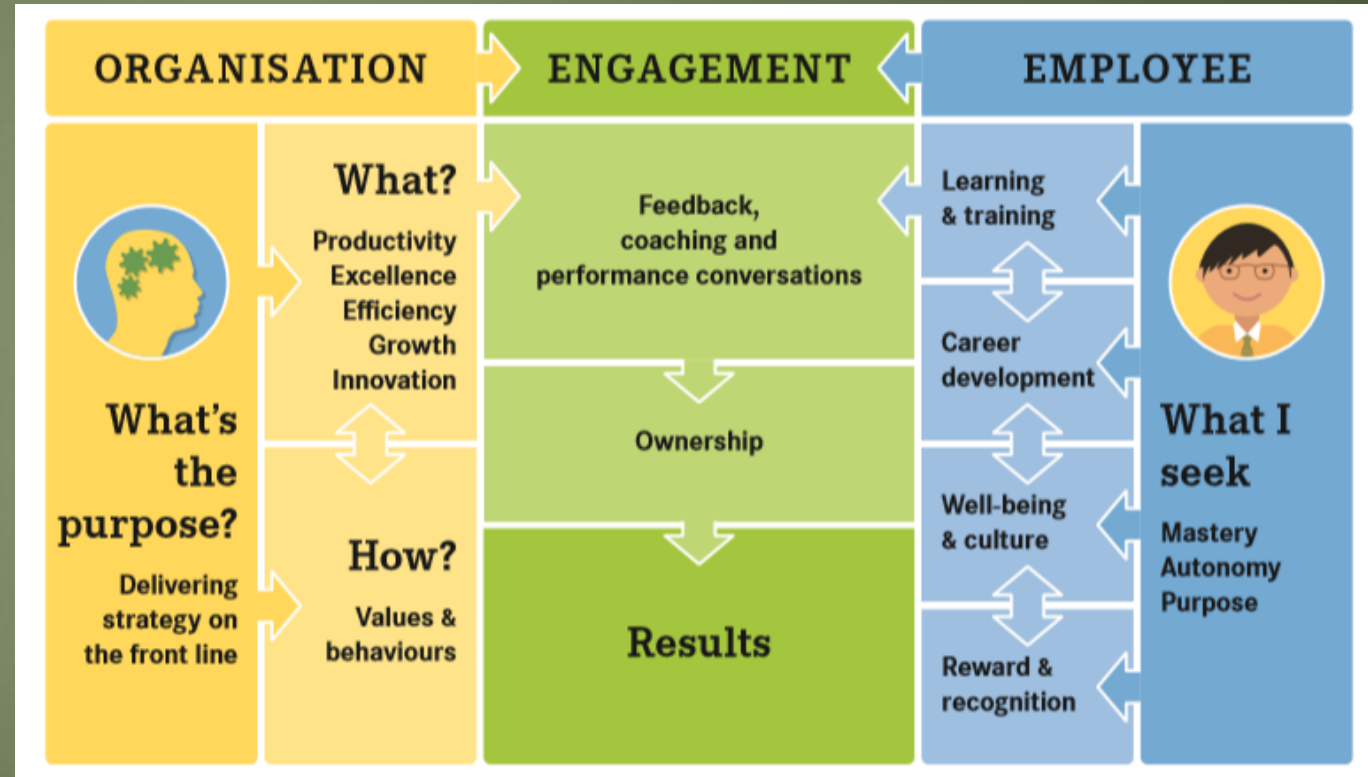
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