

Managing Performance Every Day:
beyond appraisal

Training Notes

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Performance management is a set of processes for developing a shared understanding amongst employees of what needs to be done to enable an organisation to achieve its strategic goals. These processes include managing and developing people using approaches likely to produce continued success. Performance management is about 'how you do things' as well as 'what you do'. It is about developing a culture of confidence and trust amongst all employees, which reinforces both team and individual achievement.

Performance management is not about 'quick fixes' and panaceas, or about doing appraisals better. It is about giving, taking and using feedback in a positive way.

Most organisations have some sort of process or framework to help them manage the performance of their staff. There is a growing awareness of the need to move away from retrospective top-down annual appraisals to a forward-looking and two-way approach to communicating objectives, and so delivering performance for the organisation by valuing the contribution of all staff irrespective of status or job title.

The key is to raise awareness of, and encourage dialogue about, performance as part of the daily business of an organisation.

Who will benefit from this package?

The package is specifically designed to support those people who manage others, whether it is a large team or one direct report. It is equally appropriate whether you are experienced or a novice as it reinforces key messages around effectively managing performance.

Key Objectives

The video shows how two managers – David and Louise – go about managing the performance of their staff. The video package is aimed at helping managers to:

- understand that managing performance involves more than one or two performance review or feedback discussions a year but is a continuous process
- learn about the critical things that managers have to do to ensure performance is managed effectively: The five C's of Clarity, Consistency, Collaboration, Constructive Feedback and Coaching
- understand the concept of managerial styles and the differential impact of the various styles on the performance of their staff
- reflect on their own practice and plan some actions for improvement

About this Package

The product 'Managing Performance Every Day: beyond appraisal' training pack consists of:

- **Video**

A 25-minute drama set in an organisation that is trying to be more customer friendly. We follow two managers with contrasting styles, David and Louise, as they learn how the 5 C's of performance management help them to manage the performance of their team members on a day-today basis. A scene-by-scene synopsis can be found on the next page.

- **Workbook**

A personal Workbook containing activities to allow individual users to reflect on their own experiences of conducting performance management discussions and to consolidate what they learn from the video. The Workbook is suitable for self study or to support a facilitated training event.

- **Training Notes**

These notes are aimed at helping trainers or anyone intending to run a training programme to make the most of the package. The notes include commentaries on the video drama sequence as well as a detailed breakdown of two training programmes. These can be run as suggested in the guide or adapted to suit specific needs.

- **Quick Guide**

A short guide for use when time is limited. It provides an introduction to the package and guidelines for running a 2 hour training session.

Programme Synopsis

Scene 1

This scene introduces us to our two main characters, David and Louise. David is the manager of an IT department and has a laid back, casual manner with his team. Louise is the manager of a marketing department and is more serious and less 'friendly' than David. They are meant to be working as part of a larger team that is designing a web service - Synergy - that provides customers with more accessible contact. In this first scene David and Louise are receiving a 'dressing down' from their senior manager, Tony, because he is concerned that Synergy isn't going to be ready on time or do what it is meant to.

David and Louise are on the defensive - a common human reaction when we feel personally under threat.

Scene 2

Having left the meeting with Tony, David and Louise have a conversation in the corridor. They both recognise that they need to work together to sort the problems out but their approaches as to how they might make a start are very different.

In this scene we get a very clear indication of the differences in styles between David and Louise. David suggests Louise cancels her performance review with a member of her team due in half an hour so that they can talk through the Synergy project. Louise points out to David that she may be able to find out why things have gone wrong. David suggests to Louise that he doesn't need appraisals to do this - he's always talking to his team. It's clear from this exchange that David and Louise come from opposite ends of the management spectrum and that they both have strengths and weaknesses.

Note that David and Louise use different language - David says 'Appraisal' while Louise says 'Performance Review'. It's important that organisations use consistent language. Either is acceptable.

Scene 3

Louise walks through her own department, barely casting a glance at what her team members are up to - and missing an opportunity for some much needed Managing By Wandering Around (MBWA). She could have begun to find out what might be going wrong with Synergy.

We get a chance to see Louise's team at work for the first time. Her core team comprises Vicky, Alan and Mark.

Vicky enters Louise's office to try and find out what happened at the meeting with Tony and to see if she, or any of the team can help. Louise brushes off Vicky's offer of help and doesn't really listen when Vicky suggests that another team member, Mark has technical skills that could be of use.

We learn that Louise's management style is often non-collaborative. She thinks that she has to do everything herself to retain control and, as a consequence doesn't involve her team as she should.

Louise also denigrates another department, which is not good management practice.

Scene 4

Our first chance to meet some of David's team. We get an indication of David's attitude to appraisal (and managing performance) when he says to Sanjit 'shall we get on with this appraisal'.

Scenes 5 - 15

These short scenes cut between Louise and David appraising the work of Alan and Sanjit respectively

Louise and Alan

We join Louise and Alan part of the way through Alan's performance review. Louise asks Alan how he feels about the work he has been doing on Synergy which is good practice. However Louise starts to talk about performance issues going back to last February. Alan is clearly surprised that she is bringing them up now.

Louise tells Alan why she was unhappy with a phone call he had with a customer, Peter Armstrong. Alan points out that Louise never said anything at the time. He becomes even more unhappy when Louise tells him that he hasn't fulfilled an objective effectively.

Alan tells Louise that he doesn't seem to be developing or learning new things. He tells Louise that he is thinking of going to Australia.

Louise has broken one of the golden rules of performance reviews, which is 'No Surprises'. Performance issues should be dealt with when they occur, not saved up for the annual performance review. Alan had thought that he was doing fine because

Louise had never suggested otherwise. After this scene we begin to understand that managing performance is an everyday management job, not something that happens once a year.

David and Sanjit

David is with Sanjit - it is Sanjit's annual appraisal. David and Sanjit are debating whether Sanjit gets an 'effective' or a 'highly effective' for his computer maintenance work. Sanjit is puzzled because David isn't clear about why he thinks there may have been problems with Sanjit's work on Synergy.

David suggests that Synergy hasn't gone well and part of the reason may be that Sanjit didn't respond positively to the brief he was given. It becomes clear that Sanjit has misunderstood his priorities and that this might be because David hasn't been clear with Sanjit on what the priorities are.

Like Louise, David is dealing with performance issues that should have been dealt with at the time - and the appraisal should never be the moment that issues like these are dealt with anyway. David lacks clarity - he hasn't explained the overall objective or the relative priorities at the outset.

Scene 16

David and Louise meet at lunchtime in the pub to try and sort out some of the problems with Synergy. This is a rather fractious exchange where initially they both pander to the stereotypical images they have of each other. Louise has prepared an agenda and wants to take a measured approach. However, when David draws attention to the fact that Louise doesn't get out of office much and talk to her people she begins to understand where she may be going wrong. For her part Louise lets David know that his lack of clarity with his team has helped to create some of the problems.

They both recognise that they have areas of weakness in the way they manage performance, which have led directly to the breakdown of the Synergy project.

Scene 17

Louise has learnt a few things too. She recognises that Vicky is a real ally and starts to collaborate with her - "I just wanted to ask you, do you think I involve you enough?".

Louise tells Vicky about the need to have someone in the team who can liaise with IT. Vicky suggests Mark, who has a technical background (Vicky had suggested Mark in scene 3 - advice that was ignored). Louise also senses an opportunity to find out about

the emotional temperature in the office. She asks Vicky about Alan's threat to go to Australia. Vicky suggests a word or two of appreciation might help because Alan often feels undervalued.

Scene 18

A critical scene as we begin to see David's personal style changing to reflect what needs to be done. He returns to the office and starts to talk to his team about the Synergy project. David begins by highlighting the problem - the need to work quickly to deliver the project on time. He acknowledges that he hasn't been clear enough on the importance of the project and what will happen if they don't deliver on time. It won't reflect well on his IT team. Because of the situation they find themselves in, David uses a more inspirational approach by focusing on how success will reflect well on the IT Department.

David has also done some planning. He tells his team that while Synergy is crucial they can't drop everything. He suggests a meeting the next morning when they can talk through the workload. He checks that everyone has understood what's been said.

At the end of the scene we get our first sighting of a very harassed Marina.

Scene 19

Louise approaches Alan as a result of Vicky's advice in scene 17. She asks Alan how the Synergy records are coming on and lets him know how much she appreciates the work he's putting in. She's specific about the praise she's giving.

Scenes 20 and 22

Having missed the earlier team briefing (scene 18) Marina sits down with David so that he can brief her on Synergy and the need for them all to work harder. Marina has a young family and has dispensation to start late or leave early on some days. She thinks David is threatening her time with her kids and becomes defensive. David tells her that this is not the issue. The issue is about working smarter when she's at the office. David tells her that she isn't getting enough done. Marina acknowledges this - "But it's impossible where I work. I get interrupted with the helpline all the time".

Ultimately, David only gets a reluctant "I'll see what I can do" from Marina because he hasn't given constructive feedback. He hasn't been specific about performance issues - just saying "you're not getting enough done" is too vague. He hasn't worked with Marina to find a way around the problem with the helpline. There is a missed

opportunity for coaching on managing time. In addition David takes a personal call on his mobile phone during the exchange - very poor practice.

Scenes 21 and 23

Louise takes two steps forward and one step backwards. Having praised Alan for his work she completely misses an opportunity to provide Alan with the coaching and support he needs to get the database work finished by the 20th of the month. She tells him the work's easy when he tells her he's learning as he goes along. We return to the old problem that Louise is not developing Alan as she should be.

Louise fails to secure real commitment from Alan to meet the deadline.

Scene 24

Like Louise, although David's management of performance is getting better he takes a step back here (things aren't always that easy!). David accepts Sanjit's revised deadline of Monday evening for the Synergy scripts instead of the previously agreed deadline of Friday. Both Marina and Ivan think this is very unfair when they have both been asked to work harder to meet deadlines. Clearly David needs to be consistent.

Scene 25

Here we see both the IT and Marketing teams together - Louise, David, Sanjit, Mark, Vicky, Marina, Alan, Ivan - looking at the latest Synergy prototype. It's clear that Synergy is taking longer than it should - in part because Louise and David haven't communicated effectively and because of their poor management of performance. They resort to attaching the blame to members of the other's team and act as poor role models. They become defensive and worse still, they begin to argue with each other in front of the whole group!

Scene 26

The Louise/David dispute continues. Louise draws attention to the lax way that David manages Sanjit. She doesn't think he's tough enough. David states that he thinks Alan doesn't know what he's doing. He tells Louise that he thinks she runs her department like a battery farm - that she doesn't trust her people.

David still takes personal mobile calls in important meetings - although he tells the caller that it is not a good time.

Scenes 27 - 32

These scenes cut between David getting a commitment from Sanjit and Louise working on coaching and development issues with Vicky.

David and Sanjit

David realises that he has to get Sanjit to commit to the Friday deadline if they are going to keep Synergy on schedule. He knows he has to be consistent with his team. He explains the problem to Sanjit and (good practice) asks for his suggestions. Sanjit agrees that they have a mutual problem that needs solving and acknowledges that he has to have his work ready on Friday.

David is now learning that he needs to be consistent with his team and that he needs to collaborate effectively.

Louise and Vicky

Louise has developed a good collaborative relationship with Vicky. They both recognise that Alan is falling behind and it might be because he doesn't understand the software he's using. Louise asks for Vicky's suggestions - making use of her experience. Vicky offers to coach Alan. Louise is beginning to understand her role as a developer of people. She offers to coach Vicky on how to coach - she suggests that Vicky shouldn't do all the work for Alan. She needs to be a collaborative coach.

And of course by doing this she's also developing Vicky's skills. Louise also identifies an opportunity to develop team skills.

Scene 33

David is meeting with Marina. David remembers that Marina had told him that she gets interrupted a lot. He wisely asks Marina's advice about what they could do about these interruptions. Marina offers a suggestion to help the short-term problem. She commits to meeting her deadline if she gets taken off the helpline.

And David is learning to turn his mobile off!

Scene 34

Vicky is coaching Alan. Louise practices good MBWA (Managing By Wandering Around) skills and asks Alan how it's going and how his new knowledge will help the Synergy project.

Scene 35

David and Louise are in the corridor - the Synergy project is going to be ready on time. They bump into Tony and re-assure him. They both acknowledge that they have had to change their management styles.

Scene 36

3 months later we see Louise putting into practice the things she has learnt. She's with Alan (who hasn't gone to Australia). She praises his work on a brochure - being specific about the layout in particular. She asks how things are going with the customer booklet and finds that there is a development need - Alan hasn't liaised with printers before. She asks for Alan's suggestions (good practice again). She agrees with Alan's solution and has some suggestions herself - but doesn't impose them.

Scene 37

David is appraising Sanjit. He's clear on what he expects from Sanjit on Synergy Phase 2 - and makes sure that Sanjit has understood. David asks Sanjit when he can get a specific task done by. Sanjit's answer is vague - David asks for a specific deadline.

At the end of the main film the viewer is reminded of the key learning points - the 5 'c's of performance management - together with a film clip that illustrates good practice in the 5 'c's.

- **Clarity** (*scene 18*)
- **Collaboration** (*scene 17*)
- **Consistency** (*scenes 27,29,31 played as one scene*)
- **Constructive Feedback** (*scene 33*)
- **Coaching** (*scenes 28,30,32 played as one scene*)

Training Notes

This guide includes:

- Suggested modules
- Preparation Guidelines
- Workshop notes for each Module – including:



Discussion points



Activities relating to the topic



Suggested video clips



Signposts for overhead transparencies/PowerPoint slides

Workbook

The workbook consists of a core text, split into easy to assimilate modules.

The beginning of each module includes an introduction and the key learning points.

There are a variety of activities to complete. These are denoted by an activity symbol, intended to arouse interest, check understanding of basic concepts and assist participants in applying the learning to their own situation. These are extremely important as this moves the learning from being passive to active.

Video references are denoted by the video symbol giving key examples to reinforce the learning points. They put the learning into a 'real' situation, which helps participants to recognise and relate to the experiences. Visual aids are a powerful tool in this situation.

Finally, there is either a summary or final review activity to consolidate understanding.

Key Messages

The following form the underlying principles for this package:

Managing performance on a day-to-day basis produces a healthy climate. This involves evaluating and monitoring progress and clarifying expectations.

- **Planning**

ensuring shared clarity and agreement about how organisational plans are translated into both work delivery and developmental objectives for each employee

- **Managing**

keeping on track, agreeing changes to objectives as needed, giving feedback and monitoring performance

- **Reviewing**

joint review and feedback (or appraisal) on individual contribution and performance as well as personal development achievements as a regular formal process

Planning, managing and reviewing form a continuous cycle that supports a high performance culture and organisational performance improvement.

Preparing for the Workshop

1. Prior to planning your programme you need to:

- View the video and subsequent clips
- Read through the Workbook
- Study these Training Notes
- Ensure that you have fully understood the objectives and key messages
- Obtain copies of the questionnaires (complete these yourself prior to the workshop) and distribute these to participants before the workshop if possible.
- Photocopy the handouts provided (see the back of this guide)
- Set up your equipment – video, flipchart/white board and OHP/Data Projector

2. Planning the Workshop

The following workshop outline and notes for each module will help you to plan your event and guide you through the learning points. We have suggested timings for each session. These are intended as a guide only and you may choose to alter these to match the circumstances of your participants and the context in which you are working.

Workshop 1 – Full Day Interactive Training Course

	Module	Length of Session	OHT
1	Welcome & Introductions	20 mins	1
2	What is Performance Management?	30 mins	2
3	The 5 C's of Managing Performance Every Day	2 hrs	3,4
4	Your Management Style	1 hr	5,6,7
5	Putting it all into Practice: Role Play	1 hr	-
6	Action Planning	15 mins	-

Workshop 2 – Two Hour Session

	Module	Length of Session	OHT
1	Introduction, Objectives and Agenda	5 mins	1
2	What is Performance Management?	15 mins	2
3	Key Lessons for managing performance every day - Video Exercise	1 hr	3,5,6,7
4	Group Discussion	30 mins	-
5	Personal Action Planning	10 mins	-