



**Nick Bishop Solutions**

**Do you have an effective “Performance Management” system and is it producing the right results?**



***The conventional definition of management is getting work done through people, but real management is developing people through work.***

**Agha Hasan Abedi**

Sadly many organisations have no system and those that do, are unable to get the results that they so strive for because the system is both flawed and those responsible for the implementation, fail to both embrace and fail to use the system correctly.

Ask yourself the following questions-

1. Are you happy with the way that you manage your “direct reports” performance?
2. What improvements could be made?
3. How do you facilitate performance in such a way that your teams share your “values & vision” and those of the organisation?
4. Do you create an “empowered” work place?
5. How could that be improved and to what benefit?
6. How do you provide performance feedback?
7. In doing so, doing so, how do you ensure that your teams understand exactly which targets are vital to the business, that they know exactly how their contribution effects the business, and that they are committed to make that happen?

**Performance Management means many things to many people. Do you have a system that lifts performance and that achieves staff “buy-in”?**



In their "CIPD" textbook, Armstrong and Baron define performance management as 'a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance'. For many employees the answer may be something like...

***"It's making sure we hit target or go on to a performance plan"***

Sad but true. A better definition should be...

***"Aligning both staff and company "values and vision" while empowering staff to deliver optimum levels of performance in line with the company plan".***

The inference is that the culture and fit has to be right for both parties...The direction that the business is heading and a "values ethic" supported and delivered by each person top to bottom. Only when ***"values and vision"*** are aligned does performance truly begin.

Staff need to be empowered in such a way that they know exactly what is expected of them, the effect that their contribution has on the business and receive timely feedback that helps to improve the individuals contribution. Success needs rewarding but praise has to be genuine, sincere and timely.

I am regularly surprised when I hear team members admitting that they have no idea of what their target is, or similarly if they are actually on target. Targets need to be stimulating, exciting and agreed by both parties...A bit of stretch but achievable and communicated at all times...The culture should be one of "a great place to work", where the staff feel valued and want to be part of a successful organisation.

Staff attrition rates are often a sign that performance management is not being utilised correctly. Even where jobs are sometimes tedious, every effort has to be made to create a culture where the staff feel valued.

The Seattle Pike Place Fish Market amplifies how jobs which on face value may appear unappealing can actually deliver such fun and where customers flock to in order to share the experience.

Talking to a pal of mine recently, I learned that they had not lost a member of staff in close to ten years. They employ over 30 staff and year on year have seen growth of between 5 and 20%. And the secret...

***“Valuing your staff, rewarding your staff, empowering your teams to reach their own potential and creating the right environment both physically and mentally”.***

Performance Management means many things but for too many, it is numbers and not people based. Remember, that your role is to develop “best performance” in a way that stimulates, develops people, and that creates best results.



## **Eight tips to improve your Performance Management” system**

1. A culture has to be engendered within the organisation that people and staff development is the biggest priority within the organisation
2. Every level of management has to believe and buy into this.
3. Targets, role profiles and performance expectations have to be clearly provided to all
4. A coaching mentality has to become the norm
5. Regular (genuine and honest) feedback should be regularly provided and be sincere
6. Monthly “one to ones” are a must and should allow the individuals time to contribute fully...It is their meeting!
7. Staff must feel valued and that they are allowed to make incisive contributions to the ongoing success of the organisation
8. Personal performance linked to team and company success should become a key part of any annual review and one that also determines personal remuneration.

### **About the Author: Nick Bishop**



Nick spent 25 years in the corporate world with leading blue chips, most latterly with HBOS. A vastly experienced Manager with a successful background in the Financial Services and Insurance Industries in both Sales and Service, managing teams of over 200.

Nick established his own coaching and performance consultancy in August 2005, and now consults with a number of organisations both in the UK and also globally.

Nick has worked across every sector: outsourced, public, private and charity both at home and abroad.

Major achievements include the delivery of a major outsourcing project in Botswana spanning 18 months in the development of the Contact Centre profession. This involved key relationships with The International Financial Services in Botswana, “Outsource Botswana”, and the Botswana Government....While closer to home and in the UK Nick spent over two years training all 250 Team Managers in NHS Direct in a management development programme.

With a thorough understanding of what is needed to be a “winner”, Nick has been asked to judge for the last four years at the UK Customer Service Training Awards and was in 2015, a judge at the “WOW Awards” in London.

Nick has been asked to speak at a number of events and conferences including Local Government Forums, Contact Centre bodies, Training Events and Staff Conferences. His rich and engaging style is enjoyed by all.

***Nick Bishop is brilliant and smart .He knows his work and is a good speaker. He speaks clear and you understand from everything. I recommend any company to come and listen to him or invite him anytime. He's the best."***

**AFRICAN MANAGEMENT CORPORATION, JOHANNESBURG**

