

# PERFORMANCE MANAGEMENT UMBRELLA

The diagram shows a hand-drawn umbrella with five segments. Each segment contains a term related to performance management: INDUCTION, MOTIVATION, APPRAISAL, PERFORMANCE, and DISCIPLINARY. The umbrella has a black handle and a black shaft.

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The graphic consists of two vertical panels. The left panel has a vertical gradient from grey at the top to white at the bottom. The right panel is a solid vertical gradient from dark purple at the top to maroon at the bottom.

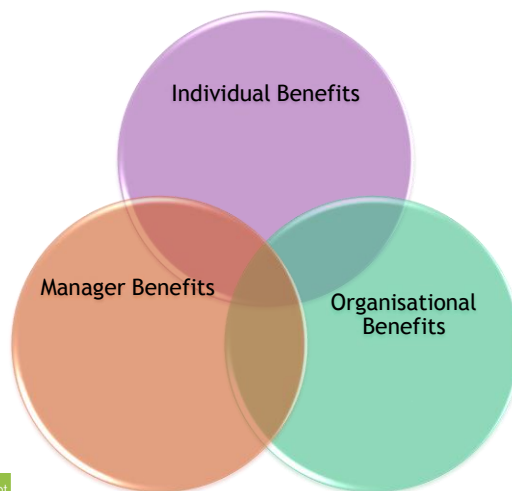
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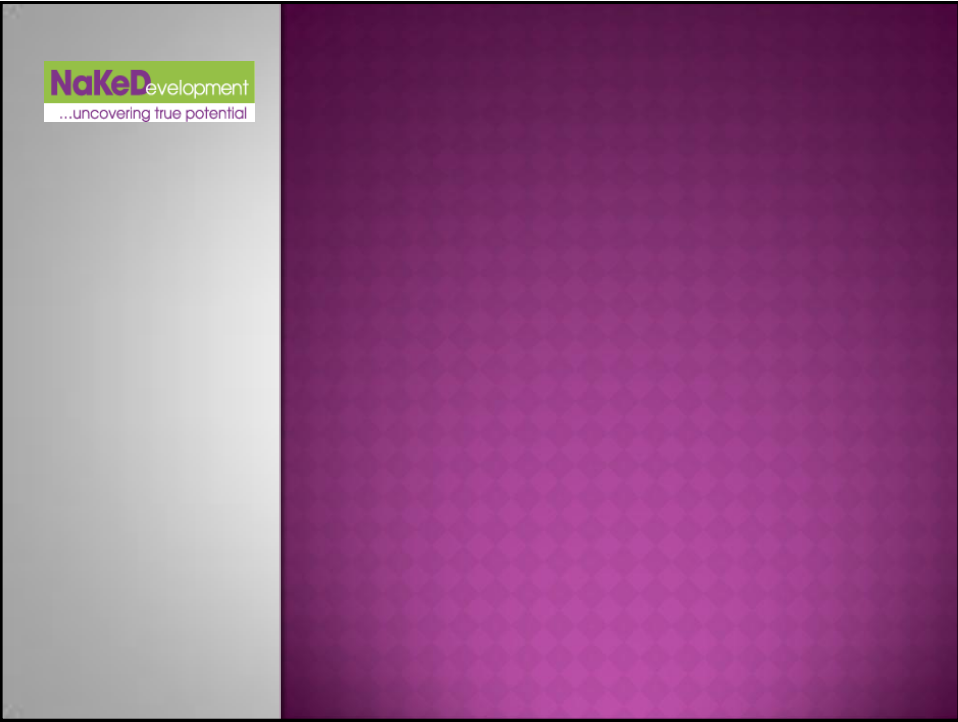
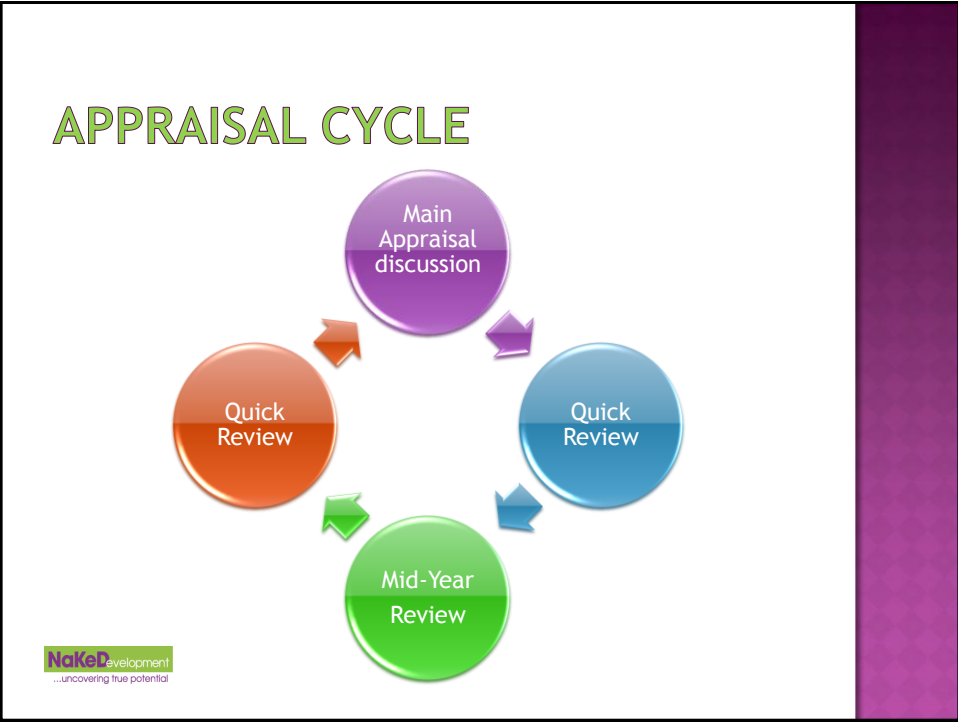
## APPRAISAL CORE PRINCIPLES

Setting Objectives  
Judging Performance  
Participative process  
Giving feedback  
Coaching & development



## BENEFITS OF EFFECTIVE APPRAISAL





## PERFORMANCE MANAGEMENT UMBRELLA



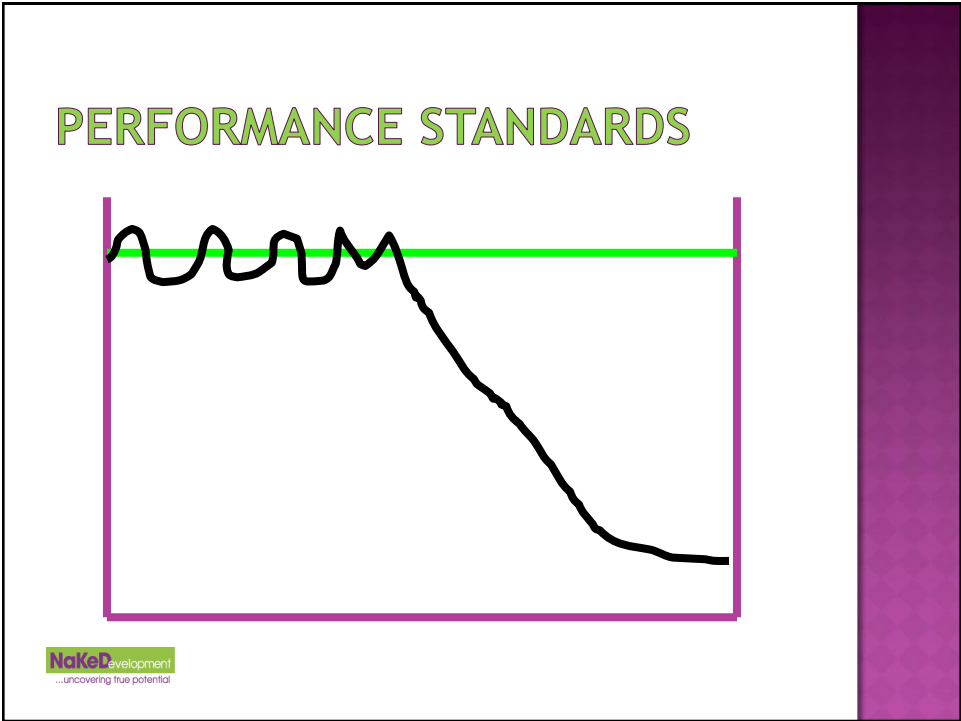
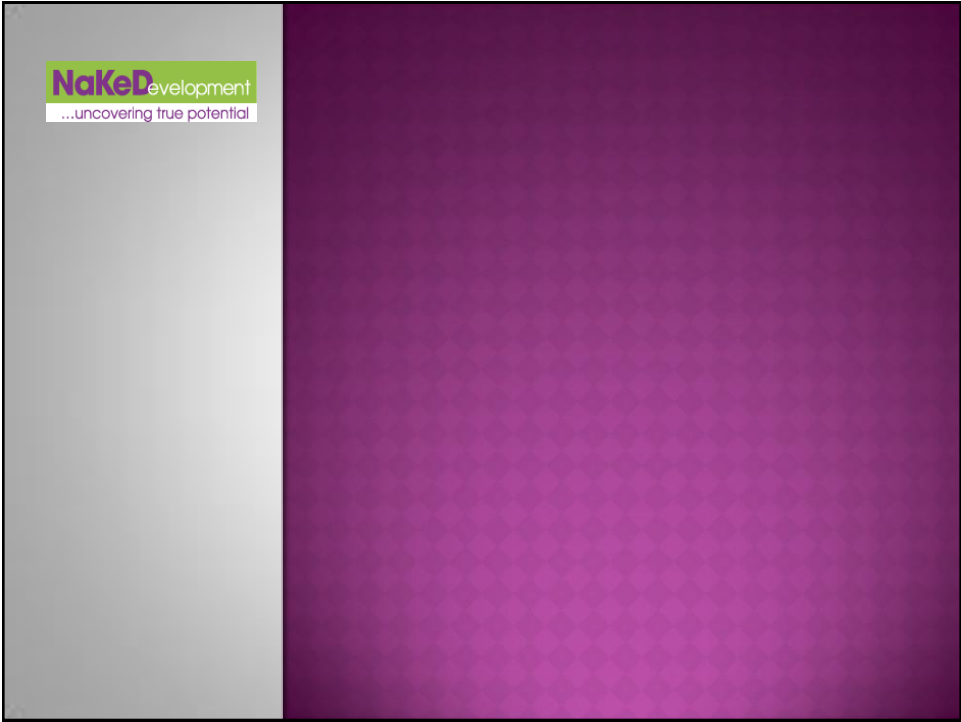
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## THE FACTS.....

- ◉ 96% of UK organisations see poor performance as a problem
- ◉ 39% believe that the culture of their organisation is tolerant of poor performance
- ◉ 1 in 6 employees is deemed to be a poor performer
- ◉ 80% believe line managers lack necessary skills to deal with poor performance promptly & effectively
- ◉ 27% said the main reason for not dealing with poor performance was fear of legal action
- ◉ 67% of respondents said they spend average of 1.6 days per month dealing with poor performance


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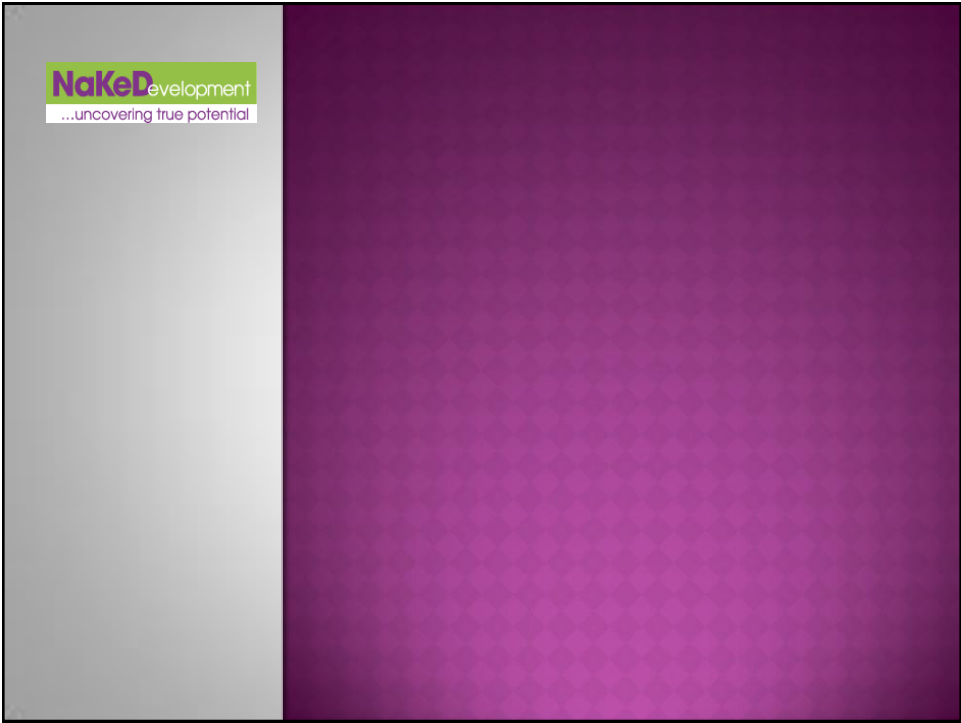
Source: Personnel Today, Tough Love Survey 2006



## POOR PERFORMANCE CATEGORIES

<b>Capability</b> <ul style="list-style-type: none"><li>- confidence</li><li>- competence</li><li>- training</li><li>- ability to perform</li></ul>	<b>Performance</b> <ul style="list-style-type: none"><li>- not achieving</li><li>- constantly dipping below standard on a task/performance area</li><li>- not carrying out expected tasks</li></ul> <p><i>“Can do, won’t do”</i></p>	<b>Behaviour</b> <ul style="list-style-type: none"><li>- how communicating</li><li>- how they conduct themselves</li><li>- abusing flexibility</li><li>- general inappropriate behaviour</li></ul>
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## PREPARATION

- ◉ Examples of work/behaviour - facts
- ◉ Check the standard - is there one?
  - did you tell them?
- ◉ Ideas on how to correct
- ◉ Your ideal outcome
- ◉ Plan your opening lines & rehearse!
- ◉ Plan your questions
- ◉ Consider their responses
- ◉ Venue - room, quiet, seating etc
- ◉ Book time - as near to the event as possible

## IMPROVING POOR WORK HABITS

1. Describe in detail the poor work habit you have observed
2. Indicate why it concerns you
3. Ask for reason and listen openly to explanations
4. Indicate that the situation must change and ask for ideas for solving the problem
5. Discuss each idea and offer your help
6. Agree on specific action to be taken and set a specific follow-up date



## MAINTAINING IMPROVED PERFORMANCE

1. Describe the improved performance
2. Explain the importance of this improvement to you, the team and the service
3. Listen empathetically to the employee's comments
4. Ask the employee if there is anything you can do to make it easier to do the job
5. If appropriate, indicate your intention to take such action
6. Thank the employee for the improved performance

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## TAKING EFFECTIVE FOLLOW-UP ACTION

1. Review previous discussion
2. Indicate insufficient improvement and ask employee for reasons
3. Discuss possible solutions to the problems
4. Indicate consequences of continued lack of improvement
5. Agree action to be taken and set a follow-up date
6. Indicate your confidence in the employee

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## PERFORMANCE MANAGEMENT UMBRELLA

A hand-drawn diagram of an umbrella with five ribs. Each rib is labeled with a performance management concept: 'INDUCTION' (left), 'MOTIVATION' (second from left), 'APPRAISAL' (center), 'POOR PERFORMANCE' (second from right), and 'DISCIPLINARY' (right). The umbrella has a black handle and a curved top. The diagram is set against a white background within a larger slide frame.

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## MISCONDUCT

- Theft
- Fraud
- Corruption
- Assault
- Harassment/Bullying - gender, race, religion, disability etc
- Negligence
- Malicious Damage
- Unfit for Duty (drink or drugs)
- Unauthorised absence
- Breach of Equal Opportunities Statement

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## CONCLUSION



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**YOU DON'T NEED TO  
SPEND 1.6 DAYS PER  
MONTH ON POOR  
PERFORMANCE**

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