

HOW TO BE A BETTER MANAGER

# It's All About Performance!



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## HOW TO BE A BETTER MANAGER...

# It's All About Performance

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# How to be a Better Manager ...

## About the "How to be a Better Manager..." Series

**It's All About Performance** is one of our "How to be a Better Manager..." e-guides. It's also the introductory guide in our mini-series on performance management. These practical, thought-provoking guides are designed to help you deal with a wide range of management ideas, activities and situations. Whether you are a new manager, or one who wants to hone or develop existing skills, we're sure you'll find something valuable in any of these guides.

This series of e-guides is published by Apex Leadership Ltd, in collaboration with Learning Intelligence Ltd. The guides have been developed by a team of professional managers, consultants and educators. The full range of titles is available from [Apex Leadership Ltd](#), or from [the Happy Manager.com](#). Use these guides to benefit from our wealth of management expertise. Let us help you find: **a better way to manage. ...**

Phil Higson & Anthony Sturgess  
Directors, Apex Leadership Ltd

## Using the guides

Each guide contains information, insight and inspiration on essential management topics. The best way to use the guides is to read through each section in turn, ensuring you pause for reflection wherever you see the "Consider..." points. Be sure to answer any questions posed, wherever they appear - they are there for a reason!

Consider ...

Tools ...

After you've worked through the guide, read the summary checklist. This both summarizes the contents of the guide, and gives you actions to take to help you use it. Finally, work through the tools. These have been designed to help you make the most of the advice given in the guide. Click on the tool buttons where they appear for an in-text hyperlink to the actual tool. At the end of each tool you can simply click on the "return" link to get back to your place in the guide. Both the tools and the summary checklist are simple to use as handy references at the end of the guide, or as convenient memory aids to carry with you.

# It's all about performance



Why have we chosen to start our "How to..." series with performance titles? In our experience, both as managers and as management developers, this is one of the most difficult areas to deal with.

Managers frequently describe managing performance as a topic they most struggle with. Yet paradoxically it is perhaps one of the most important responsibilities of the job. Take for example what Peter Drucker says on the matter:

**"The ultimate test of management is performance."**

So, what better place to start our series on becoming a better manager than with managing performance?

If managers can get this aspect of their job right, then they really can make a big difference in the workplace. Whether you are frustrated with current performance, or you want to develop latent potential in your team, we think taking a fresh look at performance is a really good place to start any journey toward being a better manager.

## The Problem With Performance Management

Few people look forward to their performance appraisal and perhaps even fewer managers look forward to conducting them. Are appraisals really just a waste of time, merely ticking the corporate box to show they have been done? Or are we missing something important about performance management? Shouldn't performance management be more about people than process?

Performance management has gained a bad press largely because it's not done well. Setting challenging and engaging goals is not easy. Providing feedback that is accurate and encourages individuals to improve is no simple task. The critical element of motivation is often ignored in performance management. Building trust and respect, which encourages individuals to talk about how they might realize their potential and their career aspirations, doesn't happen overnight.

Good performance management requires managers to learn the "what" and "how" of managing performance, and put that into practice. More than ever though, it also needs managers to think about *why* performance matters. It may require managers to change their perception of performance management, if they are to find better ways to manage.

Our PERFORM mini-series of e-guides is for any manager who is:

- Intent on making appraisals work better in their organization.
- Frustrated with the performance of their team.
- Keen to develop the latent potential in their team.
- In need of a clear process, and the right tools, to help them manage performance.
- Looking to improve their performance management skills.

### How Do You Build a Focus on Performance?

The PERFORM mini-series has been written to help you find a better way to manage performance. You can read any or all of the guides, as you choose. However, we suggest you follow the sequence of the guides, outlined below, to gain the full benefit.



The first three titles are designed to develop your knowledge and skills through three stages. Firstly, **Managing Performance and Potential** explores the core essentials of performance management.

The next guide develops your skills in what many managers think is the trickiest part of performance management: **Conducting a Performance Review**.

Of course you need the core essentials in place first, but finding ways to get the best out of others is where you ideally want to be. So, the next question to address is: how do you raise performance to the *next* level? This third stage is addressed in **Motivating Employees to Perform**.

To effectively manage the performance of others, it's useful to think about your own performance, skills and well-being. **Managing Your Own Performance** explores critical ideas to help you deal with the demands of your job.

**Performance Management Skills** is a guide which will help you identify the specific skills needed to manage performance effectively, and to set about building your capability.

**15 Performance Management Tips** - in one guide you'll find the essentials of performance management, condensed into short, insightful tips. Ideas you can act upon immediately.

Finally, we have collected all the tools in the guides into a **Performance Management Toolkit**. This is for those managers who feel they already have a good understanding of performance management, and prefer to simply use the range of tools to support their practice.

The PERFORM mini-series contains the following guides:

- **Managing Performance and Potential (Phase 1)** – setting out the key principles and practices to manage performance.
- **Conducting a Performance Review (Phase 2)** – including practical tools to help you implement a step-by-step guide to conducting reviews.
- **Motivating Employees to Perform (Phase 3)** - explaining how to use the PERFORM model to place the emphasis on motivating performance, not just on process.
- **Managing Your Own Performance** - a series on performance management wouldn't be complete if it didn't address the importance of your own performance. If you're going to manage other people's performance, you'll need to make sure yours is up to the task!
- **Performance Management Skills** – a resource to help you identify the specific skills needed to manage performance effectively, and the tools to help you develop them.
- **15 Performance Management Tips** – containing concise but vital tips to help raise performance levels. It's an easy to read guide, with the key tips from the PERFORM series comprising thought-provoking quotes, and actions to help you start improving performance immediately.
- **Performance Management Toolkit** – the tools included in this mini-series are also available as a separate toolkit. If you feel you don't need the guides and want to step straight into action, you can still use the tools. The toolkit comprises over forty tools, and provides guidelines, handy tips and processes to help you manage performance.

### [Tool 1](#)

Use Tool 1 to assess your skills in the performance management process.

Then go to Tool 2 to see which of our guides and specific tools can help you make improvements.

### [Tool 2](#)

### Motivation: the Heart of Performance Management

The key to achieving better performance is to create a working environment which allows people and teams to use their abilities to perform, and which encourages their desire to do so.

As Peter Drucker suggests:

**“people determine the performance capacity of an organisation. No organisation can do better than its people.”**

Regardless of how performance management processes are designed in your organization, or the culture of the organization, never forget what should be at the heart of the process: **motivation**. The key to superior performance management is to manage the factors that contribute to employee motivation. Create the right conditions for people to perform and let them realise their potential.

Throughout this mini-series of guides we make reference to our tool to help you manage motivation in your people. The PERFORM model provides a structure to help you think about the elements that contribute to better performance. It places motivation at the heart of performance management. Few models or structures for performance management highlight this crucial aspect. People will decide to get better at what they do if they want to, not by coercion or bribery. That is, when they are properly motivated. When your colleagues are emotionally engaged, and feel involved and valued, they will be far more likely to improve their performance, simply *because they want to*.



The PERFORM model stands for:

**P - Potential** - foster a positive attitude towards developing potential.

**E - Expertise** – audit the abilities, experience and attitudes needed to perform a job.

**R - Results** – review for individuals, for teams, and for organizations.

**F - Focus** - on worthwhile, challenging, personal goals that relate to wider objectives.

**O - Opportunities** – provide them to encourage achievement and growth.

**R - Resources** – provide in order to support people and help them to perform.

**M - Motivation** - make work interesting, meaningful and challenging.

When considering this model, it's important to remember that all of the factors are interdependent. For example, the absence of proper job training will affect a person's expertise. This will probably affect their motivation, and quite likely their opportunity to progress. Conversely, the absence of opportunity to develop may have a negative impact on their motivation, and thus their desire to learn or apply themselves.

### [Tool 3](#)

To use the PERFORM model effectively, you'll need to ensure your performance management skills are well developed. Use Tool 3 to assess you own strengths in:

- Setting goals
- Action planning
- Coaching
- Providing Feedback
- Assessing performance

Then go to Tool 4 to identify the specific performance management tools you can use to support your development.

### [Tool 4](#)

If you are to find ways to raise performance to higher levels, then you need to find ways of turning potential into performance. The PERFORM model will help you to do that. First though, it's important to consider the basic elements of the overall performance management process. This is best explained by reference to a performance management cycle.

### The Performance Management Cycle

Just as the PERFORM model is an aid for managing the performance environment, a performance management cycle aids in managing the process. It can add a structure and system to a manager's efforts to help others to reach their potential. There are numerous versions of the cycle, each essentially following a common management process of:

- Reviewing what has been done;
- Planning what needs to be done;
- Developing people, where needed;
- Putting those plans into action.



#### Plan

Broadly speaking, this identifies future performance requirements in terms of targets, actions and behaviours. The plan should:

- Be challenging but also be achievable.
- Allow the individual to combine existing expertise with their potential for development.
- Align the priorities of the individual with their team and the organization.
- Be focused both on what is to be achieved and how that is to be done.

Finally, the plan requires commitment from all involved. As Peter Drucker argued:

**"Unless commitment is made, there are only promises and hope; but no plan."**

### Develop

The development phase should focus on both improving current expertise, and on allowing new skills or knowledge to be gained, particularly where there is evidence of potential. At this stage it's crucial that the manager identifies opportunities, and then provides coaching and other support as needed.

Remember Thomas Edison's salient advice:

**"Opportunity is missed by most people because it is dressed in overalls and looks like work."**

### Perform

**"You can't build a reputation on what you are going to do" (Henry Ford).**

There are several factors to consider when managing the way people perform. Firstly, plans and potential can count for little unless they are used to deliver something *meaningful*. In a work-based performance management cycle, this must relate to the needs of individuals, their teams and their organizations. Secondly, there is deep satisfaction to be found in doing something well and it's much easier to excel when using your strengths. Good managers ensure they help their colleagues do just that.

Finally, and underpinning both of these points, ensure your people have the resources they need to be able to perform. Clearly there may be limitations beyond the manager's control here. Nonetheless, it's unfair to expect improved performance without the right tools to enable it.

### Review

The final stage is the performance review. This is designed to allow both parties to the process to consider how achievements have met the goals set during the planning stage. A review looks at results, both tangible and intangible, and provides the springboard for determining where to concentrate efforts as the cycle returns to the planning stage.

Performance management will not work very well if it's only seen as an annual process. The performance management cycle works best if it's used as a series of mini-cycles, throughout the year. Then, when it comes to a more detailed review and planning session, there should be no surprises. Regular performance review keeps you in constant touch with what is happening, and helps build a more effective performance management process.

The following pages contain a summary of each guide in the series. For more detailed information on any of the guides, just follow the link at the end of each summary page.

## The PERFORM Mini-series of E-guides

### Guide 1: Managing Performance and Potential



Performance management matters to everyone. It's one way to help ensure that what we do, we do well. Managing performance and potential explores the essentials of performance management.

Performance management is about *good* management that delivers for customers, individuals, their teams and the organization. Of course, as a manager, what you'd ideally want is a team of people who are self-motivated, and committed to doing their jobs to the very best of their abilities. A team of people who respond positively because they want to and not because they have to: who willingly "go the extra mile".

Managing performance is not about coercion, it's about encouraging people to work to their potential - because they *want* to.

#### **This guide will help you to:**

- ✓ Get the best out of people by understanding the essentials of performance management
- ✓ Set performance standards, in order to manage good, bad and indifferent performance
- ✓ Use the PERFORM model to help create conditions that improve performance and develop potential
- ✓ Influence performance by adapting the way you manage and the way you lead
- ✓ Give effective and timely feedback
- ✓ Carry out effective and timely performance appraisals
- ✓ Coach individuals to develop their performance and potential

#### **Tools in this guide:**

1. Rating Your Performance Management System
2. Performance Rating Scale
3. The PERFORM Model: Assessing the Factors That Improve Performance
4. UCOACH: Coaching for Performance Improvement

Getting the essentials clear means you can now focus on the skills needed to manage performance - especially the performance review. Follow this link for more detailed information on [Managing Performance and Potential](#).

## Guide 2: Conducting a Performance Review



At the centre of most performance management processes is the need to conduct a performance review with an individual. A performance review is a balancing act. It should balance the need to look backwards (the review), with the need to look forwards (the plan). It should balance the need to address weaknesses, whilst at the same time build on strengths.

Using eight tools, this guide takes you step-by-step through the performance review process.

### This guide will help you to:

- ✓ Implement a step-by-step process to conduct a performance appraisal
- ✓ Realize the power of regular reviews
- ✓ Set performance objectives to deliver individual, team and organizational priorities
- ✓ Prepare and manage the performance appraisal meeting
- ✓ Provide effective feedback focused on performance
- ✓ Deal with under-performance
- ✓ Create the conditions to better manage performance at work

### Tools in this guide:

1. Assessing Your Performance Review Process
2. Conducting Regular Mini-reviews
3. Setting SMART Goals
4. Taking SHARP Action
5. Preparing for a Review Using the PERFORM Model
6. Checklist for Managing a Performance Review Meeting
7. Guidelines for Giving Feedback
8. Managing Under-performance – Diagnostic Questions

Following the advice and guidelines in Managing Performance and Potential and Conducting a Performance Review will get your performance process working. With practice, they will provide you with a platform to focus on motivating employees to perform. Follow this link for more detailed information on [Conducting a Performance Review](#).

### Guide 3: Motivating Employees to Perform



Performance is much more than just turning up to do a job but for many people this is what work seems to have become. Your job as a manager is to engage your colleagues so that they want to do much more than just turn up. This guide explains how to use the PERFORM model to get the best from your colleagues.

Performance management systems can sometimes have a misplaced emphasis on following a process. Consequently, often there isn't sufficient attention placed on how you actually motivate people to make a difference, to perform. How to Motivate Employees will help you to ensure the emphasis is on performance and not just process.

#### This guide will help you to:

- ✓ Develop the **Potential** in employees
- ✓ Put the employee's **Expertise** to work, where they can contribute most
- ✓ Review **Results** to monitor performance and feedback improvements
- ✓ Place a **Focus** on priorities, to ensure these get done, and that they fit team and organizational needs and goals
- ✓ Create **Opportunities** for employees to excel
- ✓ Allocate appropriate **Resources** to the right areas, and to the right people
- ✓ Help to **Motivate** employees to realise their potential even in challenging situations

#### Tools in this guide:

1. Recognizing Potential
2. Putting Expertise to Work Question Checklist
3. Reviewing Results – Assessing Performance
4. Reviewing Results – Training and Development
5. Aligning Team Goals
6. Setting SMART Goals
7. Opportunity Checklist
8. Matching Goals and Resources
9. Motivation Checklist
10. Re-focus Motivation Tool

Motivation is often missing in many performance management models, yet it is perhaps the critical factor in performance management. One thing about motivation is that it is contagious. Your colleagues are far more likely to feel motivated if they pick that up from you. That's why we've finished this series with a guide to help you manage *your own* performance. How do you keep yourself motivated and develop your own performance? Follow this link for more detailed information on [Motivating Employees to Perform](#).

## Guide 4: Managing Your Own Performance



If you are going to manage the performance of other people, you need to ensure your performance is up to the task! We all know that managing effectively can be hard work – demanding and a balancing act.

Before managing the performance of others, it's useful to think about your own performance, skills and well-being.

In this guide you will explore some critical ideas to help you deal with the demands of your job, and get that balance just right.

### This guide will help you to:

- ✓ Use your strengths to perform
- ✓ Work at peak performance
- ✓ Create more discretionary time (time which *you* control)
- ✓ Find energy sources and use that energy to be creative
- ✓ Focus on delivering meaningful outcomes

### Tools in this guide:

1. Discover Your Strengths
2. Addressing Weaknesses
3. Management Skills Assessment
4. Releasing Time to perform
5. Action Plan to Eradicate Busyness
6. Energy Sources

In each of the areas covered in the guide we examine tensions between work that is motivating and work that "drags us down". Throughout the guide you will find helpful advice on getting that all important balance just right! Finally, as you start to get the balance right for yourself, think about how you apply what you have learned to your colleagues. Follow this link for more detailed information on [Managing Your Own Performance](#).

## Guide 5: Performance Management Skills



If managing performance is a crucial activity for a manager, then the skills listed below are some of the most important you can learn. This guide is a resource to help you identify the specific skills needed to manage performance effectively, and to set about building your capability.

### This guide will help you to:

- ✓ Assess your own strengths in each of the skill areas
- ✓ Cultivate your **goal setting** skills
- ✓ Improve your **action planning**
- ✓ Develop your **coaching** skills
- ✓ Provide **feedback**
- ✓ **Assess performance**

### Tools in this guide:

1. Skills Development Planner
2. Reflecting on Skills Development tool

Follow this link for more detailed information on [Performance Management Skills](#).

## Guide 6: 15 Performance Management Tips



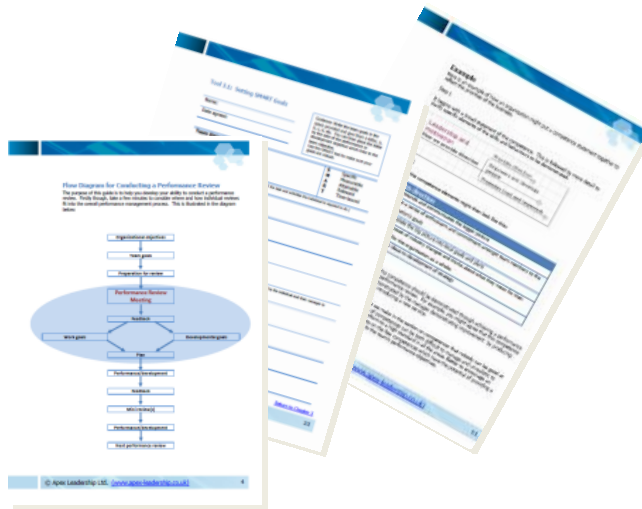
This guide is essential reading if you want some great ideas to apply, with concise but vital tips to help raise performance levels. It's a quick and easy to read guide, with the key tips from the PERFORM series comprising thought-provoking quotes, and actions to help you start improving performance immediately.

### This guide will help you to:

- ✓ Find short, focused insights to guide your thinking
- ✓ Inspire performance in others with essential tips
- ✓ Apply vital ideas with practical actions
- ✓ Motivate yourself with ideas to bring performance to life
- ✓ Identify quickly ways to improve how you manage performance

Follow this link for more detailed information on [15 Performance Management Tips](#).

## The Performance Management Toolkit



The tools included in this mini-series are also available as a separate toolkit. If you feel you don't need the guides and want to step straight into action, you can still use the tools.

The toolkit comprises forty tools, and provides guidelines, handy tips and processes to help you manage performance.

The Performance Management Toolkit is structured with flexibility in mind. You can access the tools by following the seven-section structure of the performance management process. Alternatively, you can simply use any tool individually, as and when you need to.

### This toolkit will help you to:

- ✓ Improve your performance management skills
- ✓ Turn ideas into action

#### Diagnostic tools

Rating your Performance Management System  
 Assessing your Performance Review Process  
 Performance Management Process Self-assessment  
 Performance Management Process Matrix  
 Performance Management Skills Matrix  
 Skills Development Planner  
 Reflect on Skill development

#### Process tools

The PERFORM Model: Assessing the Factors That Improve Performance  
 Flow Diagram for Conducting a Performance Review  
 The Performance Management Cycle

#### Tools to prepare for performance reviews

Recognizing Potential Tool  
 Putting Expertise to Work Question Checklist  
 Preparing for a Review Using the PERFORM Model  
 Checklist for Managing a Performance Review Meeting  
 Performance Review Preparation tool for team members  
 Performance Review Meeting Agenda

#### Tools for conducting performance reviews

Conducting Regular Mini-reviews  
 Performance Rating Scale  
 Reviewing Results - Training and Development  
 Reviewing Results – Assessing Performance  
 Competence tool

#### Goal-setting and action-planning tools

SMART Goals  
 Taking SHARP Action  
 Aligning Goals  
 Setting SMART and Motivational Goals  
 Opportunity Checklist  
 Resources  
 Motivation Checklist  
 Summary Notes of Performance Review Meeting

#### Tools for supporting performance

UCOACH: Coaching for Performance  
 Improvement  
 Guidelines for Giving Feedback  
 Process for Dealing with Under-performance  
 Managing Under-performance – Diagnostic Questions  
 Re-focus Motivation Tool

#### Tools to develop your own performance

Discover Your Strengths  
 Addressing Weaknesses  
 Management Skills Assessment  
 Releasing Time to Perform  
 Action Plan to Eradicate Busyness  
 Energy Sources

Follow this link for more detailed information on [the Performance Management Toolkit](#).

### What Do You Do Next?



There are many things said about performance management, much of it uncomplimentary. Why? Because all too often, the emphasis seems to be on process and not people. And the process can be more about paper work, form-filling and ticking boxes, rather than real performance.

In reality, performance management is about people, not process. When managing performance it should be made clear how the individual's contribution, or performance, meets needs. This includes their own needs, those of their teams, and as a result, those of their organization. To enable this, managers need to ensure an appropriate working environment is in place, and that development is properly focused and adequately resourced.

This mini-series builds on a foundation of good practice, moving you towards an emphasis on better practice. If you are reading this you will want to improve your own performance. However, one of the difficult issues faced by many managers is coming to realise that their own performance is intrinsically linked with the performance of the people they manage.

Use this mini-series to help you answer or manage all of these questions:

- How do you link an individual's objectives to team and organizational goals?
- How do I write SMART goals and objectives?
- How do I give appropriate feedback?
- What process should I use for coaching?
- What factors do I need to build into how I manage performance?
- What is a mini review?
- How do I develop an action plan?
- How do I set standards for performance?
- What steps are essential to conduct a performance review?
- What do I need to do to prepare for a performance review?
- How do I manage under-performance?
- What factors motivate people to perform?
- How do you combine factors to help motivate people?
- How do you encourage and recognise potential?
- How do you identify opportunities and resources to support an individual's goals?
- What are my own strengths?
- How do I ensure I have the energy to perform?
- How do I create more choice and discretionary time in what I do and how I work?
- How do I maximise my own performance?
- How do I focus on meaningful results?

**It's all about performance!**

## Summary Checklist: It's All About Performance

Summary Checklist:	It's All About Performance
<p><b>The problem with performance management</b></p>	<p>Should be about people, not just process</p> <p>Use the PERFORM mini-series of e-guides for any manager who is:</p> <ul style="list-style-type: none"> <li>• Intent on making appraisals currently work better in their organization.</li> <li>• Frustrated with the performance of their team.</li> <li>• Keen to develop the latent potential in their team.</li> <li>• In need of a clear process, and the right tools, to help them manage performance.</li> <li>• Looking to improve their performance management skills.</li> </ul>
<p><b>How do you build a focus on performance?</b></p>	<p>Understand the essential elements of performance management</p> <p>Conduct productive performance reviews</p> <p>Use motivation to encourage superior performance</p> <p>Improve your own performance</p>
<p><b>Motivation: the heart of performance management</b></p>	<p>Key to superior performance is to manage factors contributing to employee motivation.</p> <p>Create the right conditions for people to perform and let them realise their potential.</p> <p>Use the PERFORM model to manage performance: Potential; Expertise; Results: Focus; Opportunities; Resources; Motivation</p>
<p><b>The performance management cycle</b></p>	<p>Review Plan Develop Perform</p>
<p><b>The PERFORM mini-series of e-guides</b></p>	<ul style="list-style-type: none"> <li>• Managing Performance and Potential</li> <li>• Conducting a Performance Review</li> <li>• Motivating Employees to Perform</li> <li>• Managing Your Own Performance</li> <li>• Performance Management Skills</li> <li>• 15 Performance Management Tips</li> </ul>
<p><b>The performance management toolkit</b></p>	<ul style="list-style-type: none"> <li>• assessment tools</li> <li>• pro forma</li> <li>• flowcharts</li> <li>• templates</li> <li>• checklists</li> <li>• question aids</li> </ul>

## Tool 1: Performance Management Process Self-assessment

In our experience, both as managers and as management developers, performance management is one of the most difficult areas to deal with. Managers frequently describe managing performance as a topic they most struggle with. Yet paradoxically it is perhaps one of the most important responsibilities of the job.

How well do you think you manage the performance management process? For each statement in the following table, choose which of the criteria below you think best describes your competence. Then think about where your own performance might be improved.

- Not met expectations (NM)
- Partially met expectations (PM)
- Met expectations (ME)
- Exceeded expectations (EE)
- Outstanding performance (OP)

Performance Management Process	Rating
Dealing with all performance issues in a fair and consistent manner	
Conducting regular mini-reviews	
Developing team goals to meet organizational objectives	
Motivating colleagues to perform	
Agreeing and effectively managing performance goals for self and team	
Developing self and others in line with performance goals and the business needs	
Dealing with under-performance	
Encouraging and displaying ownership of performance and development plans	
Effectively managing day to day performance and development issues	
Creating positive conditions for people to perform, encouraging individuals to improve	
Encouraging individuals to reach their potential	

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## Tool 2: Performance Management Process Matrix

Use this tool to see which of our guides and specific tools can help you improve how you manage your performance management process.

Performance Management Process	Find More in This Guide	Related Performance Tool
Dealing with all performance issues in a fair and consistent manner	<b>MPP</b>	Evaluation of current performance management system
Conducting regular mini-reviews	<b>MPP</b>	Form for conducting mini reviews
Developing team goals to meet organizational objectives	<b>CPR</b>	SMART goals tool
Motivating colleagues to perform	<b>MEP</b>	PERFORM tool to help create the conditions for improved performance
Agreeing and effectively managing performance goals for self and team	<b>CPR</b> <b>MYP</b>	Preparing for a review tool  Checklist for managing a performance review tool
Developing self and others in line with performance goals and the business needs	<b>MEP</b> <b>MYP</b>	Alignment tool  Preparing for a review tool
Dealing with under-performance	<b>CPR</b>	Diagnostic tool for managing under-performance
Encouraging and displaying ownership of performance and development plans	<b>MYP</b>	Assessing your performance review process
Effectively managing day to day performance and development issues	<b>MPP</b>	Planning and Review tool
Creating positive conditions for people to perform, encouraging individuals to improve	<b>MPP</b> <b>MEP</b>	PERFORM tool to help create the conditions for improved performance.
Encouraging individuals to reach their potential	<b>MEP</b> <b>MYP</b>	Tool to identify potential

- Key:**
- MPP:** Managing Performance and Potential
  - CPR:** Conducting a Performance Review
  - MEP:** Motivating Employees to Perform
  - MYP:** Managing Your Own Performance

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### Tool 3: Performance Management Skills Assessment

Use this tool to assess you own strengths in these essential performance management skill areas:

- Setting goals
- Action planning
- Coaching
- Providing Feedback
- Assessing performance

For each statement ask yourself how confident you are about your skills to carry out the activity.

Performance Management Skills	Score ( 1 is low, 4 is high)			
	1	2	3	4
Setting goals and objectives that are stretching and engaging				
Writing effective goals and objectives				
Developing action plans				
Clarifying opportunities and securing resources for action plans				
Providing timely coaching support				
Implementing a coaching process				
Using coaching skills (questioning, active listening, summarising and giving feedback)				
Providing regular feedback on progress and development to encourage performance				
Providing timely, future-oriented, formative feedback				
Objectively assessing performance				

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## Tool 4: Performance Management Skills Matrix

Use this tool to see which of our specific tools can help you improve your performance management process skills.

Performance Management Process	Performance Tool
Setting goals and objectives that are stretching and engaging	SMART goal
Writing effective goals and objectives	SMART guide in Conducting a Performance Review
Developing action plans	SHARP action planning tool
Clarifying opportunities and securing resources for action plans	Opportunity selection Tool
Providing timely coaching support	Develop potential using the UCOACH tool
Implementing a coaching process	Developing potential using the UCOACH tool
Using coaching skills (questioning, active listening, summarising and giving feedback)	Coaching checklist
Providing regular feedback on progress and development to encourage performance	Guidelines for giving feedback
Providing timely, future-oriented, formative feedback	Guidelines for giving feedback
Objectively assessing performance	Performance rating tool

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### Notes