

DOING THE PERFORMANCE PUZZLE



Managing people and performance is tough, complex and a major issue for some organisations.

Some managers never quite get it right and the cause of most performance problems is ineffective management.

In order for people to perform well, managers must be courageous, committed and capable of completing the performance puzzle.

We've all done puzzles haven't we?

The first thing that most people do is look at the picture on the box. Then we carefully and painstakingly sort through the pieces, keeping a

watchful eye on the picture, placing them where they fit.

And there's nothing worse than getting to the end of a puzzle to find one, or more pieces are missing!

What a disappointment! What an imperfect picture.

Well guess what? Solving the Performance Puzzle is **exactly** the same!

In the following pages we describe, in our experience, the vital pieces that fit together to create a picture of performance.

Does your organisation have a clear picture of what performance looks like? Does it have all the pieces? Can your managers complete it?

If your organisation is a long way from where it needs to be in solving the performance puzzle, here's how we can help you:

No clear picture of what performance looks like?

- we work alongside you, as your partners in business, to help you explore and create that picture

Got the picture but not quite sure what pieces are needed?

- our highly focused workshops engage your managers in working out the detail and identifying the crucial pieces

Have all the pieces but managers lack the skills to pull it together?

- our individual assessments and dedicated coaching programmes help your managers to develop the skills they need to complete the performance puzzle

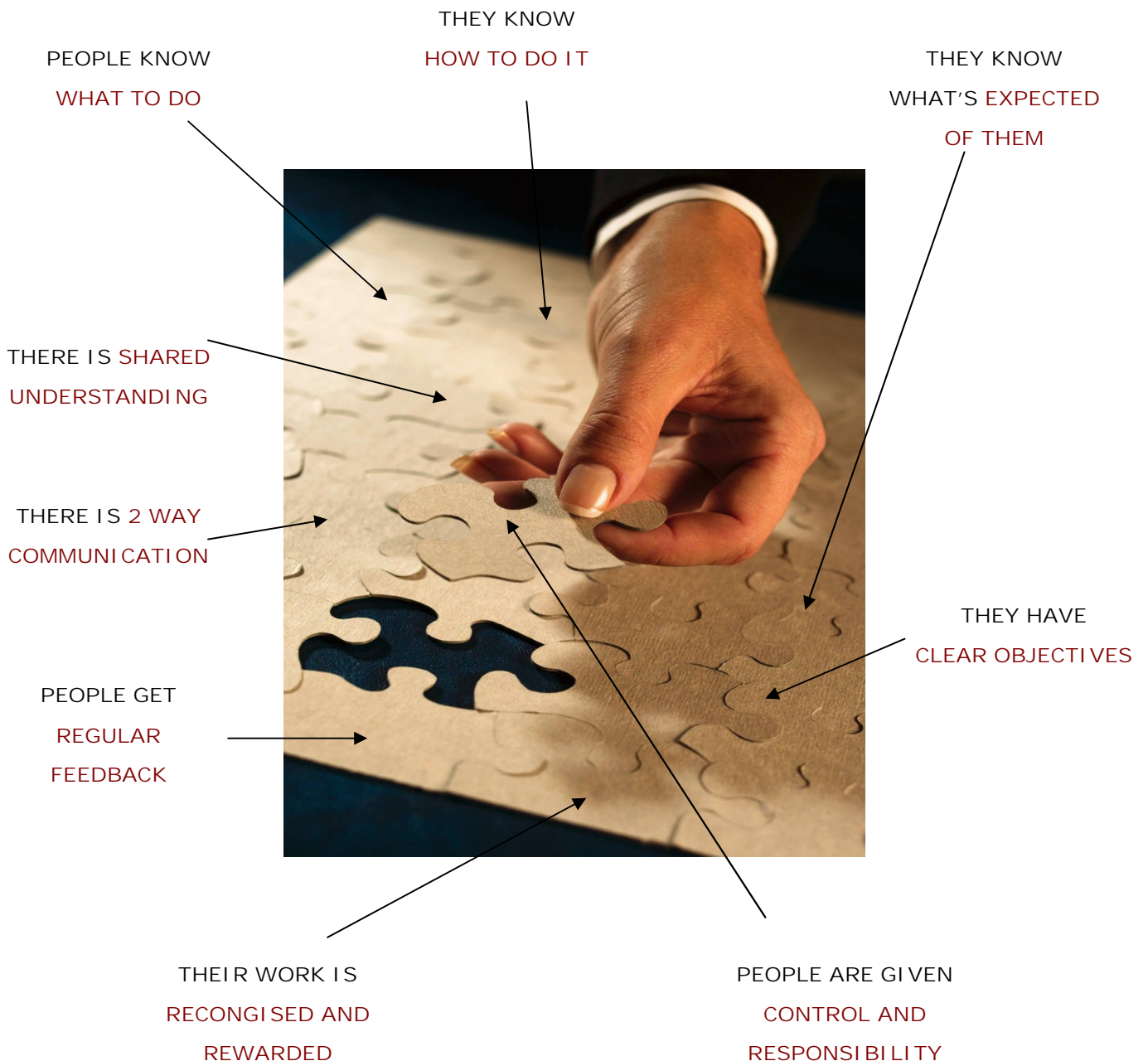
THE PIECES OF THE PERFORMANCE PUZZLE

These are the vital pieces that fit together to create a clear picture of good performance. Each piece is essential to the picture and if one or more is missing the levels of performance in your organisation will be lower than they could be.

The pieces are all very simple. Of course people know what to do and how to do it! Of course they know what's expected of them and have clear objectives? But do they?

Take a look at the pieces. Ask yourself if these are in place in your organisation. Are your managers capable of putting all of these pieces in place and completing the performance puzzle?

Read on to find out what can happen if any of these pieces are missing for you.





Now let's take a closer look at each piece of the puzzle and consider the implications if this piece is missing for you.

But don't despair! There are steps that you can take to develop solutions to your problems and find the pieces that will improve performance.

People don't know

WHAT TO DO

Don't assume that, just because people have a job description or have been with you for some time, they really know what they should be doing.

Employees can drift into tasks that they think are relevant to their job or that they prefer to do. It's easy to lose sight of the exact requirements of the job or the way that business is changing. Busy managers rarely stop to check that what people are doing is still relevant.

They don't know

HOW TO DO IT

Good induction, on the job training and regular review of performance are key to ensuring that people have the knowledge and skills to do their work.

Change is constant, customers demand more and technology races before us, all affecting the way we work.

Sadly, many managers fail to keep pace and people struggle with gaps in their knowledge and underdeveloped skills.

They don't know

WHAT'S EXPECTED OF THEM

Knowing what to do and how to do it is the cornerstone of good performance but it doesn't end there.

Do your people know what standards they are expected to meet? What do you want from them in terms of quantity, quality, output, behaviour, teamwork?

Many employees fall short of expectations because no-one remembers to tell them exactly what is expected of them!

THE SOLUTION

Line managers need to take stock of how the organisation is operating, what systems and procedures are in place and what tasks are required to support the business.

Undertake regular review of the work that is being done by individuals and in teams. Replace tasks that are no longer helpful to the business with new ones that support it.

Most important - keep employees informed so that they know exactly what to do!

THE SOLUTION

Good managers constantly assess the learning and development needs of their staff, closing gaps in performance and providing appropriate training and guidance.

Great managers coach and mentor their people to reach their full potential and achieve higher levels of performance.

All managers need to pay attention to the needs of individuals and teams and make certain that people know how to do it!

THE SOLUTION

Clearly describe the performance standards that people should be aiming for. Discuss these with employees, involve them in setting the standards, define how performance against the standards will be measured.

If gaps appear from time to time between actual performance and what is expected, tackle it early, constructively, positively, working towards continuous improvement in partnership with employees.



They don't have
CLEAR OBJECTIVES

We all have different skills, talents, strengths and weaknesses. Without SMART objectives that develop us as individuals, many opportunities for improved performance are lost.

Mediocre results, average achievements, unamazing performance can all be totally turned around when people work towards clear objectives. No goals, no aims, no aspirations – no chance of great performance then!

There is no
SHARED UNDERSTANDING

Often, people at the front line of the organisation are vague about the strategic aims, the business priorities, the real contribution that they make.

Without a shared understanding of the business between managers and staff, senior executives and front line troops, people are kept in the dark. Those who are kept in the dark, become afraid of the dark. Lack of understanding creates confusion and mistrust.

There is no
2 WAY COMMUNICATION

People need information, confirmation and an opportunity for participation. Lack of communication leads to suspicion, anxiety and an unhealthy grapevine!

Poor communication, failing to keep people abreast of what is happening in the business or the challenges that lie ahead is a recipe for ill feeling and, inevitably, low levels of performance. If people feel excluded from the business, why should they be motivated to contribute?

THE SOLUTION

Managers can help employees to learn, grow, develop, improve and unleash their true potential through working with them to set clear objectives.

Managers as coaches really do make the difference, stretching and developing people in line with the organisation's values and business aims.

Individuals and teams can achieve incredible results when they are coached towards clear, focused goals.

THE SOLUTION

People feel part of the business when managers share information and create understanding about what is happening, what lies ahead, what needs to change.

When employees are fully aware of the strategic plans, business priorities and how the organisation is doing they take pride in the contribution that they are making.

Good managers create clarity and build trust through shared understanding with their people.

THE SOLUTION

Communication that flows up and down and from side to side of the organisation is the oil that keeps the business machine constantly and productively turning.

Employee views count for a lot. Who else is closest to the customer? Involving people in decision making, problem solving and having regular conversations about the business creates ownership and commitment to the organisation.

Great managers know - it's good to talk!



People don't get
REGULAR FEEDBACK

"How am I doing?" is one of the most common questions that people have about their work. If they don't know how they are performing, how can they possibly do better or make changes in their behaviour?

Many managers are afraid of giving feedback, especially where there is poor performance, and avoid it at all costs. The problem is that failing to give feedback has the greatest cost of all to the organisation – the risk of endemic poor performance!

Their work is not
RECOGNISED AND REWARDED

For most people, beyond their monthly salary, reward and recognition for their work is rare.

How often do they get told "well done" or "fantastic result" or "thanks for a great job"? We all feel bad when our efforts go unnoticed or there is no acknowledgement of the hard work that has been done. Do your managers ever find the time to show their appreciation of the results that people achieve for the organisation?

People are not given
CONTROL AND RESPONSIBILITY

Performance is no longer a rigid process full of control and command. Sadly, many managers cannot relinquish control of the task and let go of the reins.

People who are driven and pushed, told and marshalled may perform up to or even below contract. In order for people to perform above and beyond contract they need to be given opportunities to take responsibility for themselves and the way they do their work.

THE SOLUTION

It's really very simple. Managers who give feedback to their people on a regular basis get better results. When people know that they are doing a good job they take pride in their work and feel that they contribute.

Poor performance can be turned around and transformed through constructive feedback and careful coaching. Managers need to work in partnership with their people to help them learn, develop new skills, improve performance and unlock the potential within.

THE SOLUTION

Looking for ways to encourage, praise, give rewards and recognise good performance presses the "Want To" button for most employees. When people feel valued and appreciated they are motivated and committed to the organisation.

Managers who take time out to engage with individuals and teams, to give praise and celebrate success see real progress. Performance can be lifted to the highest level when people feel respected and well regarded for what they do.

THE SOLUTION

Performance should be owned by managers and employees. When people own the task and make it theirs they put in greater effort and strive to do their best.

Managers who give freedom, control empowerment and responsibility to their people create the perfect opportunity for optimum performance.

Coaching people to take full responsibility for their own performance is a key task for managers.



So, having read this far, how many pieces are missing from the performance puzzle in your organisation?

Maybe you have all the pieces but your managers lack the skills and capabilities to put them all in place?

Clarity Coaching can help you develop all of the solutions to your performance problems. Choose from our range of services, tailored to your exact needs.

CONSULTATION

From the outset, we work closely with you to get to know you, create a strong business relationship and understand your business needs. Our primary concern is to appreciate your problems and deliver the right solutions. We are focused, highly professional, concerned with results and passionate about what we do.

ASSESSMENTS

Understanding the individual and real development needs of your leaders and managers is vital in order to find tailored solutions. We believe that people are unique and we provide tools that treat people as individuals, assessing their strengths, qualities, training needs and areas for improvement. Working from the results that these powerful assessment tools reveal, we develop bespoke solutions that really hit the mark and move your managers and leaders to the next level.

WORKSHOPS

Unlike traditional classroom training, our workshops are dynamic, flexible and focused on your exact needs. We facilitate a learning process, a journey of discovery and a creative experience that your managers and leaders can call their own. Workshops based upon the results of our assessment tools are particularly powerful.

COACHING

Are you looking for highly focused development and support, tailored to the particular challenges facing managers and leaders in your organisation? Do you need to facilitate the personal development of your individual managers and leaders to make the organisation more effective?

Executive coaching is one of the most effective tools available today and has rapidly become a significant part of the learning and development strategy for many organisations.

DON'T DELAY – CONTACT US TODAY!

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