
Performance Improvement Culture

A way to improve Team / Individual
Performance and Results

Anand Subramaniam

“The productivity of work is not the responsibility of the worker but of the manager.”

- Peter F. Drucker

Highlights

- Link Strategy and Capability
- Manager's Role
- Performance Improvement Framework
- Examples

Link Strategy and Capability

Organisation Capabilities

- To execute the business strategy requires collective abilities
- Organisation capabilities are combinations and integration of:
 - Processes & Systems
 - Assets
 - People competencies
 - Structures
 - Measures
 - Culture
- Misalignment between business strategy and capability invariably destroys value

Capability & Performance

- Realising full value requires 'good management'
 - Sound technical, functional and people decisions
 - The right organisation capabilities
- Misaligned capabilities invariably results in:
 - Failure to meet plan
 - Higher than planned cost
 - Unplanned bottlenecks and compromised capacity
- Factors that do not contribute to value creation include:
 - Lack of balance between people, output and improvement work
 - Lack of integrated planning and a robust management operating system
 - Lack of a rigorous approach to problem-solving
 - Sub-optimum cost strategies
 - Fragmented individual performance management

Project & Change Management

Process Objectives

- Develop a shared future view
 - Agree criteria & objectives
 - Define & scope the project
 - Manage the change process
 - Agree on PI framework

Project Set-up

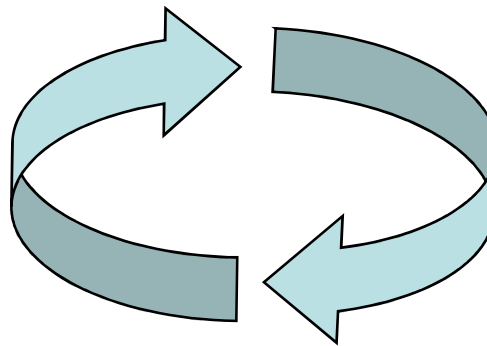
- Strategic Management Process
- Shared Picture of the Future
- Design Criteria
- Future Organisation State
- Transformation Plan and Process

Deliverables

- Shared view of the future
- Transformation plan
- PI process
- Coach
- Implement the outcomes

Change Management

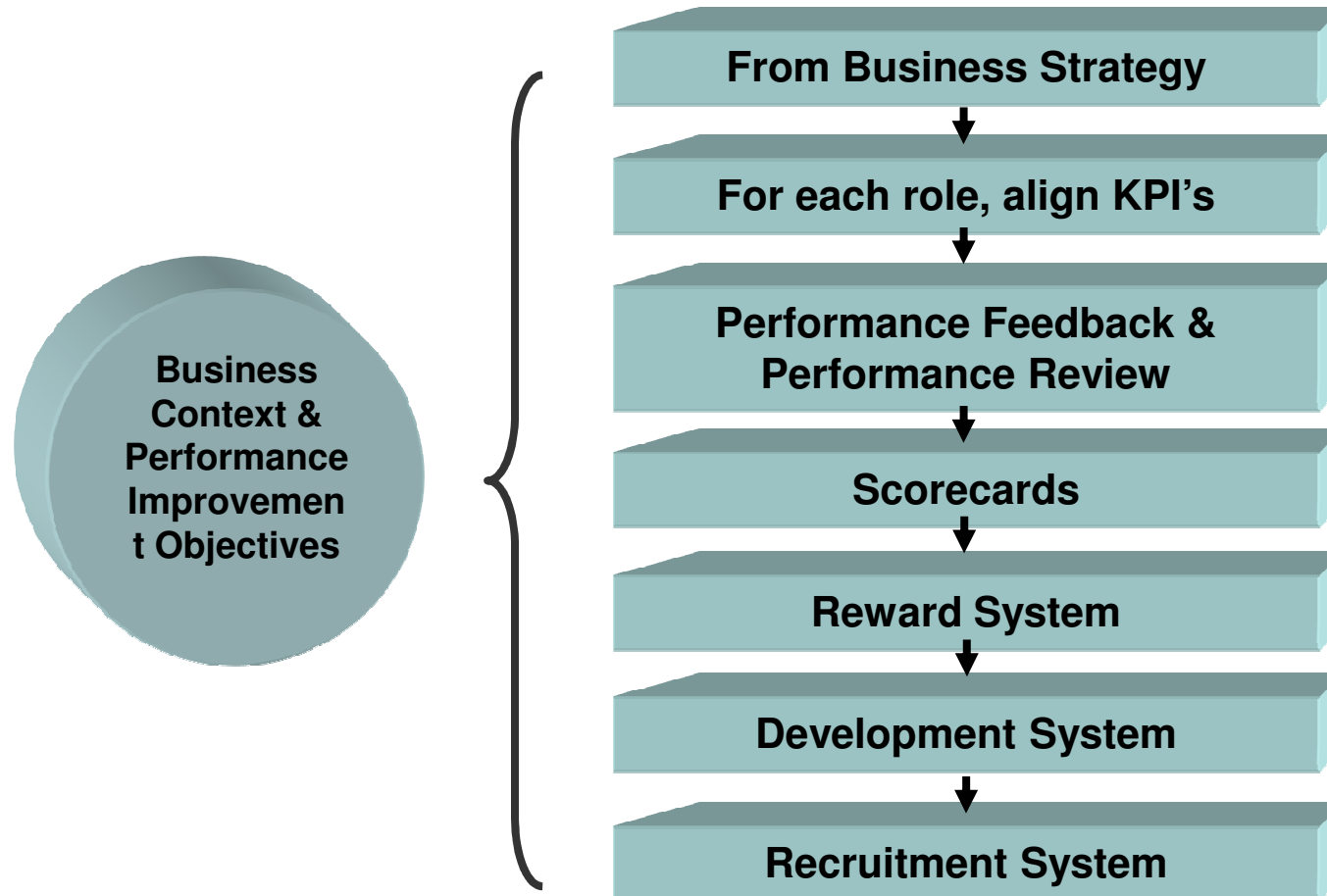
- Establish conditions for effective change
- Integration of actions
- Coaching of employees
- Symbols of change



Communications Plan

- Criteria
- Timeframes
- Process & Feedback
- Stakeholders

Team & Individual Performance



Manager's Role

Factors affecting Performance

- No clear job expectations
- No clear and immediate performance feedback
- Inadequate physical environment, including proper tools, supplies and workspace
- Lack of motivation and incentives to perform as expected
- Lack skills and knowledge required for the job.

Vision

- Is there a 'vision' for your department?
- Is it clear what improvement will look like?
- Have staff been part of the visioning process?
- Do staff believe in the vision? Are they committed to achieving it?
- Do staff understand where the department will be in five year's time? Next year? Next month?
- Does your vision embrace how the department will change for the better?
- Does the vision include a sense of fairness, equity and diversity?
- Does it set out how you will deliver the right service to the right people for the right price?
- Does your vision interlink with the firm's vision? If not, why not? And what needs to change?

Communication

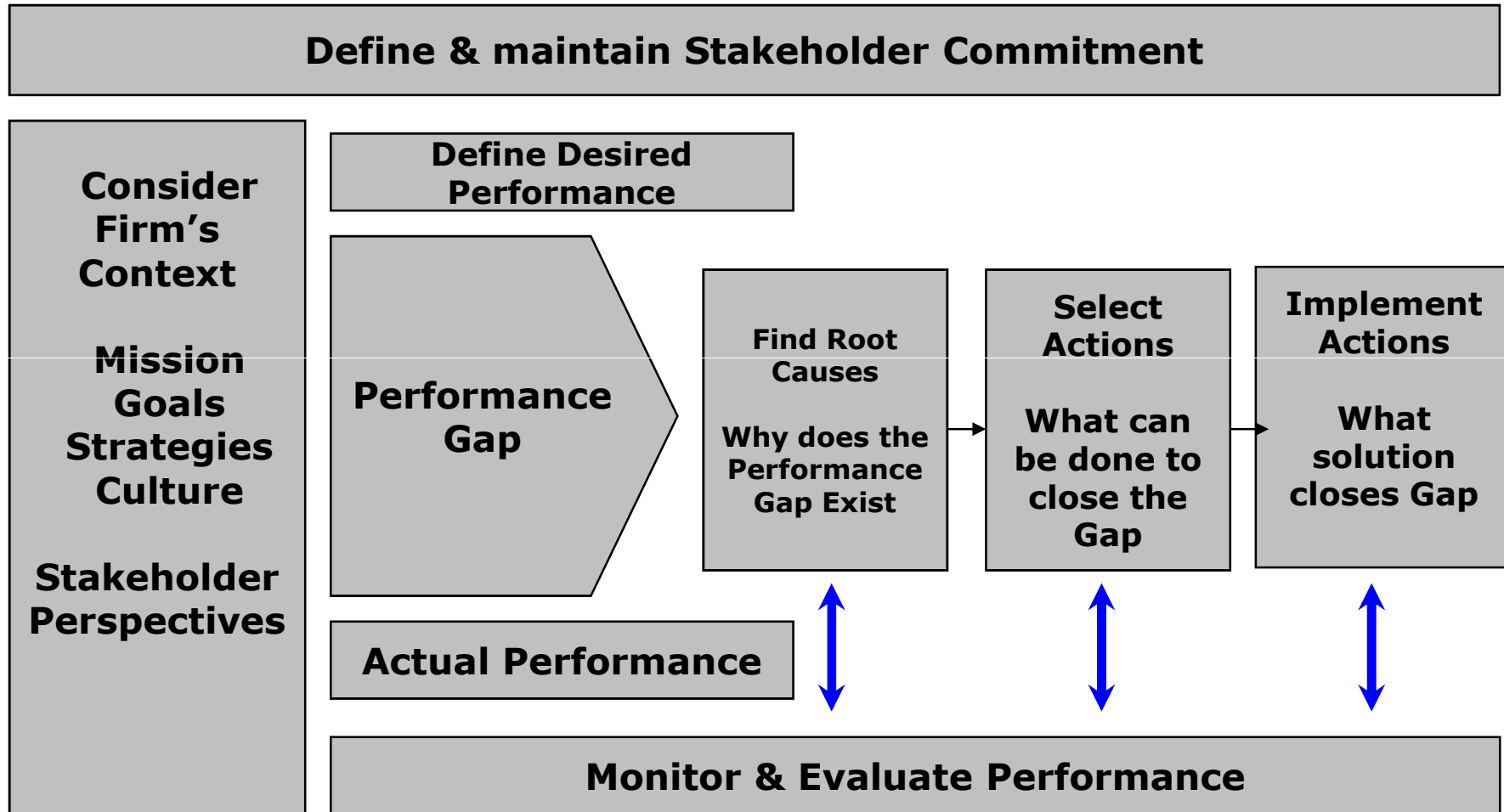
- Do you talk about what the priorities are and what they are not?
- Do you share performance information with your staff?
- Is discussing performance a regular feature of staff meetings?
- Are performance indicators, milestones and targets posted prominently in a place where staff can easily access and / or see them?
- Are you telling staff what they're doing well?
- Do staff understand, how what they do contributes to firm's objectives?
- Do you encourage staff to share problems as well as successes?
- Are staff clear about what is expected of them?
- Do you let staff know when they exceed or fail to meet expectations?
- Are you communicating your position to your manager?
- Does Management know what your department does, how well it does it and what your priorities are?

Systems & Process

- How effective is your relationship with corporate? Can you negotiate the support you need?
- Are you providing the information and actions they require for good performance management?
- Do you have the right measures in place to let you know how well your department is performing today?
- Are the right people in your service able to produce robust performance information?
- Do people understand how to read and take decisions based on that information?
- Do your plans, targets and measures, link with overarching plans and extend into team and individual plans and targets?
- Do you have systems in place to gather customer information and feedback?
- Do you have effective process to ensure that improvement activities happen?
- Do you and your staff take time out to talk about how systems and processes could be improved to support the department's work?

Performance Improvement Framework

Framework



Firm's Context

- What are the performance improvement goals?
- What is the connection between performance improvement goals and the firm's goals?
- What is the firm's management and reporting structure?
- Who will need to approve of the performance improvement project and its activities?
- Under what constraints will performance improvement work (timeframe, budgets)?
- How does the firm's cultural impact the performance improvement initiative?
- What are some of the unique cultural characteristics?
- Are there spokespersons in the stakeholder group that can help navigate the performance improvement area?

Stakeholder Perspective

- How will the performance improvement activity and its objectives fit within the goals of the firm?
- Who are the relevant stakeholders?
- Who are the performance improvement team members?
- What steps need to be taken to determine the performance gaps?
- Are there any known impediments to proceeding with the activity?

Stakeholder Commitments

- Recognize the opportunity to apply performance improvement
- Gather preliminary project information
- Conduct interviews with representative stakeholders
- Review findings with the key decision-makers and prepare for the Project Agreement Meeting
- Conduct the Project Agreement Meeting
- Prepare the Project Agreement Letter and facilitate necessary approvals

Define Desired Performance

- Write desired performance statements
- Attach measures to each desired performance statement
- Set targets for desired levels of performance

- May contain any of the following measures:
 - **Quality** - how well the performance meets a specification or standard.
 - **Quantity** - how much of the performance should occur
 - **Time** - when performance should occur
 - **Cost** - how much material or labor is used to produce a given performance

Describe Actual Performance

- Decide on data collection methods
- Design data collection instruments
- Identify and equip data collectors
- Compile and analyze data
- Make statements about actual performance

Performance Gaps

- Describe the performance gaps
- Decide whether to work on each gap

Root Cause

- Conduct root cause analysis
- All root causes to be mapped to one of these
 - Clear job expectations
 - Clear and immediate performance feedback
 - Adequate physical environment, including proper tools, supplies and workspace
 - Motivation and incentives to perform as expected
 - Skills and knowledge required for the job.

Design Intervention Action

- Propose and select interventions
- Develop a design plan for each intervention
- Document and obtain approval for each intervention design
- Develop, field test and produce the final version of the interventions

Implement Intervention Action

- Build the implementation team
- Develop a detailed implementation plan
- Conduct monitoring activities

Monitor & Evaluate Performance

- Implement the Evaluation Plan and prepare evaluation strategy
- Conduct data collection, analysis and interpretation
- Write a report and communicate evaluation results

Example

Accomplishment

Priority Area:

Division Goal:

Rationale (make reference to specific indicators):

Plan

Report

Objective	Performance Indicators & Baseline Data	Performance Improvement Targets		Outcomes	Summary of Progress
Plan/Strategies:					

Improvement / Development Areas

Summarise the discussion with the individual and identify areas for improvement/development

	Coaching	Mentoring	Individual Assessment
Group	Tutor led delivery	One day workshops	Course or programme
Self-directed learning	Self study guides	e-learning	Distance learning
Experiential learning	Work-based projects	Action learning sets	Case studies
Events and Seminars	Conferences	Breakfast meetings	Seminars

“There are four things that hold back human progress. Ignorance, stupidity, committees and accountants.”

- Charles J.C. Lyall

Good Luck

<http://www.linkedin.com/in/anandsubramaniam>

