

15 Performance Management Tips



...a better way to manage

the
happy
manager

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HOW TO BE A BETTER MANAGER...

15 Performance Management Tips

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How to be a Better Manager ...

15 Performance Management Tips

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. These 15 tips give you a quick way to think about what you should have in place so that performance focuses on people more than processes, and is about realizing potential not just getting by.

"It takes far less energy to move from first-rate performance to excellence than it does to move from incompetence to mediocrity."

Peter Drucker

15 Performance Management Tips is one of a series of practical, thought-provoking guides, 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. 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

1 Be Honest and Open

Be honest and open - good performance management relies on good relationships.

The foundation of productive performance management is the relationship between the manager and the member of staff. As with any relationship, this takes effort. A critical aspect of good management is to build a relationship based on mutual respect and honesty.

These conditions are more likely to exist where managers build a reputation for being honest and open. Remember that people can tell when you're saying one thing but meaning another. They're also adept at detecting when you are just "going through the motions", or when you're not really listening. Make your values clear, then demonstrate them with consistent actions.

"Honesty is the cornerstone of all success, without which confidence and ability to perform shall cease to exist."

Mary Kay Ash

What can you do?

Answering this question depends on where you're starting from. If you have work to do in restoring trust, then you need to demonstrate your sincerity with actions. What you do, and the way you do it, can have a far greater impact than the words you say.

- Be honest and open with your colleagues.
- Keep them informed and involved.
- Treat them fairly.
- Behave with integrity.
- Show them respect.
- Listen, observe, feedback.
- Be clear in what you expect.
- Don't just talk, take action.
- Make sure your actions are consistent with your values and words.
- To be trusted you need to be trusting – show it, prove it.

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5 Pull Together

Pull together - align individual's goals with team and organizational goals.

The language of performance management is often about the individual and his or her line-manager. Goals are set individually and performance is reviewed individually. However, a often overlooked point performance management is to relate it to team performance. Specifically, how individuals contribute to that performance. Three are real risks associated with agreeing individual goals without thought to their effect on the whole team. Without alignment of team and individual goals, someone may benefit personally but this may run counter to another colleague's goals or be of little value to the team.

There is a useful lesson to be drawn from the behaviour of geese flying in a V formation. It's said that each bird's wing-flap provides an uplift for the bird behind. This is one reason why geese are able to fly significantly further together, than they could as individuals. Similarly, people working in organizations will go much further if they pull together. Aligning individual, team and organizational goal means all will benefit in the long run.

"Coming together is a beginning, staying together is progress, and working together is success."

Henry Ford

What can you do?

- Identify how your team helps to meet organizational objectives.
- Link individual goals to the team's goals.
- Identify how different team members can complement each other in delivering team goals.
- Ask individuals how they think they can help the team achieve its goals.
- Recognise that your performance as a manager is dependent on your team's performance.
- If you haven't already got team goals in place, get the team together to develop them.
- Call a team meeting to identify how individuals could contribute to achieving the team goals.

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12 They Perform, You Perform

They perform, you perform - remember, as a manager your performance depends on your team, when they perform well, it's easier for you to perform well.

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. Not only is it very satisfying to see someone grow and develop, it also makes your job easier. When individuals in your team perform then your performance improves. That is because as a manager your job is to help those you manage to realize their potential and to make a contribution.

Management can be a frustrating occupation, but it can also be a deeply satisfying one. That is especially so when you see colleagues develop and succeed, and make a contribution to the success of the organization. Your ability to perform and achieve results in your area/department is largely determined by the performance of the individuals in your team.

It makes sense to focus on performance because:

- The performance capacity of your team depends on the performance of individuals
- It's satisfying and rewarding to see others develop
- It makes your job easier
- When others perform so can you

"People determine the performance capacity of an organisation. No organisation can do better than its people."

Peter Drucker

What can you do?

- Remind yourself that a manager's job is to achieve things through others.
- Decide to learn how to become very good at helping others to get better at what they do.
- Build a reputation as a manager who develops their team
- Make managing performance your first priority

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Join the conversation: bookmark the Happy Manager blog.

(www.the-happy-manager/blog) And leave any comments, suggestions or examples of your own experiences for the benefit of other readers.

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Team Health Check
The Problems with Teams
Why is Teamwork Important?

Leadership Essentials
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Leading with Style and Focus
Leading Insights

Transformational Change
Sustaining Change
Making Change Personal

It's All About Performance
15 Performance Management Tips
Managing Performance and Potential
Performance Management Skills
Performance Management Toolkit
Conducting a Performance Review
Manage Your Own Performance
Motivating Performance

Managing for Strength to Strength
Managers Make the Difference
Re-defining Middle Management
Do More with Less
Managing Time and Priority
Extreme Thinking: Unlocking Creativity
SMART Goals, SHARP Goals
Making Better Decisions
What's the Problem?

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