



Kingston VCSE HR Training Programme - Module 3

21ST MAY

Our programme

Module 1

Module 2

Module 3

Module 4

HR and
Employment
Law Essentials

Recruitment,
onboarding,
culture and
wellbeing

Performance
management
and difficult
conversations

Policies,
procedures, HR
systems and
problem solving

The session today

- ▶ **Purpose:** To deliver a workshop giving an overview of managing performance best practice and then how to manage difficult conversations
- ▶ **Process:** To deliver an interactive workshop with time for discussion and questions
- ▶ **Payoff:** A cohort of delegates with an increased awareness and confidence in managing these areas

Managing performance

- ▶ Performance management is a continuous process of aligning employee performance with organisational goals through regular feedback, goal setting and development strategies/initiatives
- ▶ Regular 1:1's are important and make this 6 monthly process easier

Why is it important?

- ▶ It aligns employee performance with an organisation/clients objectives to ensure everyone is working towards a common goal
- ▶ By setting clear targets and expectations it encourages employees to strive for excellence and higher performance
- ▶ It provides ongoing feedback allowing employees to understand their performance and areas for improvement
- ▶ Without it, employees lack clarity of what is expected of them which can lead to underperformance
- ▶ Overall, it fosters a culture of continuous improvement and accountability

Swimming analogy....



Who is your positive role model?

- ▶ In your career to date, who has been a positive role model for supporting your performance?
- ▶ What did they do?
- ▶ How did it help you?
- ▶ Can you be that person for someone in your team?

Performance = ability x motivation

Ability is the person's aptitude, as well as the training and resources supplied by the organisation

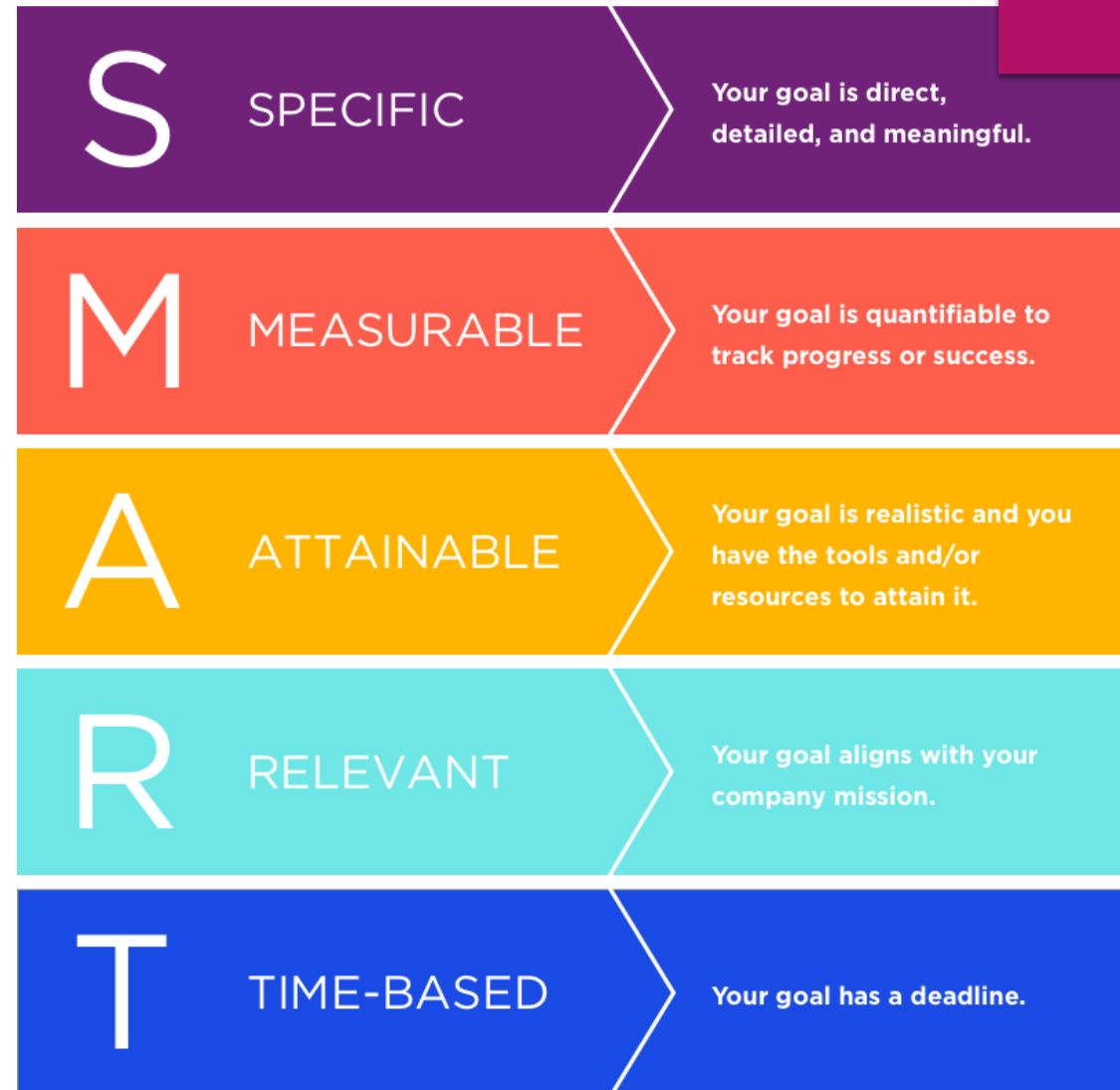
Motivation is the product of desire and commitment

As a manager, all you can do is create the environment and conditions for high performance

Managing performance...should include

- ▶ Setting objectives
- ▶ Preparing a personal development plan
- ▶ Managing underperformance
- ▶ Managing talent
- ▶ Being consistent
- ▶ Following up on development

What are
the SMART
objectives
/KPI's for
your
team?



Underperformance

- ▶ What happens if underperformance is not dealt with?
- ▶ How is capability different to conduct?
- ▶ How do we manage the difference?
- ▶ Why do we have capability and disciplinary policies and procedures?
- ▶ What are possible causes of unsatisfactory performance?
- ▶ What can you do about them?

Underperformance

- ▶ Why is keeping records important?
- ▶ Why is managing under performance during the probationary period important?
- ▶ Can you dismiss an employee on grounds of unsatisfactory performance?
- ▶ What are the implications of failing to follow the correct procedure?

Diagnosing
poor
performance
and providing
solutions

- ▶ What does it look like to you in your team?
- ▶ Key question to ask yourself - does it come from lack of ability or low motivation?
- ▶ What are the solutions?
- ▶ Do you need to go back to the recruitment process??

Some solutions to help performance

Mentoring

Training
courses

Shadowing

Coaching

Job swaps

Be
creative.....

Performance Improvement Plans (PIP)

They outline the performance gap (current performance compared to expected performance)

Objectives are set to achieve acceptable performance levels

What are the timescale to achieve acceptable performance?

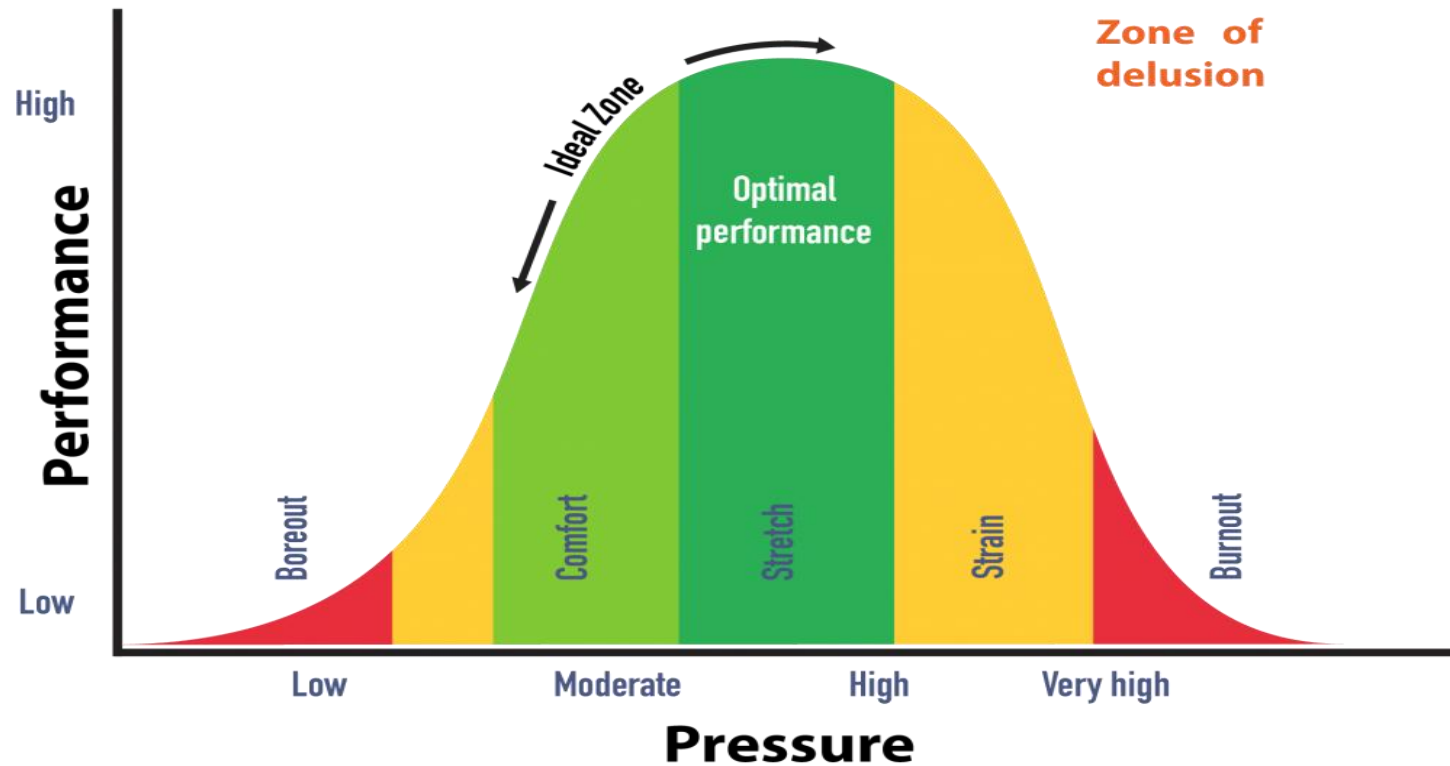
What are the consequences of the employee not performing to acceptable levels?

The support that will be offered to the employee for them to achieve their objectives...

What about high performers?

- ▶ What happens if this group of employees is not managed well?
- ▶ How can you manage them to create the best for everyone?
- ▶ How do you develop your talent?
- ▶ Do you have a pathway for your talent?

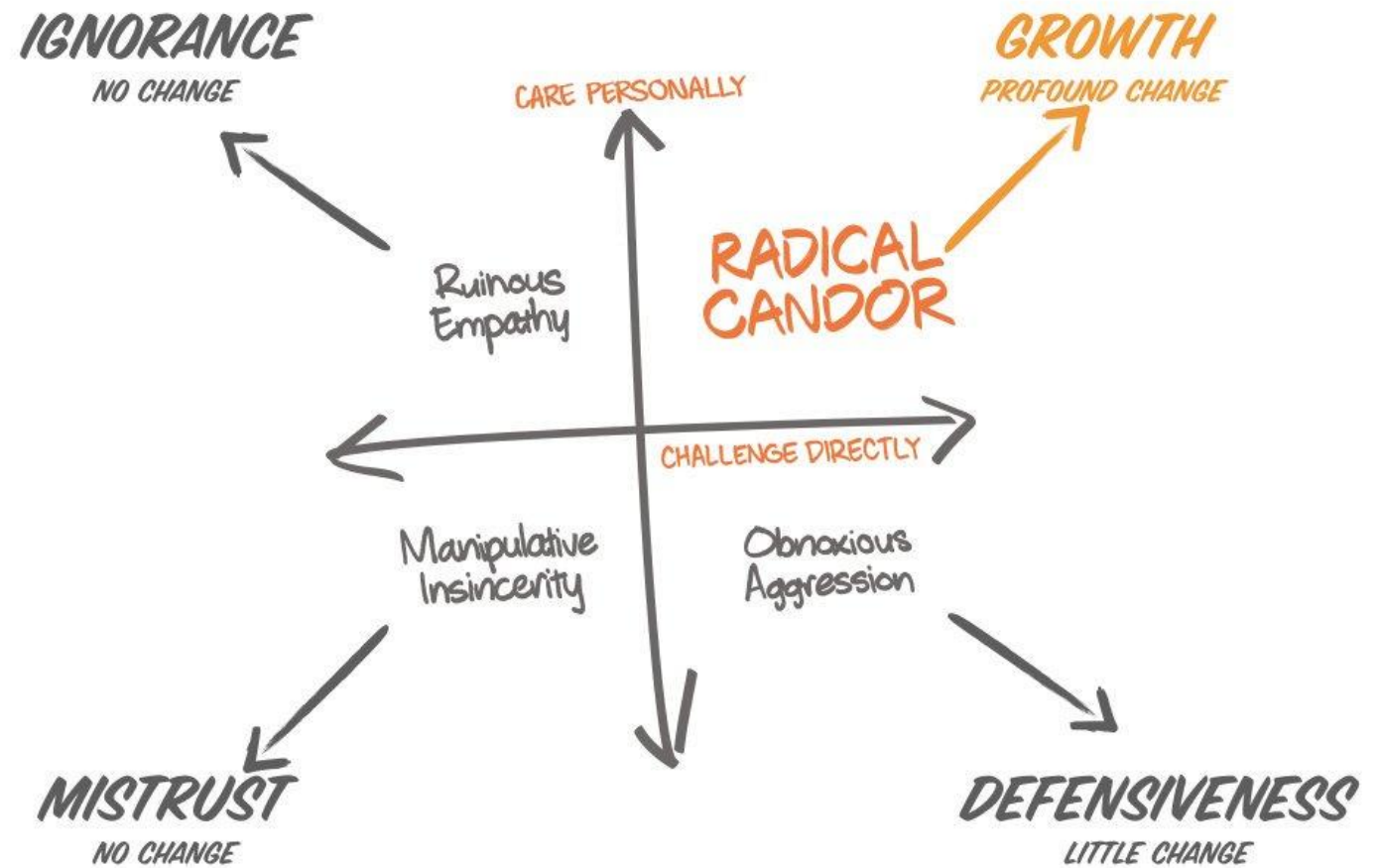
Comfort, stretch and panic



Radical Candor

– Kim Scott

The belief that personal growth comes from direct and honest feedback delivered in a way that shows you care about someone...



How would these animals tell me I have food on my face?

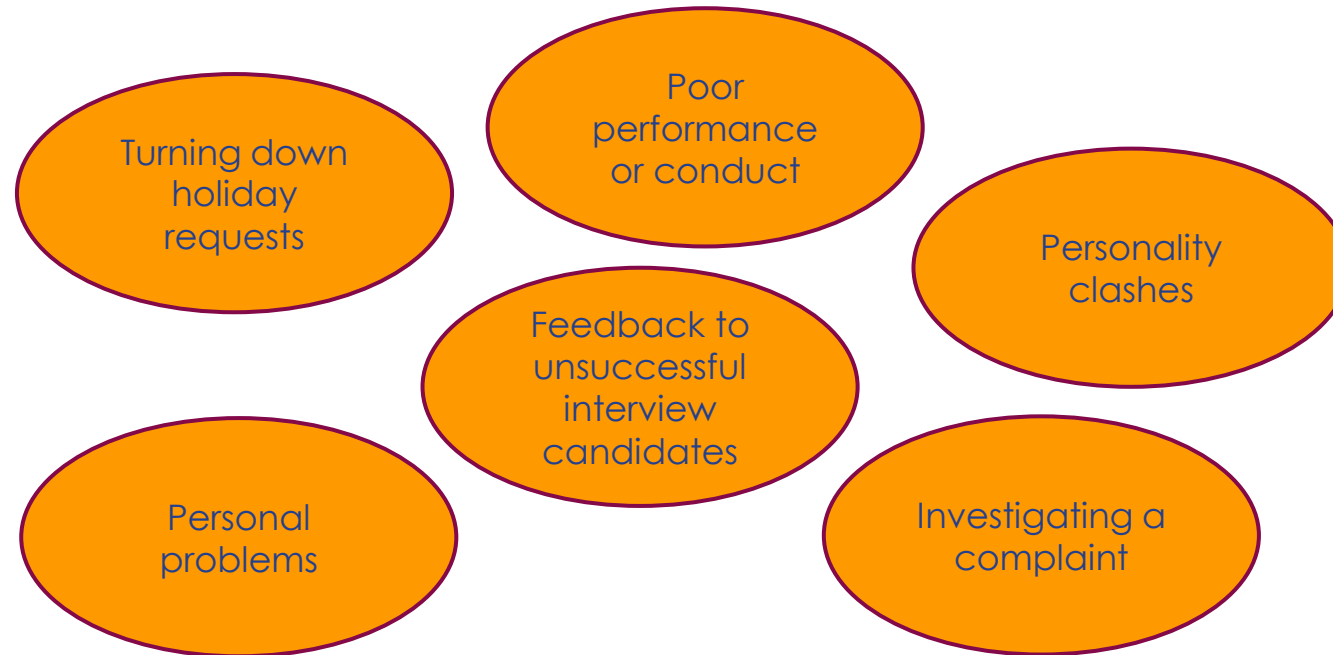


What is a
'difficult'
conversation?

What are some of the
topics that might be
covered in a 'difficult'
conversation?

Why are they perceived
as being difficult?

Difficult topics



Why can they be difficult?



It's a difficult message to give



You don't know what the reaction might be



You can't find the words



You don't want to offend



You want to remain credible



You don't want to be messenger with bad news

What happens if it's avoided?

Mislead the person by giving the impression that there is no problem

Deny the person the chance to improve or put things right

Damage the productivity and efficiency of your business/organisation

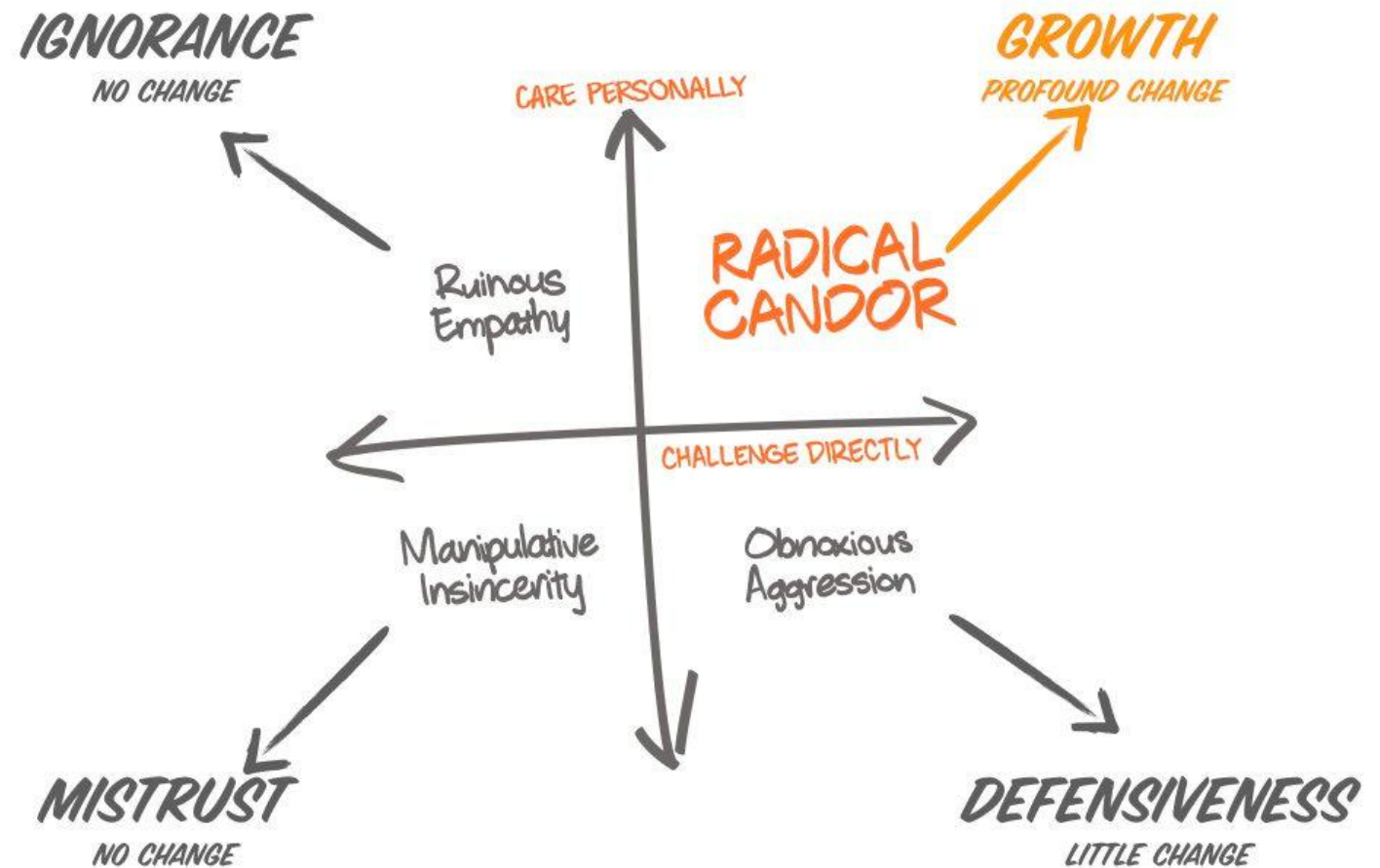
Lower the morale amongst team members

Situation gets worse... increases the impact on you

No resolution

Radical Candor

The belief that personal growth comes from direct and honest feedback delivered in a way that shows you care about someone... Kim Scott



The meeting

2 key aims:

- 1) Raise and discuss the issue
- 2) See a change in behaviour

So:

- ▶ Think about your purpose, process and payoff
- ▶ What is your opening statement?
- ▶ What is the content?
- ▶ Plan the way forward
- ▶ What outcome do you want?
- ▶ What scenarios do you need to prepare for?