Performance Management

Lecture: 6

Dr. Hossam Mahmoud Moftah

Project management

- Performance Management is vital within any organization.

- Done well, it can turbo boost the performance and productivity levels of your people by raising their standards of achievement to new heights and increasing moral and motivation within your company.

Performance Management

- An effective performance management system starts with a thorough <u>goal-setting process</u>, followed by <u>regular feedback and reviews/appraisals.</u>

- It also identifies employees' <u>developmental needs</u> and includes <u>robust reward and recognition practices.</u>

- The system also should encourage <u>collaboration, teamwork, and communication.</u>

Follow our top 5 tips below to boost your performance management skills:-

- Tip #1 -   Set clear expectations
- Tip #2 - Treat people as individuals
- Tip #3 - Regular feedback
- Tip #4 - Focus on the positive
- Tip #5 - Support and develop

Managing Expectations (1)

- Expectations are your client's vision of a future state or action, usually unstated but which is critical to your success

- They are a primary measure of your success:
  - In your client's mind, satisfaction is how close you have come to their expectations.

  - NOT how close you were to the wording of the contract or the scope of work or even the performance criteria, but to their expectations.

5

Managing Expectations (2)
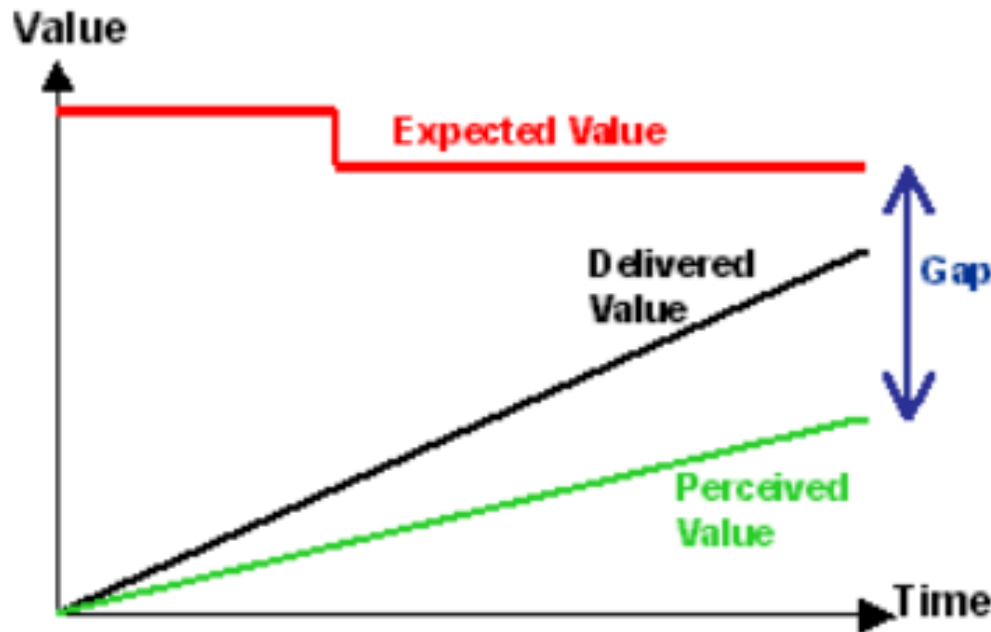
- In the figure above, the red line represents your client's expectations, the black line a measure of the value you're providing and the green line your client's perception of that value. Notice the step down in the expectations line?

- Your objective is to keep the gap between their expectation and the perceived value to a minimum.

Building a Collaborative Team Environment

- A collaborative team environment is essential for the team's success.
- To create a collaborative environment, team members must practice the following:
  - **Have a Common Purpose and Goal**
  - **Trust Each Other**
  - **Clarify Roles**
  - **Communicate Openly and Effectively**
  - **Appreciate Diversity**
  - **Balance the Team's Focus**

Have a Common Purpose and Goal

- Create and/or review the team's charter.

- Discuss why the team exists.

- Create mottoes, symbols, awards, or posters that portray the team as one unit.

- Use the common purpose to prioritize team actions.

Trust Each Other

- Be honest.

- Work to eliminate conflicts of interests.

- Avoid talking behind each other's back.

- Trust teammates (you must trust them before they will trust you).

Clarify Roles

- Review team members' roles frequently.
- Clarify responsibilities when action planning.
- Figure out ways to help each other.

Communicate Openly and Effectively

- Seek to understand all angles.
- Take responsibility for being heard and understood.
- Work to clear up misunderstandings quickly and accurately.
- Reinforce and recognize team member efforts.

Appreciate Diversity

- Remember that reasonable people can and do differ with each other.

- Try to learn as much as you can from others.

- Avoid remarks that draw negative attention to a person's unique characteristics.

- Don't ignore the differences among team members.

12

Balance the Team's Focus

- Regularly review and evaluate the effectiveness of team meetings.

- Hold team celebrations for achieving results.

- Praise individual effort.

- Assign certain team members to monitor task needs and others to monitor relationship needs.

The main reasons to have a meeting

- Evaluate information.
- Make decisions.
- Inspire the team.
- Bring people together.
- Assign follow-up action items and then make sure they are done.
- Close the meeting by summarizing decisions and next steps.

Don't call a meeting if you

- Have a simple message to deliver, especially if it requires no immediate answer
- Are more persuasive on paper or via telephone than face to face
- Can reach your goal by other means

A meeting will tend to fail because

- It was unnecessary or held for the wrong reason.
- The objectives and goals weren't clear.
- The wrong people were present.
- It was badly timed.
- It wasn't properly controlled and was subject to
- poor decision making.
- It took place in an uncomfortable environment

If you must call a meeting

- Prepare for it in advance.
- Define the meeting's purpose and goals.
- Invite the minimum number of essential people to attend.
- Create an agenda, send it before the meeting, and stick to it at the meeting.
- Make sure all attendees have the relevant logistical information (location, time, parking, etc.).
- Start and end the meeting on time.
- Keep it short and to the point, but make sure all attendees have a chance for input.
- Present only relevant background information.
- Emphasize people - listen to the group, exchange ideas, stimulate discussion.

17