



implement and sustain a customised  
performance management system

# individual performance management.

Any employee, regardless of position or job level, needs to understand the following:

- What output and behaviour is expected of me?
- How does my role contribute to organisational success?
- How is my performance measured?
- How is good performance recognised and/or rewarded?
- What support is available to improve my skills and/or performance when required?

**OIM helps organisations to match these individual expectations with their business goals.**

Accordingly we:

- Define, design and implement a suitable individual performance management system
- Equip leaders with the necessary skills to sustain this system.

**This is done in an integrated way, aligning the performance management process with business strategy and organisational systems.**

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Individual performance management is the process to position and help people (ensure means and ability) to take full ownership of continuous superior performance.

## OUR OFFERING

OIM's individual performance management offering entails:

### consulting



The design of a customised individual performance management system and approach. This is supported by policies, processes, practices and a toolkit to facilitate implementation and sustainability.

### training



This involves equipping leaders with the necessary skills and knowledge to action the system. Clients can choose between two options where OIM:

- Trains all leaders in workshop sessions.
- Conducts a train-the-trainer programme.

### > Key business benefits



- A customised performance management system, aligned to business strategy.
- All leaders have a common understanding of the system.
- Policies, processes, practices and implementation documentation to support the system.
- Individual performance management outputs linked to other people processes such as succession planning, reward and recognition, career development and team performance (INVOCOMS®).
- If implemented correctly, the approach fosters a performance-orientated culture.





## SOLUTION OVERVIEW

### > Solution format

OIM conducts planning sessions to analyse existing performance management methods and improve or design a new system, including implementation tools (eg templates and training material).

### > Duration

Approximately four weeks – from planning and design to finalisation of material. The time frame depends on the extent of customisation and availability of existing material.

### > Output

A user-friendly performance management toolkit that includes:

- The organisation's performance management approach and philosophy.
- The organisation's values and leadership philosophy.
- Outline of the performance management methodology.
- Leaders' performance management competency checklist and 360-degree questionnaire.
- A performance calendar (who does what when).
- The performance management policy and process, including:
  - The preparation guidance.
  - The performance management thinking process and step-by-step discussion guide.
- Scorecard templates and user guide.
- Performance discussion documentation and user guide.
- Individual development plan (IDP) documentation and user guide.
- All training material associated with the implementation.



# SOLUTION OVERVIEW

## > Training

Solution format: Training workshops | Duration: One day per workshop | Classroom size: 12-16 leaders

## > Workshop outcomes and content

By completing the learning programme, delegates will understand:

OUTCOME	CONTENT	
The business needs and requirements for performance management	<ul style="list-style-type: none"> <li>The rationale for implementing the individual performance management (IPM) system.</li> <li>Principles governing the performance management system.</li> </ul>	<ul style="list-style-type: none"> <li>The contribution of performance management to the culture and success of the organisation.</li> </ul>
What performance management entails	<ul style="list-style-type: none"> <li>The organisational culture required for effective individual performance.</li> </ul>	<ul style="list-style-type: none"> <li>Types of performance management (organisational, team and individual).</li> </ul>
How performance management benefits the organisation, leaders and teams	<ul style="list-style-type: none"> <li>Driving strategy through performance management.</li> <li>Individual gains as a result of performance management.</li> <li>Competencies leaders require to effectively implement performance management.</li> </ul>	<ul style="list-style-type: none"> <li>Purpose of individual performance discussions.</li> <li>Empowerment and enablement calculation.</li> </ul>
What the performance management cycle and tools are, and how to use them	<ul style="list-style-type: none"> <li>IPM as part of the greater people system.</li> <li>Cascading scorecards and what it means for individual contribution.</li> <li>The performance management cycle.</li> </ul>	<ul style="list-style-type: none"> <li>Completing the scorecard.</li> <li>Using process thinking to contract performance.</li> <li>Using scorecards for team and individual performance.</li> </ul>
How to conduct an individual performance management discussion	<ul style="list-style-type: none"> <li>Setting up performance and behavioural parameters.</li> <li>Using the scorecard.</li> <li>Conducting a performance discussion:               <ul style="list-style-type: none"> <li>Employee and line manager preparation</li> <li>Discussion guidelines</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Review and agree objectives</li> <li>Identify developmental and resource requirements</li> <li>Submitting the paperwork</li> <li>Giving praise and criticism</li> <li>Finalising an individual development plan.</li> </ul>





## FACTS ]

### [FAST

- Performance management is not only about conducting a performance discussion.
- Instead it's about establishing a business culture that is conducive to performance through suitable systems and practices.
- An essential aspect of performance management is equipping individuals for success. This includes setting clear goals, providing them with the means and ability to do the job, giving feedback, holding them accountable and managing outcomes.
- Successful performance management is dependent on a partnership between the organisation and its employees where both benefit over time in monetary and non-monetary terms.



## THE OIM DIFFERENCE



- We do not sell off-the-shelf products. Instead, we pride ourselves in providing customised solutions based on client needs and drawing on OIM's experience.
- We have since 1985 successfully implemented individual performance management principles across a range of industries, both locally and abroad.
- Our offering allows proper integration of both team (INVOCOM®) and individual performance management.
- The approach is aligned with business strategy and integrates with the scorecard process and other people management focus areas.
- We don't believe in consultant dependency. We build internal capacity by equipping leaders and key stakeholders with the necessary skills and knowledge to implement the performance solution in a sustainable way.
- The offering seamlessly integrates with other OIM products and services.
- If required, clients also benefit from the expertise embedded in all OIM's core business areas, namely people management, operational optimisation and organisational performance improvement. This includes strategy and scorecard development, business reviews, leadership development and continuous operational improvement.