

## Why use a Seasonal Improvement Canvas

The performance appraisal process within the majority of medium to large organisations is at best gamed or ignored, and at worst applied diligently by well-meaning managers.

It is critical for managers to refocus their attention. Managers tend to have control of the organisational “system” (structures, processes etc.), and it is the system itself that controls an individual’s performance. Managers then proceed to judge individuals on how well they navigate that system. It is a Machiavellian work of art.

The latest CIPD research<sup>1</sup> describes how there is a need for performance management to be divided into **developmental** (personal improvement) and **administrative** (e.g. salary decisions). A Seasonal Improvement Canvas is an approach for dealing with an individual’s personal and professional *development*.

Contact Open Works at [being@open.works](mailto:being@open.works) to ask us how we can dramatically improve both employee engagement and performance management within your organisation.

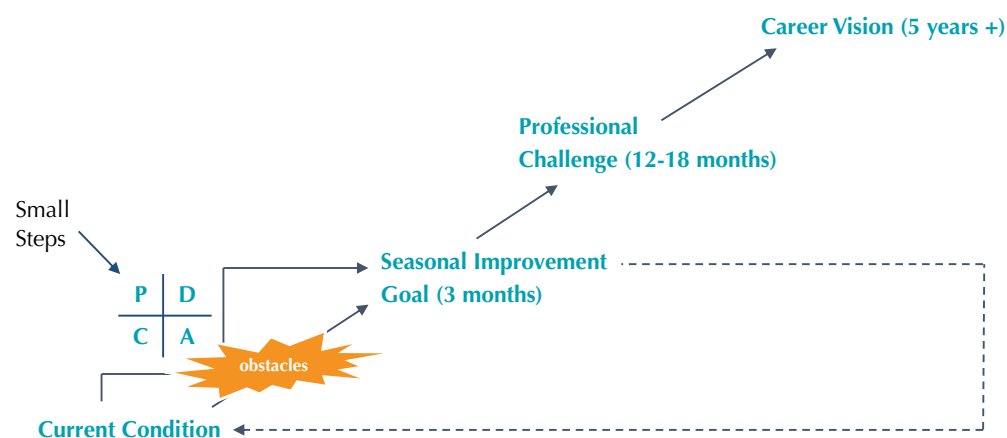
An Improvement Canvas is designed to be as low friction to complete as possible. Your content should be simple yet precise – reflect on your words and ensure there is no ambiguity. Self-reflection can be challenging but it is an important skill to master. An Improvement Canvas is completed every season, as it is the most natural reflection point for the majority of people.

### PERSONAL REFLECTION

The Self Reflection column looks back at your past season and asks you about your achievements, motivations and interests. It is designed to be completed individually.

### PROFESSIONAL IMPROVEMENT

The Professional Improvement column looks ahead to the coming season, asking individuals to challenge themselves to accomplish something that they have never done before, aligned to their career goals. Sometimes people do not have a **current vision** for their career. This is fine, but the individual should set themselves a professional challenge at least. This structure is based on the principles of continuous improvement<sup>2</sup>.



This section is designed to be completed by a peer, or a manager who is focused purely on the developmental needs of the individual. There may be a few iterations of this column until everyone is happy with the input. An individual goal should be challenging but not overly difficult; in the goldilocks zone where people can see incremental improvement but do not get dissuaded.

### COMPANY REFLECTION

The Company Reflection is an opportunity for individuals to have their say and provide feedback on the company **system** itself, highlighting what the company should continue, start or stop doing. This can be performed either individually, in a pair or as a group. This information should be captured and aggregated across all company individuals and presented to relevant management groups to consider and act upon. They may well find themselves focused on the right things to help drive improvements in individual and collective performance.