



Effective Performance Management

Principles, Process, People & Politics

Dr. John Beckford
Beckford Consulting

www.beckfordconsulting.com

What is Performance?

Performance is 'effectiveness'

In every action

... of the Organisation

... and its Employees

What is Performance?

“Effectiveness” means

Achieving intended purposes by:

Doing the right things

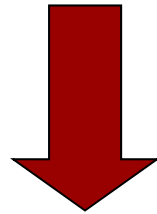
... for the right reason

Using the right people

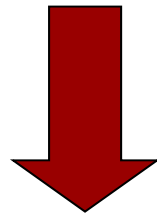
... with the right skills and knowledge

What is Performance?

“Effectiveness” implies



Viability



Viability = Survival

What is Performance?

The **KEY** to superior performance in organisations:

People

People

People

Effective Performance

To be effective the organisation must:

Do things right

Process control

Make performance
improvements

Achieve efficiency gains

and

Do the right things

Respond to environmental
demands

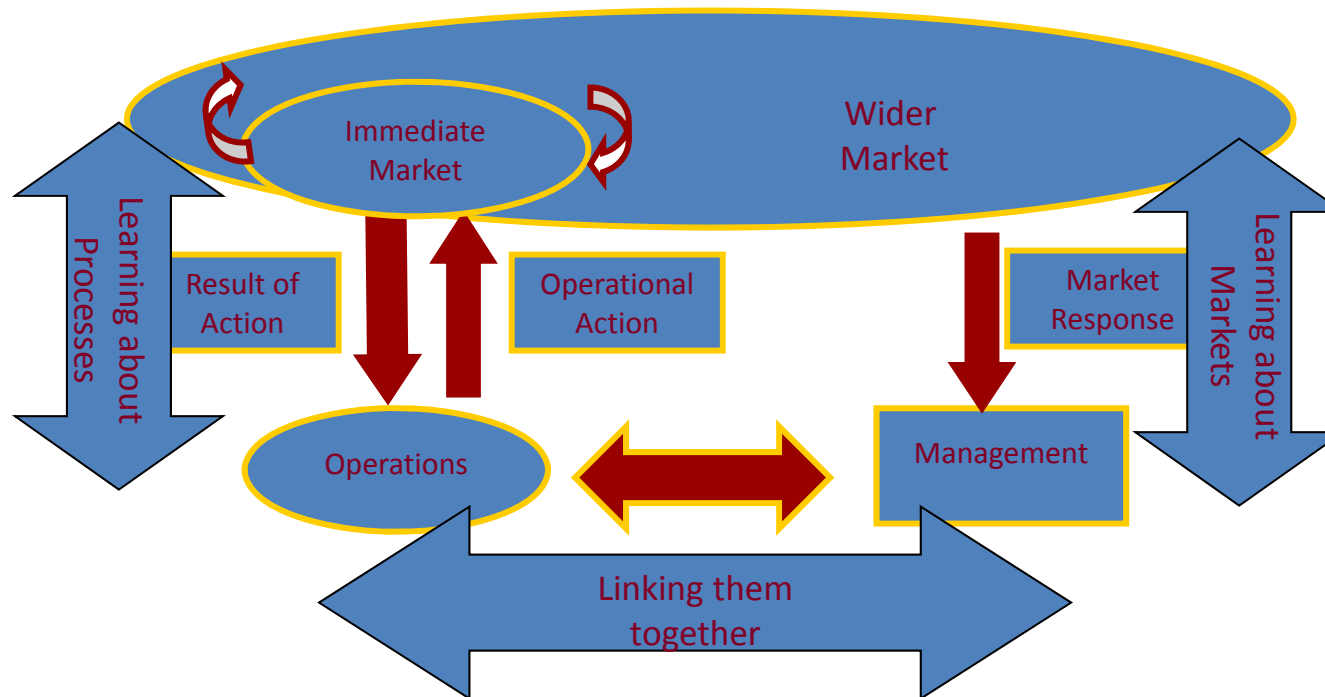
Recognize opportunities

Learn from mistakes

Organisational Learning for Performance



Continuous Learning



Skills for Performance

Learning must occur at two levels:

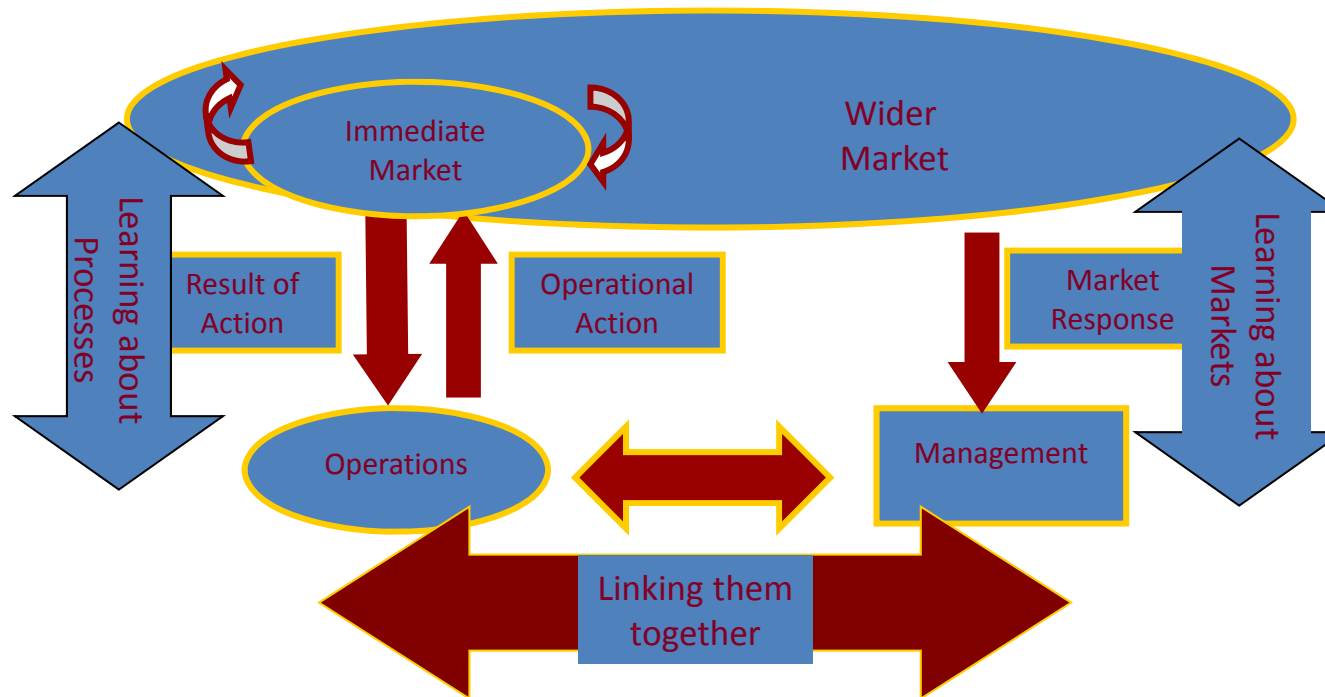
The Organisational

The Personal

And they must be integrated

Skills for Performance

Personal Learning



Why Skills as the basis of performance?

Process control is limited:

It cannot capture variety in
process goals

Process charts become complex and
bureaucratic

Why Skills as the basis for performance?

In service provision the 'product' is an 'emergent property' of its delivery

Performance cannot be 'inspected in'

It must be 'assured' as an integral part of the process

Skills for Performance

More than 70% of the information age economy is service based!

50% or thereabouts of the employees of every manufacturing organization provide services either internally or externally!

Overall, around 85% of the economy is engaged in service provision!

Skills for Performance

Why Skills as the basis for performance?

Performance does not rely on ‘variety reduction’
or standardization

Performance relies on ‘variety management’ — matching
solution to problem

Skilled people make good ‘variety
managers’

What Skills are Needed?

Where are process goals ill-defined?

How are these issues clarified?

The ability to do this should be managed
as an integral part of Performance
Management

Controlling and Developing the Skills Base

Which skills do you need?

Which skills do you possess?

How do you close the gap?

Controlling and Developing the Skills Base

The skills you need

- Business Planning
- Task and Role analysis

The skills you possess

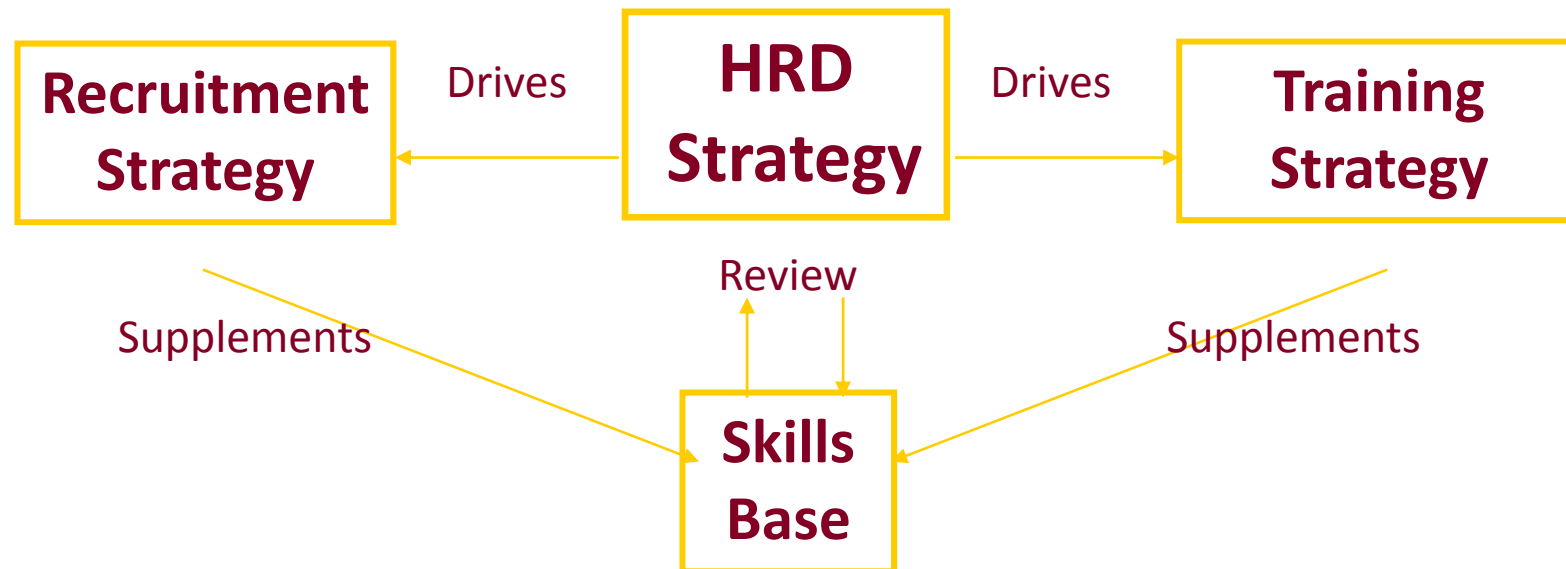
- Personnel Records
- Appraisal Interviews

How do you close the gap?

Controlling and Developing the Skills Base



Controlling and Developing the Skills Base



Limitations

Only one aspect of performance is captured

Limitations

No process control

Personal effectiveness is captured
through appraisal

but

Task outcomes are not captured

Limitations

Needs to be part of an integrated approach
which controls:

Skills

... the ability to
deliver
performance

and

Effectiveness

... whether or not
performance was
achieved

Managing Skills for Organisational Performance

