

## Top Tips: Performance Management

- At the core of performance management is that everyone in the organisation must know the answers to the two questions: “What is expected of me?” and “How am I doing?”
- SMART (Specific, Measurable, Achievable, Realistic, Timebound) can be a useful acronym to apply to objectives. But the major flaw is that people look for objectives that are easily measurable rather than those that are meaningful. So first find the added value activity, then find ways to measure it.
- Measurement itself can be a problem as sometimes outcomes may be assessed rather measured with numbers. So better to describe what success looks like rather than what are the measures. Remember, counting the number of words in a poem or weighing a statue will not help you appreciate their value.
- Many objectives based systems occupy a parallel universe; they are not looked during the year and are just dusted off at appraisal time.
- If you want an acronym for objectives, try CASE:
  - Condition - the environment in which the role operates
  - Action - describe what is to be done
  - Standard - describe what success looks like
  - Evaluation - check out if the aim is still appropriate particularly with a change in environment
- Acknowledge that the environment changes constantly so objectives must be constantly reviewed.
- Consider introducing low-key informal line manager based recognition programme that will complement your more formal Performance Management system.
- Drop performance ratings – they get in the way

More detail can be found on each of these topics in my book *Reward Management*, published by Kogan Page, May 2022.