Effective Performance Management

Principles, Process, People & Politics

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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

Do the right things

- Respond to environmental demands
- Recognize opportunities
- Learn from mistakes

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Effective Performance

Organisational Learning for Performance

- Identify the right Product or Service
- Provide awareness of current capacity
- Provide the resources to facilitate change
- Continually improve current Products or Services
- Provide awareness of current performance
Organisation for Performance

Continuous Learning

Immediate Market

Wider Market

Operations

Management

Learning about Markets

Learning about Processes

Result of Action

Operational Action

Market Response

Linking them together

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Skills for Performance

Learning must occur at two levels:

The Organisational

The Personal

And they must be integrated
Skills for Performance

Why Skills as the basis of performance?

Process control is limited:

- It cannot capture variety in process goals
- Process charts become complex and bureaucratic
**Skills for Performance**

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!
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’
Skills for Performance

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

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Skills for Performance

Controlling and Developing the Skills Base

Which skills do you need?

Which skills do you possess?

How do you close the gap?
Managing Skills for Organisational Performance

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

Business Planning → HRD Strategy ← Appraisal Process

Managing Skills for Organisational Performance

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Managing Skills for Organisational Performance

Controlling and Developing the Skills Base

Recruitment Strategy

Drives

HRD Strategy

Drives

Training Strategy

Skills Base

Supplements

Review

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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

Effectiveness
... whether or not performance was achieved
Managing Skills for Organisational Performance

- Purposes
- Processes
- Roles
- Individuals
- Skills
- Tasks
- Skills
- Skills Required
- Skills Gap
- Skills Available
- Appraisal, Training, Recruitment

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