

Performance Management

Good Practice | Little Book of Nudges



One of the most critical aspects of your role is managing the performance of the people in your team.

And you know what?

Very few organisations, teams and managers are confident and experienced in doing it effectively.

It tends to be something that we know we're not quite good enough at but not quite confident enough to focus on to get better. **And so it gets avoided, delayed and forgotten in place of other things that we make more urgent.**

So what is Performance Management?

People often assume that 'managing performance' automatically means managing poor performance or fixing issues.

They forget that performance in a team might be amazing, good, not so good and everything in between.

So it's as much about making sure to give praise, encouragement and recognition to your team as it is about correcting things that aren't quite right or giving supportive but clear feedback when you need to help someone improve or do their job better.



Performance Management gets easier when you make it less complicated.



Asking five questions of the people in your team will tell you all you need to know about managing their performance effectively:

- 1. Do they know where we're going?**
- 2. Do they know how they make a difference?**
- 3. Do they know what good looks like?**
- 4. Do they know how they're performing?**
- 5. Do I know how they're feeling?**

Five simple questions. And they each need just five simple 'Yes' answers.

If you can answer each of those questions as a yes on an ongoing basis, you'll be managing your team's performance effectively. And if any of the answers are ever a no, there are opportunities for you to do things better.

Let's look at each of the five questions in a little more detail.



01

Do they know where we're going?

You'll find it helpful to share your outcomes and objectives with your team so that everyone understands the direction you're taking them in and how you'll know when you get there.





Do they know how they make a difference?

Each person needs to know how their role makes a difference and how it contributes to the broader objectives of the team. What are they doing specifically that helps the whole team and the wider Trust achieve its goals?

Q3

Do they know what good looks like?

Make sure you've described to each of the people in your team what you're looking for from them. You should be clear about the required standard for both delivery, and how they make it happen in terms of their behaviours and ways of working.

04

Do they know how they're performing?

You can't answer this question without giving regular, high-quality, effective feedback. Use your 1:1s and other regular touchpoints to let your team know where things are going well and also the areas you want to see them develop, improve or change.



05

Do I know how they're feeling?

Have you built a good enough relationship with everyone in your team so that you have a read on what's going on for them and how they're feeling? Remember 'The Bridge'? This will only happen if you ask great questions, give people enough time to answer and remember what they've said so that they feel heard. Life moves fast for people, so ask regularly and often.



The process starts with you, the manager. So first, think through the five questions concerning a couple of people in your team with whom you have an established and productive working relationship.

How confident are you that they would answer yes for themselves, and what would they say?

Then, discuss the questions with them and see how the conversation develops. Is every answer a yes, or could some do with attention or clarification? Using what you've learnt, you can adjust how you work with those people where any of your answers are a no.

Once you're comfortable working with the five questions from a couple of test conversations, you can extend them to the entire team and regularly ask them in your 1:1 conversations and regular touch points.

You'll find it'll make a real difference.



So, a Bridge and 5 Questions - is it really that easy?

Everyone's unique, and there are always situations that are trickier to manage than others. Still, for most people, if you build and develop an effective and strong working relationship where you can share and communicate fairly openly and if you ask the five questions together regularly and chat through the answers, **the process makes sure each person in your team has clarity, a sense of direction and also an understanding of how they're performing right now.**

And that makes a massive difference to all of us.



