

Centre *for*
High Performance
Development



Performance management

Motivating higher performance

Performance management in sport is an essential part of winning. Every day athletes are given feedback on their performance. In business, performance management is just as critical, but can be more difficult in practice. Today, more than ever, leaders' ability to drive individual and team performance is critical.

Leaders at all levels require the capabilities and skills to:

- Determine whether performance is fit for purpose
- Realign individual and team objectives consistently to organisational objectives
- Ensure underperformance is dealt with effectively
- Motivate and retain people, especially when financial reward may not be an available incentive
- Develop high potential people to secure business success

'Complete' performance management

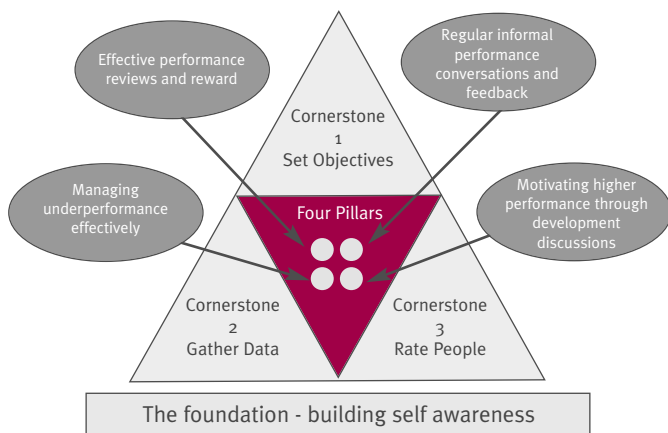
CHPD's end-to-end solution focuses on:

- Identifying the capabilities and skills required by leaders for the future success of the organisation
- Integrating these capabilities and skills into the performance management system
- Developing leaders to use these capabilities and skills
- Aligning performance management, reward and succession planning to the organisational strategy

This solution is based on the following principles:

- A focus on the HOW (capabilities, skills, values) as well as the WHAT (role objectives) of effective performance management
- The development of foundation skills for effective performance management
- Ingraining a culture of frequent feedback in the organisation
- Performance management to motivate and develop, as well as deal with underperformance

Figure 1: 'Complete' performance management



The three cornerstones represent the foundation skills for performance management. The four pillars represent the behavioural capabilities underpinned by CHPD's researched and validated High Performance Behaviour framework.

The foundation of building self-awareness is the recommended first step.

Practical approach

Once CHPD really understands your organisation, and the performance management system has been defined, the CHPD team develops a practical, high impact approach to development. Key features and benefits include:

- Experiential workshops
- Real life scenarios to ensure skills are transferred immediately to the workplace
- Engaging and interactive delivery, including the possible use of professional actors
- Enhancing of self-awareness with CHPD's Performance Management Feedback Questionnaire (completed by self and direct reports)
- Blended learning approaches for sustainability, including the creation of DVDs of 'acted scenarios' and toolkits
- Specific action planning to take back into the work place for immediate implementation

Results

CHPD's complete performance management creates leaders who can achieve business results through their teams and are able to:

- Deal with individual underperformance effectively
- Motivate and retain high performers and potentials
- Realign individual and team objectives to organisational objectives
- Give feedback in a regular and timely fashion
- Issue accurate performance ratings
- A performance-led culture is a key driver for business success

The benefits to the organisation are:

- The creation of a bench strength of capability and performance
- Higher engagement across the organisation
- The creation of a culture of accountability
- The creation of a succession planning strategy
- The alignment of performance management and reward to the organisational strategy

Ultimately this helps organisations deploy people effectively, through crisis and recovery, to drive high performance.

Further information

CHPD specialises in the assessment and development of leaders. More than 30 years of robust research means we know exactly what makes a high performing leader. Our benchmarking database can help with talent management, succession planning and management training.

For more information, contact info@chpd.com or call 020 7940 5120.