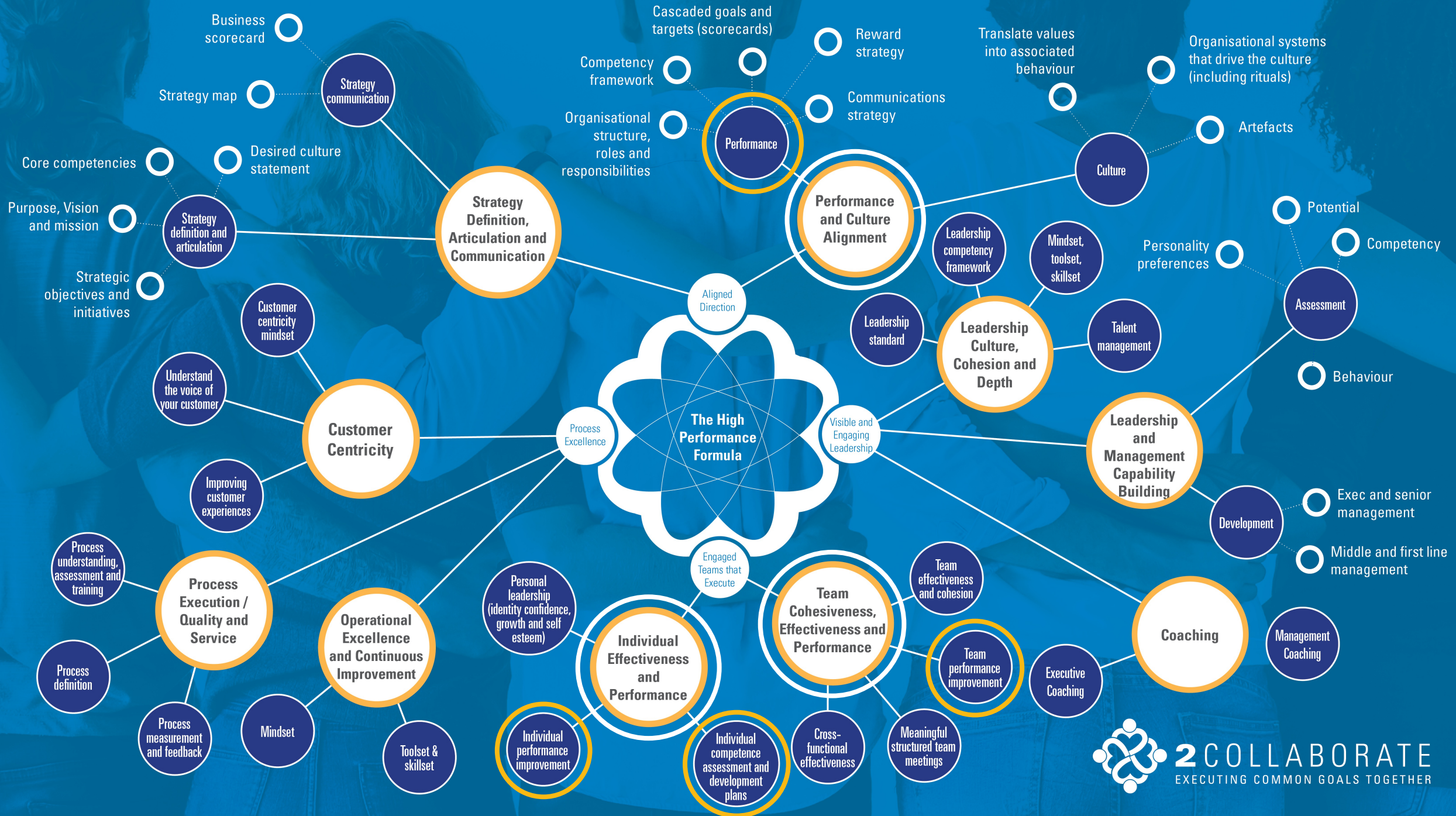


Performance Improvement



2 COLLABORATE
EXECUTING COMMON GOALS TOGETHER



The reality



Performance management systems (PMS) have been the 'Achilles' heel' of Organisational Development (OD) and Human Resources (HR) for many years.

A recent survey by Watson Wyatt showed that only three out of 10 workers agree that their company's performance management system helps to improve individual performance.

WHY?

- **Managers** are often reluctant to give candid feedback for fear of reprisal or damaging relationships with the employees they need to deliver the work.
- **Employees** feel that managers lack the skills to give feedback and appropriate coaching.
- **Systems** are often cumbersome, bureaucratic and time-consuming.

This results in PMS being treated as a necessary evil to be minimised or avoided rather than an important process that enhances key individual and organisational outcomes.

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Performance Management



- Traditional
- Reactive
- Once a year, tick box exercise
- Negative connotation of tripping people up
- One sided – leader led
- Focussed on point scoring

Performance management: the theory



When discussing performance management systems (PMS), many people only think of the annual performance review process. But this is just one small component of performance management.

A good definition of performance management?

“...the continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organisation, planning performance to achieve the goals, reviewing and assessing progress and developing the knowledge, skills and abilities of people.”

~Michael Armstrong: Handbook of Performance Management

This is why 2Collaborate prefers the term Performance Improvement.

Performance Improvement



- Constantly evolving
- Proactive
- Regular, meaningful conversations
- Positive – setting people up for success
- Equal responsibility on manager and employee
- Leader as coach – harnessing and directing the energy of their employees.



“ Strive for continuous improvement,
instead of perfection.

Kim Collins



Performance Improvement



Improving performance is a journey.
This journey starts with the right environment – one in which people CAN and WANT to perform.

Successful performance improvement processes set out to establish a culture in which individuals and teams thrive through an ongoing process of communication between the Leader and employees. This process is designed to support the accomplishment of strategic objectives and is a continuous cycle.



Performance improvement as an organisational system



We believe in creating an organisation in which performance is possible:

- through the prevailing culture and
- the alignment of organisational systems.

All of the systems must integrate and reflect the values and strategic goals of the business.

Sustainable performance only happens where there is congruency between the company's, individual and teams' needs and objectives.

2Collaborate views performance holistically:

- How do we create an organisation and teams where performance is possible?
- How do we enable the individual to be the best that they can be?



Continuity: the key to success

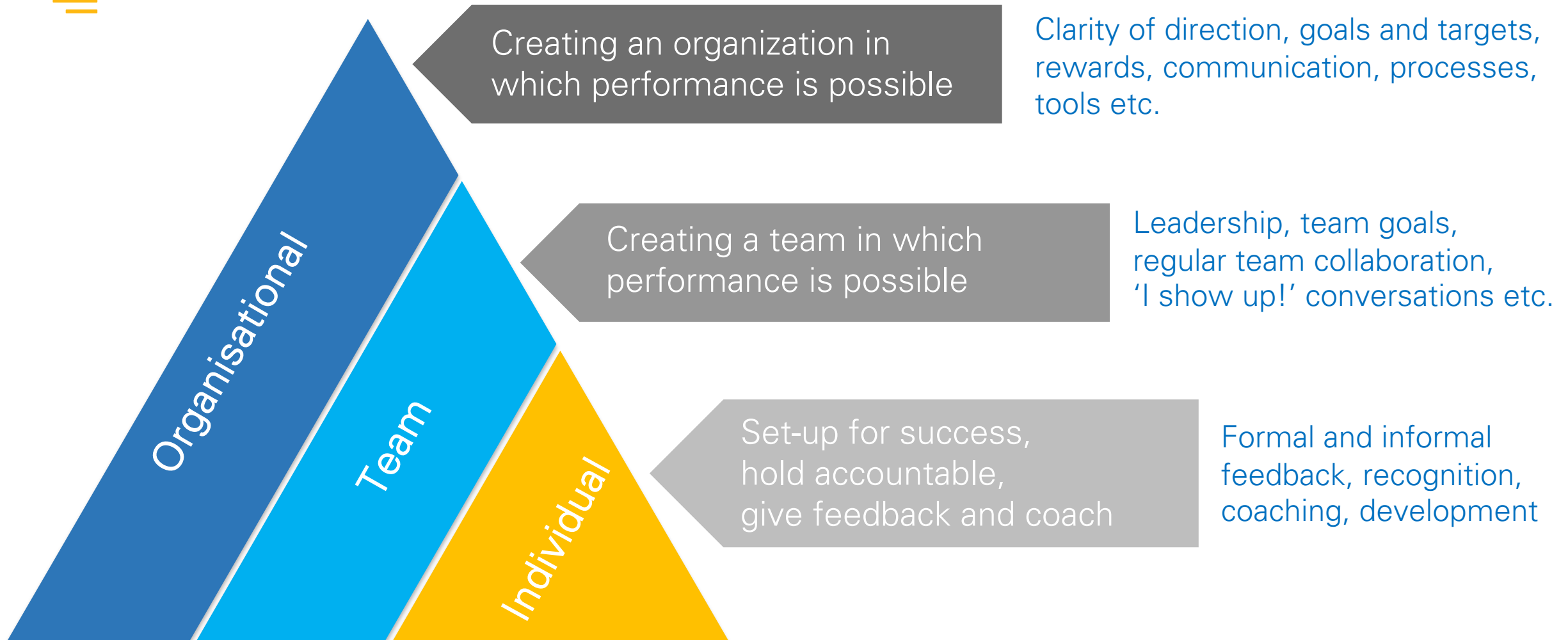


To be successful, leaders need to facilitate a continuous performance improvement process by:

- setting individual and team goals which are aligned to the strategic goals of the organisation,
- planning performance to achieve the goals,
- monitoring, reviewing and assessing progress, and
- developing the knowledge, skills and abilities of people.



The three levels of performance improvement



Benefits of effective Performance Improvement



Deliverables

Performance improvement philosophy and principles

Customised Employee Guide:
Performance Improvement in your business

Customised tools:
Scorecards,
Scoring Systems,
IDP templates,
Performance Cycle

Training:
for leaders and teams on application of the system and conversation skills



TEAM
CONNECT

- Structured team performance improvement

teamphoria!

Supporting technology

Our learning enablers

A custom combination of the following methods, using the best of each.

Online Learning

CLEO, our user-friendly learning management system delivers powerful learning experiences that are learner-centric and cost-effective.



Instructor Led Training (ILT)

Seasoned instructors create traditional face-to-face learning experiences. Focused on interactive group learning, learners have the social benefit of collaborating and practising in person with on-hand guidance.

Virtual Instructor Led Training (VILT)

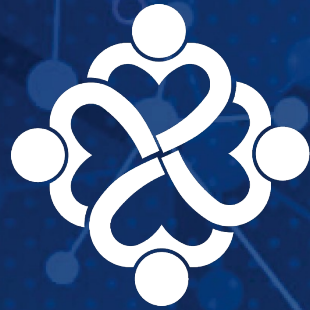
Brings the classroom to learners, irrespective of where they are. Designed to create a rich learning environment our multimedia tools - such as breakout rooms, polls and quizzes - stimulate 'real-world' experiences that are engaging and practical.

A typical example of:

A blended learning journey



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A total commitment is a paramount to reaching the ultimate in performance. ~ Tim Flores



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