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Collaborative Performance Management Model

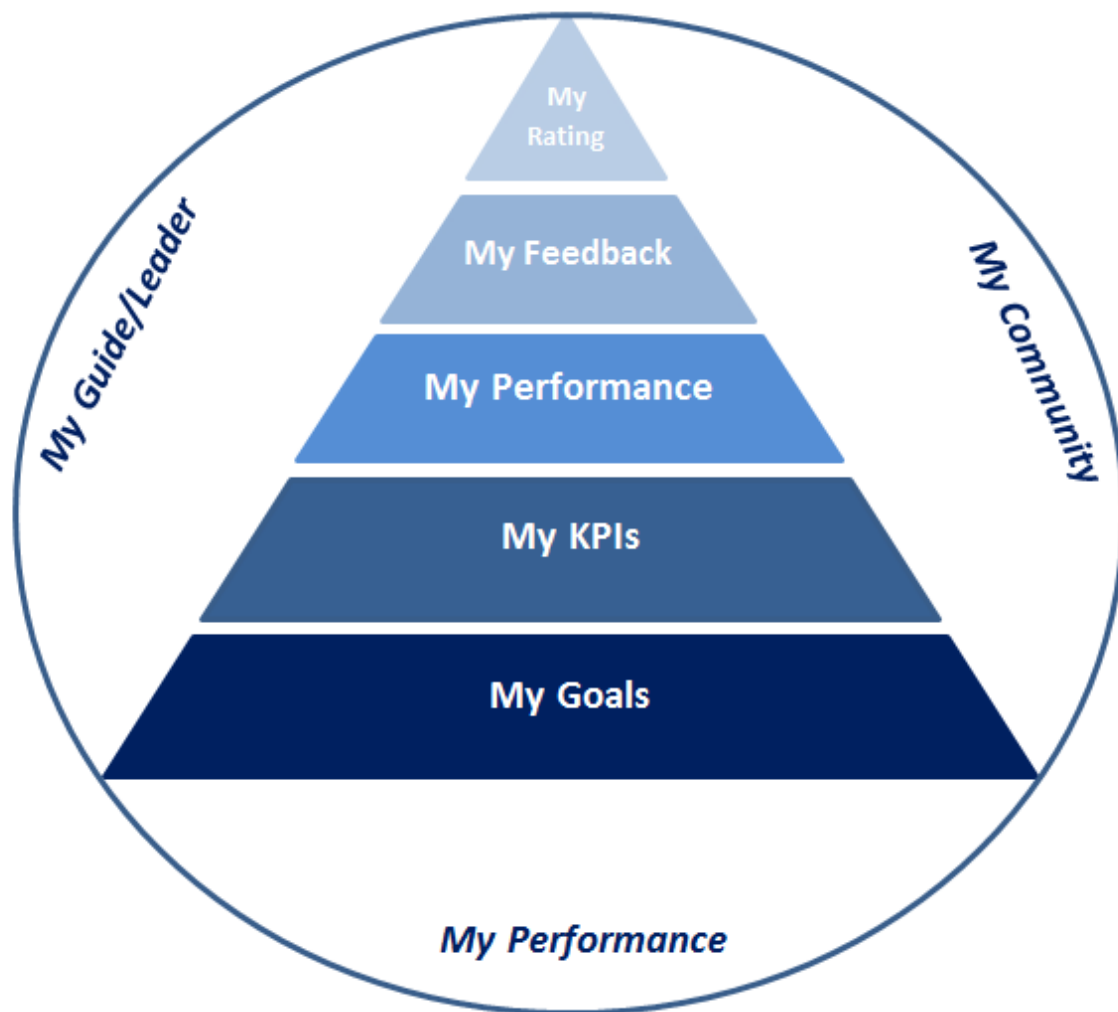## (Self-Performance Management)

By Declan Kavanagh

Most people want to achieve in their life and work, and to improve over time. Most organisations understand some of the best practices in performance management and achieve through their peoples performance. So why do you as an individual sometimes feel frustrated, disappointed and/or dissatisfied with the recognition of your performance, with the level of progress and/or the organisations ability to help you give your best and improve and progress. This short paper provides a guide to you and your organisation to enable you to "Take control of your performance" through collaboration with stakeholders and the organisation to "Make you central to their success".

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A simple person centric performance model

The pyramid (bottom to top): My Goals, My KPIs, My Performance, My Feedback, My Rating. Surrounded by circle labelled My Guide/Leader (left), My Community (right), My Performance (bottom).

The Roles in performance management

The Individual (you): Your role is to take control of your own performance end to end. This means you are central to setting the Goals, Objectives, Performance standards & indicators, monitoring progress, seeking and receiving valuable guidance and feedback. You own the process whether in your personal life or career. Experience tells us this is what works best. (*Owner of My Performance*)

My Performance Guide/Leader (Manager, Coach, Leader, Mentor): In most scenarios we have one primary individual who is committed to our performance and progress and who often also have a vested interest in your performance. In business organisations that is normally your line manager/supervisor, In sports it is likely your coach. Their role is to ensure that your motivations, contributions, and outputs are aligned with the organisations and team priorities and goals. They also have the wisdom , experience and motivation to provide you with knowledge, advice and information on how to improve, coupled with valuable feedback on your progress. They usually can mobilise necessary resources you identify and agree are appropriate to improve your performance and capabilities. *(My Performance Guide)*

My Performance Community (Peers, Team mates, colleagues, customers, suppliers): Each of us have a community of stakeholders we interact with on a day to day basis. They are the people around us that we are dependent on, or they are dependent on us in some way to perform successfully, they are also the people we interact with and help of they help us day to day. They place a value on your performance and likewise we value their feedback especially those that are key suppliers or customers for your day to day role and its inputs and outputs *(My Performance Community.)*

My Performance
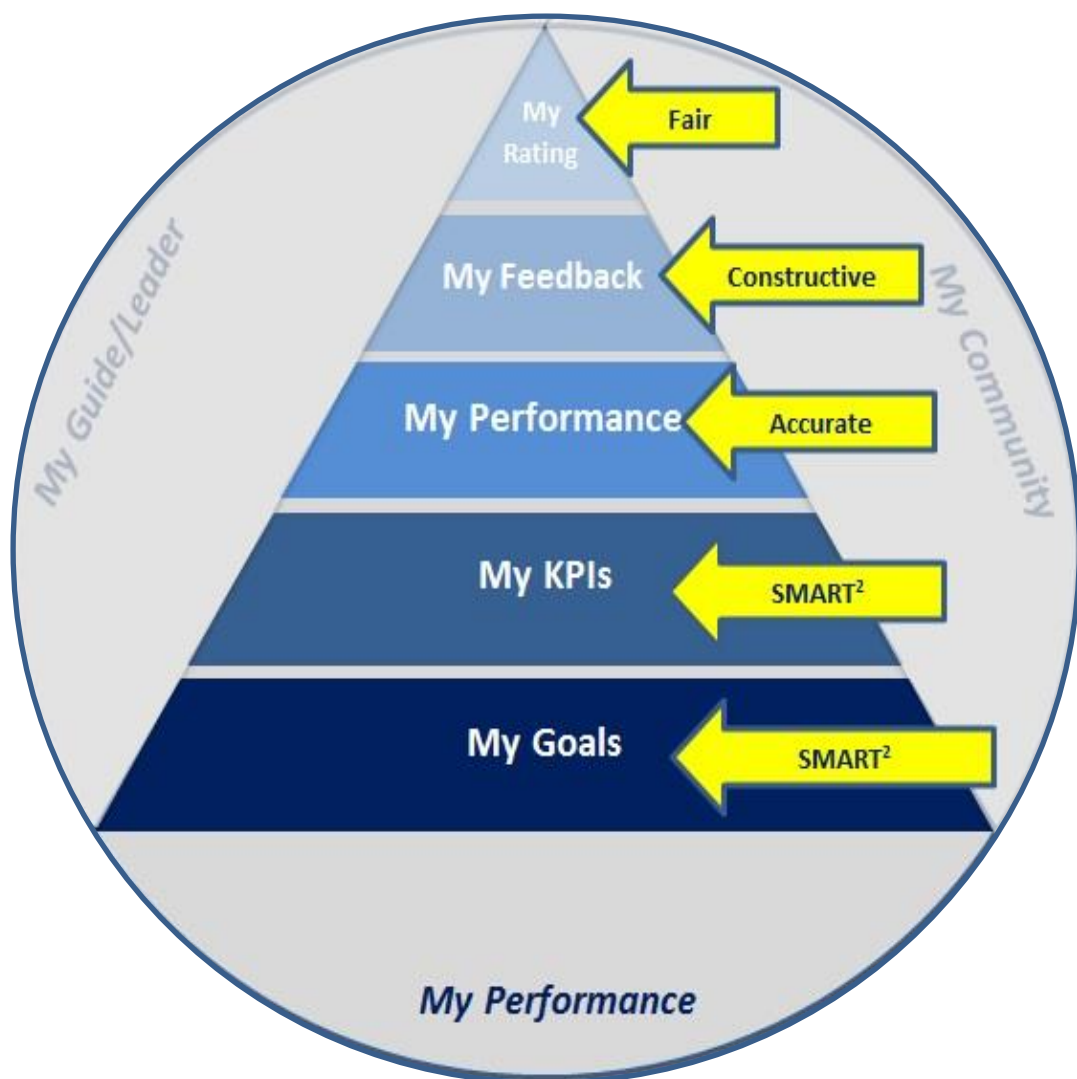
The key considerations for taking control of your performance are highlighted in the model . Firstly you need to set a manageable and realistic set of goals/objectives and Key Performance Indicators (KPI). Remember you may have others who you wish to consult before you finalise and/or commit to these goals and KPI's. Within an organisation *your Guide/Leader* may have a vested interest in you achievement of your goals and performance targets. In addition perhaps those who receive or are

impacted by the output of your role (*Your Community*) will also have a vested interest. They will help you determine the priorities and attributes for your goals/objectives and KPI's

Getting a good start is essential and this means setting the right goals and targets for you. This could include some or all of the following:

- Work & Career
- Personal Development
- Life & Leisure

The SMART model has served as a good guide for many years in stating goals and KPI's, and in recent years has been updated to further strengthen the power of the guide and test for goals and KPI's using SMART^2 where each letter has two uses to guide you in setting great goals.
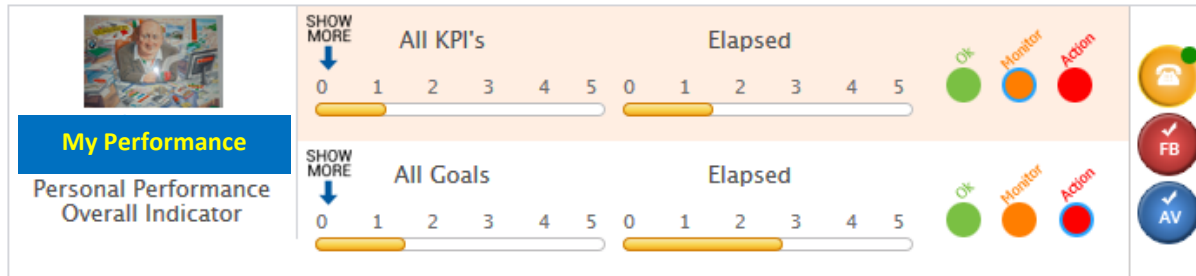
SMART^2 Goals & KPI's

- **S**
    - *Specific (Clear, Definitive &,Precise)*
    - *Short (Brief & Concise)*

    | **Unambiguous focus on purpose** |

- **M**
    - *Measurable (Can be measured, a metric/target applied)*
    - *Meaningful (Symbolic, significant, relating to target value)*

    | **Relevant indicator of progress** |

- **A**
    - *Attainable (Can be achieved, realistic)*
    - *Assigned (Owned, identified as responsible)*

    | **Owner confidence in successful outcome** |

- **R**
    - *Relevant (Related, pertinent, connected)*
    - *Results based (Outcomes & Deliverables are clear)*

    | **Visible output with impact where intended** |

- **T**
    - *Time Bound (time associated with achievement)*
    - *Traceable (connected, tracking, association record)*

    | **Contributes to top goals in timeline** |

Performance & Progress

It's important to know how you are performing against the targets you have set in terms of Goals & KPI's and to review and record progress regularly. Not only should you record important detail like achievements, deliverables, standards achieved but you want to have aggregate indicators you can use to get an overall feel for your performance and share as appropriate with you *Guide & Community.*

Metrics, Indicators & dashboards are useful tools for performance and progress measurement and communications.

Overall Indicator

At a Goal & KPI level (Example used is KPI)

My Performance

Cycle Time KPI 1

Performance Indicator: 0 20 40 60 80 100%
Time Elapsed: 0 20 40 60 80 100%

Performance Signal
- On Plan
- Monitor Closely
- Action Required

Actual: 9, minutes
Target: 6, minutes
Baseline: 10, minutes

Status Date: 21/Aug/2015 (40 days)
Target Date: 30/Sep/2015
Todays Date: 14/Aug/2015 (47 days)

My Performance

Budget KPI 2

Performance Indicator: 0 20 40 60 80 100%
Time Elapsed: 0 20 40 60 80 100%

Performance Signal
- On Plan
- Monitor Closely
- Action Required

Actual: 35, € Euro k
Target: 100, € Euro k
Baseline: 15, € Euro k

Status Date: 02/Sep/2015 (119 days)
Target Date: 30/Dec/2015
Today's Date: 14/Aug/2015 (138 days)

Example used is KPI courtesy of www.siriusperf.com (Goal indicators are similar)

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At a detailed status level (Example used below is a Goal)

Objective (Target1)

Statement	Outcome	Target Date	Performance STD	Plan
Project 1	Production Reeleas	30 Dec 2015	Passed acceptence tests	100, Percentage

SMART^2 Goal

Start

Current Situation	Goal Link	Start Date	Performance STD	Start
Requirements agreed	Go to Goal	15-Jul-2015	not yet tested	0, Percentage

Current Perf.

Associated Status Update

Status	GOAL Actual	Status Date	% Achieved	% Time Used	Goal Remark
second build	60,Percentage	15-Jul-2015	60.00%	0.00%	good progress ★★★★★ 2015-07-13
First fina build	30,Percentage	14-Oct-2015	30.00%	54.17%	high defects ★★★★★ 2015-07-13

Status Updates

Status Updates

Metrics By Objective

Performance Meters

Performance Indicator
0 20 40 60 80 100%

Time Elapsed
0 20 40 60 80 100%
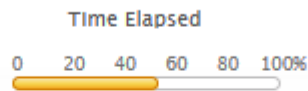
Performance Signal (Goal)

🟢 On Plan

🟠 Monitor Closely

🔴 Action Required

Performance Signal

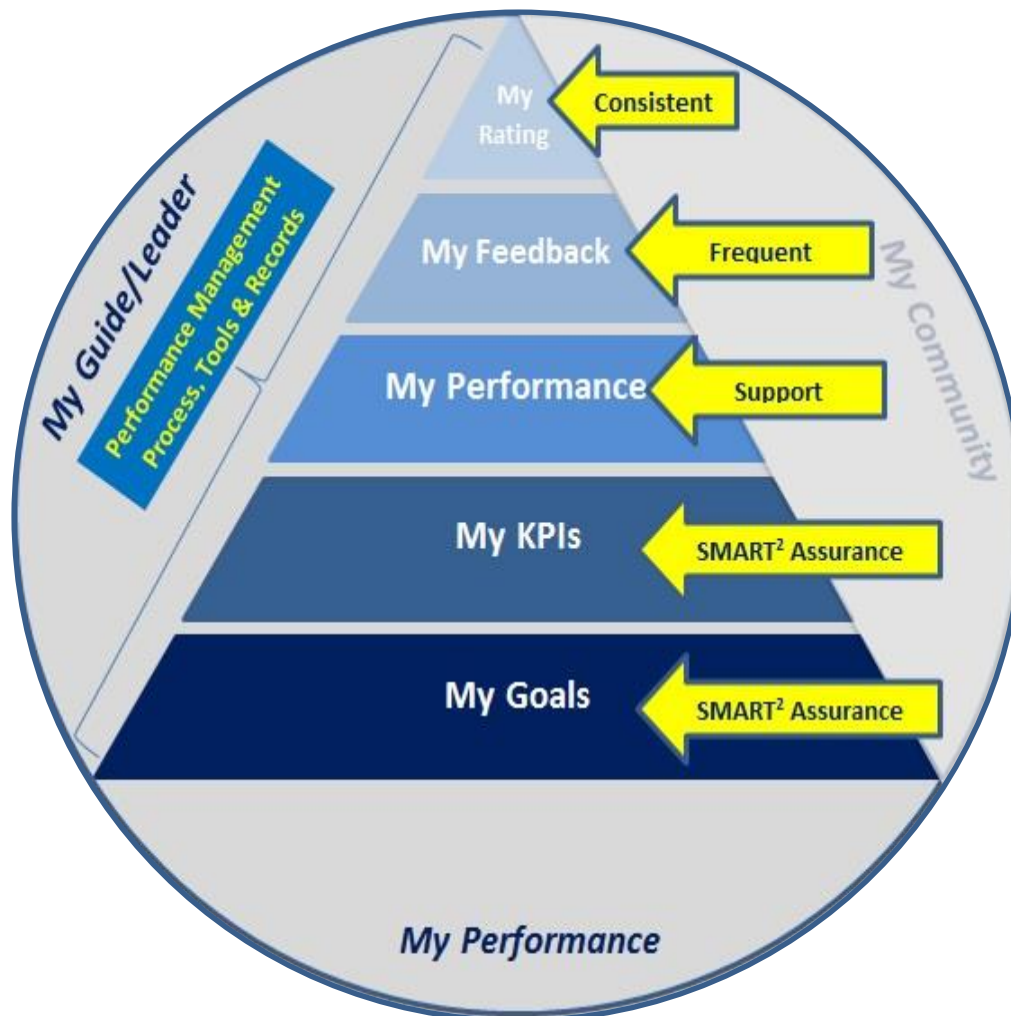Actual: 30, Percentage
Target: 100, Percentage
Baseline: 0, Percentage

Status Date: 14/Oct/2015 (77 days)
Target Date: 30/Dec/2015
Todays Date: 14/Aug/2015 (138 days)

Performance Data

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My Performance Guide

Your guide may be your line manager, team leader, coach, it's the person who has responsibility to you and for you and to whom you respond in the context of the role, goal and/or KPI. Generally they will provide the organisations performance management process, system and tools for you, but in this social, collaborative digital world communities often form and adopt a tool that the guide then adopts. The guide is there to support you and facilitate your best performance. On occasion a guide may be directive, this is acceptable when the situation or you may need direction. However its long known directive approaches are demotivating in most cultures, and it is a rare occurrence these days where your guide style is totally domineering and directive. This mitigates against the principal of this model which is based on you the individual having full control and ownership for your performance.

The Performance Guides contribution to Goals and KPI's

The guide will have the knowledge and experience to support you set SMART[2] Goals & KPI's Their role is more an assurance role, validating that the Goals and KPI's you set are relevant to the situation, to your personal capabilities and your development needs, and also in line with the performance standards for your role and in line with the organisations priorities.

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He or She will be focussed on using the SMART^2 model to

Ensure each goal & KPI and the complete set for you in your role have:

Unambiguous focus on purpose	**Relevant indicator of progress**	**Your confidence in successful outcome**

Visible output with impact where intended	**Contributes to top goals in timeline**

The Performance Guides contribution to your performance

The guide brings three things to the equation that are important

1. Knowledge, Skill and Domain expertise as a source of help, support and direction.
2. Knowledge & Information relating to the bigger picture that you may not have.
3. Access to and/or influence over supporting resources to enable you achieve your best performance and improve it over time.

Your guide should:-

- Provide direction & advice as you require it
- Help resolve issues
- Help you understand Strengths, Weakness, Opportunities and Threats that relate to your performance and prevent or correct the items that are or could detract from your performance, while leveraging the Strengths.
- Mobilise relevant and authorised resources you require
- Facilitate collaboration with the your community
- Provide frequent regular formal and informal feedback
- Provide training or facilitate its provision
- Create space for you to innovate and perform
- Provide opportunities for you to develop
- Enable and support best practice adoption

Feedback from Performance Guide

Because your guide has a vested interest in your performance and the related outcomes and deliverables then he/she will have useful and valuable feedback both tactical and strategic. In fact the most powerful element of all performance management systems are the meetings and discussions you have with your guide.

Your guide will be concerned with the following:-

1. Do you meet your commitments to yourself, the organisation and community teams and members.
2. Are the deliverables from your tasks, activities and projects to the required performance standard or better.

3. Do you comply with relevant processes and systems relating to your role and do you help improve these.
4. Are your knowledge, skills, competencies and capabilities improving as indicated by your performance.
5. Have you established effective personal and/or professional relationships with members of your performance community.
6. Do you have a positive impact on community members and the organisation units you touch.
7. Do you understand your potential and, are you ambitions aligned with your potential and the organisations future needs.
8. Are your attitude, style, commitment, flexibility, creativity, making a positive contribution to the environment and culture.

My Performance Community
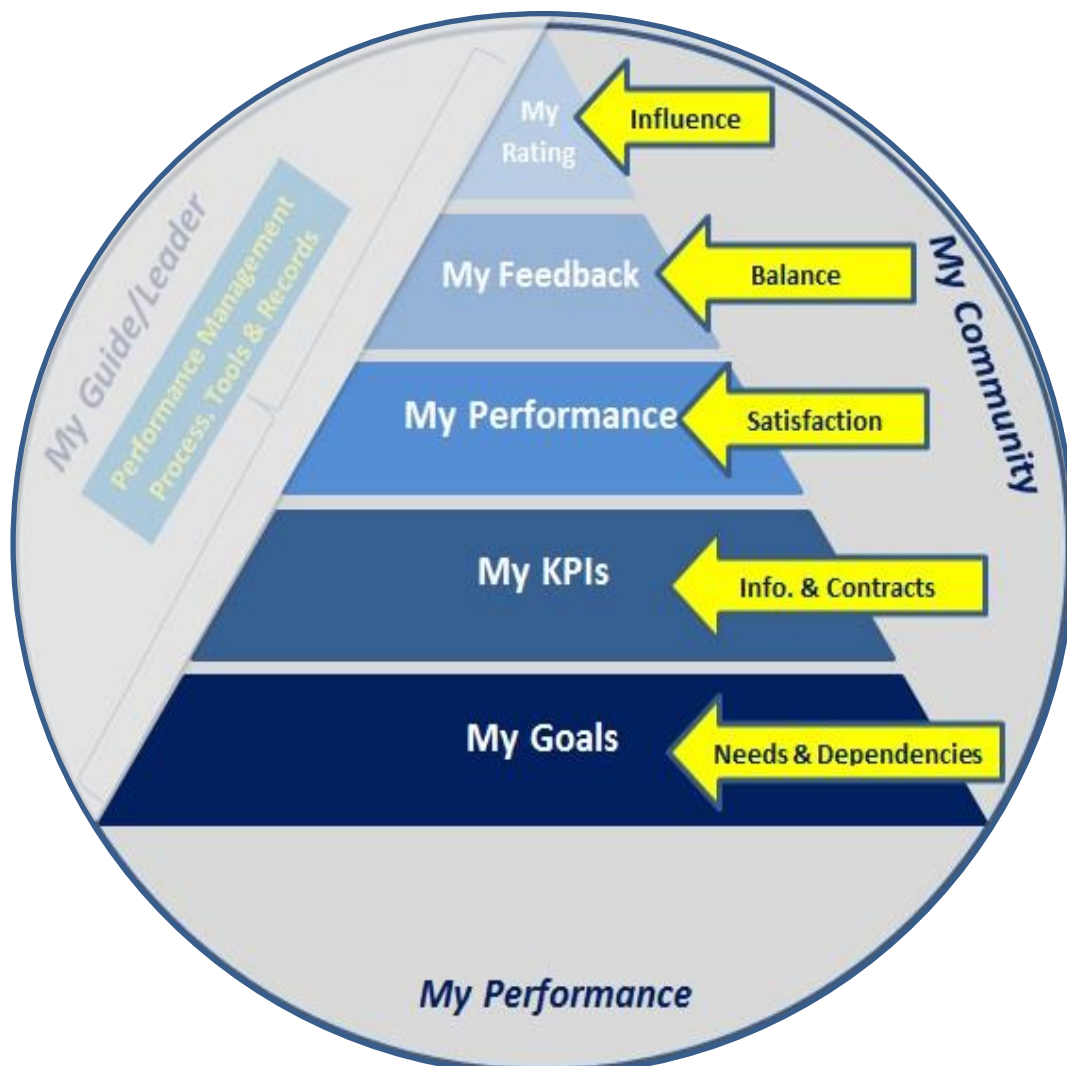
There are subjective and objective elements to performance management , In this paper we come at it from a management science perspective and our model brings practical best practice and some engineering techniques that make it as objective as possible.

That said we are humans with a set of characteristics and behaviours that are unique to us as individuals and in general we interact with other people in our work or life communities who experience the best and sometimes the worst from us.

This is why above you can see we concern ourselves not just with the deliverable performance but with the 3 key elements of any successful process or system entity interaction:

1. *The Tasks* (Relates to the deliverables, outcomes and goals)
2. *The procedures* (Relates to the process, approach and how we go about the tasks)
3. *The relationships* (Relates to the behaviours and interactions between the members of the community)

We described at the start of this paper who those community members might be in certain scenarios. These performance community members may be dependent on your outputs direct and indirect, tangible and intangible. They may be providers of process, materials, information or other resources you are dependent on directly or indirectly. They may be peers, subordinates, project or team colleagues, bosses, shareholders, citizens and many other scenarios.

One way or another you are concerned about their engagement and experience of your performance and may select some or all of them to actively contribute for two reasons :-

1. They have a vested interest in your performance
2. For balance and consensus in understanding any feedback and rating setting

"My performance Community" contribution to the model elements

> In setting *Goals* do you understand their needs as they relate to the goal, their dependencies on you and your dependence on them

> In setting *KPI's* do they provide you and the community with the right information do they underpin any explicit or implicit service level agreements or contracts

> Do you have a means to always know what their level of satisfaction with *your performance* is and to trigger an intervention when they could become dissatisfied

> Have you mechanisms in place to request and receive and analyse *360^0 feedback* from your performance community to ensure its inclusion and balance to any overall rating

> Have you a mechanism to have an indicative *rating level* at a detail and global level and a means for achieving consensus where required.

Challenges in implementing performance management

The are many challenges when it comes to implementing individual performance management systems.

Performance Guide (Manager/Leader) centric challenges

- Guide needs a set of skills relating to task, procedure and relationship, when it comes to being effective in performance management. Often they are not trained or have not acquired all the requisite skills.
- There is usually more effort and time required in preparing to provide guidance and recording than the core value add component which is the dialog and engagement with the individual.
- The guide can be subject to certain biases and situational attributes
  - Recency effect :- Most recent interaction or appraisal is applied to the full rating period. A bias relating to a small period of the performance cycle
  - Halo effect:- is a bias towards some individual (s) because of guides attitude to certain individual behaviours or attributes rather than the performance.
  - Strictness, Leniency or central bias. For whatever reason there is a bias that skews the distribution of ratings for a individuals and away from a good organisation norm.
- The guides understanding of their role and failure to empower individuals to take ownership for their performance.
- Guide sees the task of performance management as an annual or bi annual intervention rather than a real time organic process of support and engagement with the individual in line with their specific needs. This can also lead to surprises and disagreement due to lack of regular feedback.
- Guide provides vague input to goals and KPI's and/or vague feedback to individual.
- Guide themselves are not experiencing best practice performance management for their own performance.
- Failure or inability to address poor performance and/or exceptional performance.

Individual Performance Challenges

- Lack sense of performance ownership and commitment due to:
  - guide:
    - Being too directive
    - Being too vague
  - Limited knowledge and experience of performance management
    - SMART[2] goals & KPI's
    - Records
  - Limited or no related training
- Lack a sense of fairness as
  - Feedback or appraisal is

- Biased
- Limited
- Vague
- Infrequent
- Perception that short term day to day deliverables more important than overall improvement goals
- Belief that visibility of effort, activity, process is low or not reflective of performance
  - Results and outcomes are what counts?
- Time for training, review, feedback and dialog.
- Can't get to meet guide due to nature of role

Organisation performance challenges

- Lack a top down and bottom up culture and commitment to performance management (Walk the Talk)
- Performance Management process and culture immature or absent and not embedded.
- Lack of investment in induction, training and development for performance management.
- Myopic focus on an outcome or performance area at the expanse of balance across task, procedure and relationship. Or score card across a business and its functions.
- Unclear and/or ineffective relationship between performance and reward, career, development by design and/or implementation.
- Lack of leverage of systems, technology and digital technology to enable best practice to be experienced.
- Absence of integration of strategy, operations and performance management from org level through structure, teams, processes, functions, products and individuals.
- Failure to have a system and process that caters for the nature of organisations as they exist today:
  - Task, project, process, role or function driven individuals and teams
  - Distributed, Mobile and strategic partner stakeholders
  - Data and information driven roles, teams and services

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Collaborative Performance Management Solution Summary

The adoption of our collaborative performance model , ideally where it is supported and enabled by a collaborative platform such as www.siriusperf.com addresses many of the challenges highlighted above.

- *"My Performance"* Individual takes ownership for their own performance ✓
- *"My Performance Guide"* (manager/coach/leader) provides collaborative guidance and support ✓
- *"My Performance Community"* engaged and provide support, balance and 360^0 Feedback ✓
- *"SMART^2 Goal & KPI Management"* codified into the process & system to assure clarity, focus and precision on targets, measurements and records of progress ✓
- *"Anywhere, Anytime, Any device, Performance Collaboration"* Using digital conference and collaboration technology cloud based and App enabled. ✓
- *"Compliant automated metrics, dashboard and record keeping"* aligned and integrated ✓

Using our unique methodology & system the concept can be adopted at deployed at any level in any personal performance context whether it be life, work, career, leisure. It is designed to help you the individual should you desire to adopt the approach at no cost. Or should you be a performance guide at any level in the organisation you can adopt for your team and start adding value for your team members with little investment for large return. Experience suggests no matter where it starts it spreads up, down and across as it's a pragmatic, logical and useful approach where everyone benefits and organisation/system performance over time improves.