

Researchers Into Management

Day 4 Organisational Operational & Individual Performance Management

Objectives

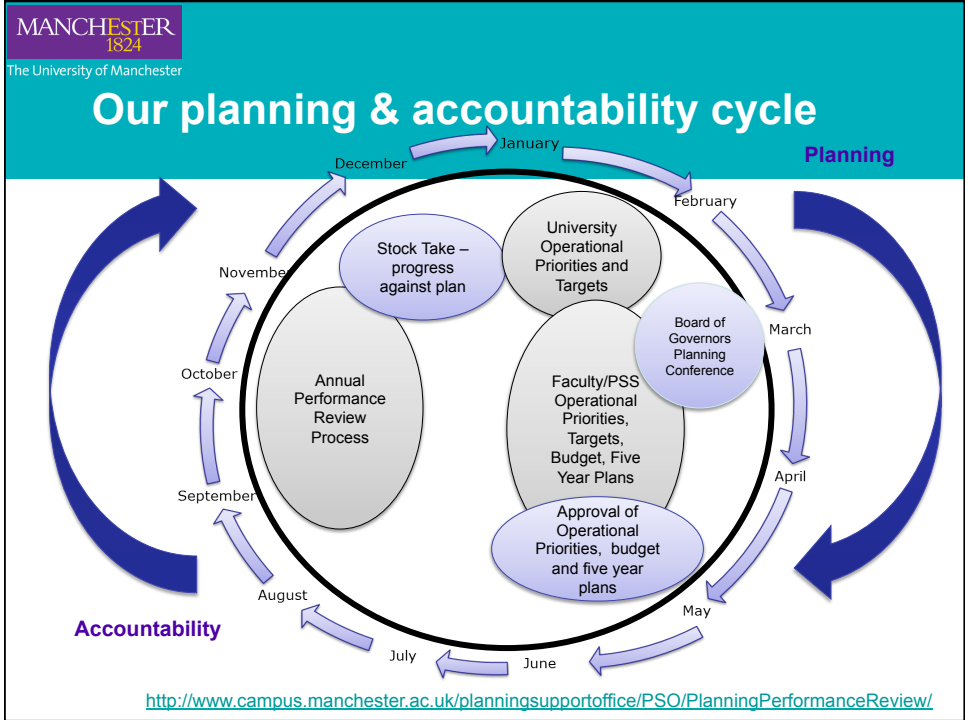
- To explore the operational management framework.
- To explore operational objectives around efficiency and effectiveness and KPIs
- To differentiate between efficiency and effectiveness
- To identify a range of control/feedback mechanisms to assess organisational performance
- To explore the role of performance management for the organisation and the individual

From the last session...

- Discuss your thoughts on the **Nancy Rothwell Leadership Insight** article
- Discuss progress with gathering Faculty / School / Institute and Research group strategy and operational plans
- Discuss queries relating to the assessments

The management review process





Insights: Strategic and Operational Planning



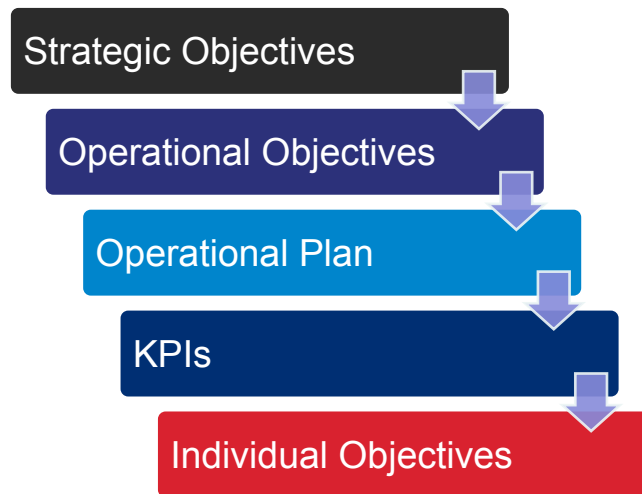
Annual StockTake report

The **StockTake Report** provides a detailed appraisal of progress against the goals and key performance indicators of the University's Strategic Plan, Manchester 2020, and is a key component of the University's Planning and Accountability Cycle.



<http://www.staffnet.manchester.ac.uk/planning/planningperformancereview/2020stocktake/>

Operational management



University Operational Priorities

- **Operational priorities** are agreed every year at University level as well as by the Professional Support Services (PSS), Faculties, Library and cultural institutions.
- Used to record and track activity taking place in support of the strategic priorities of Manchester 2020.

<http://www.staffnet.manchester.ac.uk/planning/planningperformancereview/operationalpriorities/>

Group discussion

Faculty / School Strategy and Operational Priorities

- Translation of 2020? - Is there clear evidence of realistic and measurable targets?
- Delegated roles - responsibilities, accountability, challenges?

Efficiency & Effectiveness – What's the Difference?

Efficiency

- Speed
- Avoiding waste
- Avoiding misused time
- With fewer people
- Automation
- Less resource intensive
- More for same resource
- How well resources are converted into outputs

Effectiveness

- End result
- Suitable
- Relevant
- Fitness for purpose
- Quality
- Does what is supposed to do to quality standards
- About suitability of outcomes

Text books

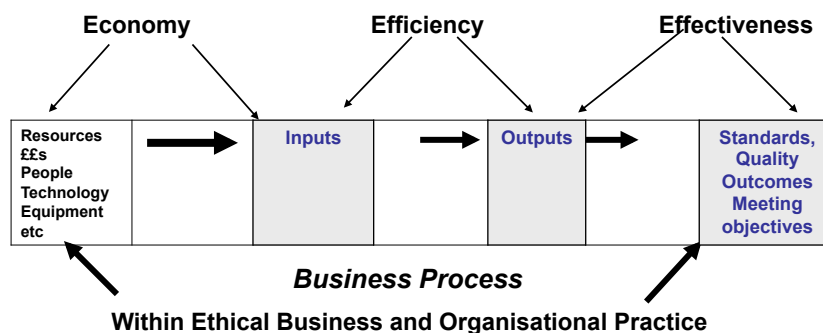
Effectiveness is 'doing the right thing'

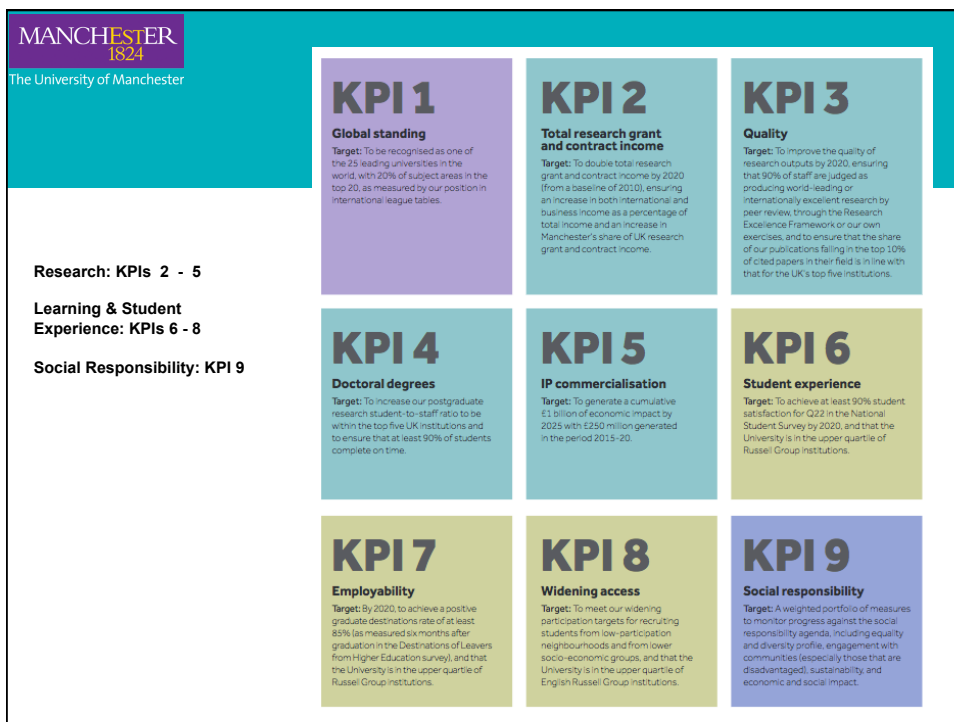
'Doing the right thing' means conducting the right activities and applying the best strategies for competitive advantage. From a process viewpoint it is producing the required outputs and outcomes, in other words meeting objectives.

Efficiency is 'doing the thing right'

It defines whether processes are completed using the least resources and in the shortest time possible.

The 4 Es of Performance...just to complicate things!



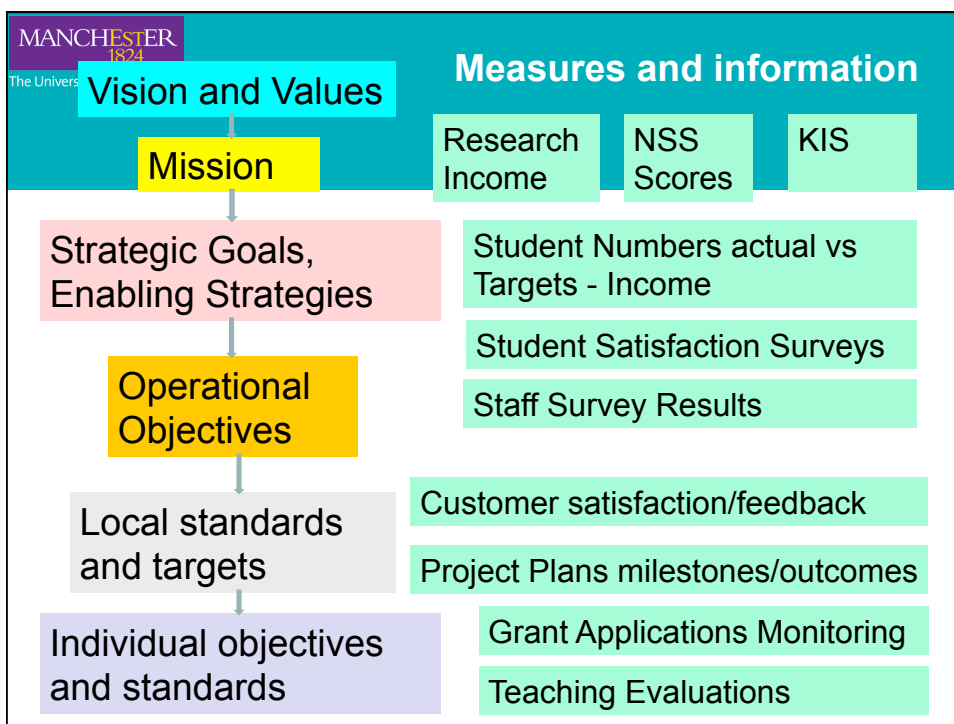


SMART objectives?

Specific	Is the goal focused / clear? Does it state exactly what you want to accomplish?
Measurable	How will you demonstrate and evaluate the extent to which the goal has been met? How much, how many? How will you know it is achieved?
Achievable	Should be challenging but realistic. Is it action orientated? How realistic is the goal based on other constraints?
Relevant	How is it aligned to organisational vision/goals? Does it seem worthwhile? Is it the right time? How does it tie into key responsibilities / resources?
Time-bound	Is there a target date / time limit (deadlines, milestones, frequency)?

Monitoring and control

- If activities are not monitored then progress against targets and objectives will be a guess
- If control methods are not activated when needed then activities can drift away from planned targets and objectives



MANCHESTER
1824
The University of Manchester

Staff Survey

“Our staff are our most valuable asset. If we are to meet our ambitious Manchester 2020 goals, we need to ensure that the people who work here feel encouraged, valued and motivated.

Every two years we ask you, our most valuable asset, to give us feedback about your experience of working here.

YOUR VOICE OUR MANCHESTER

Source: <http://www.staffnet.manchester.ac.uk/staff-survey/>

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Vision and Values

Mission

Strategic Goals, Enabling Strategies

Operational Objectives

Local standards and targets

Individual objectives and standards

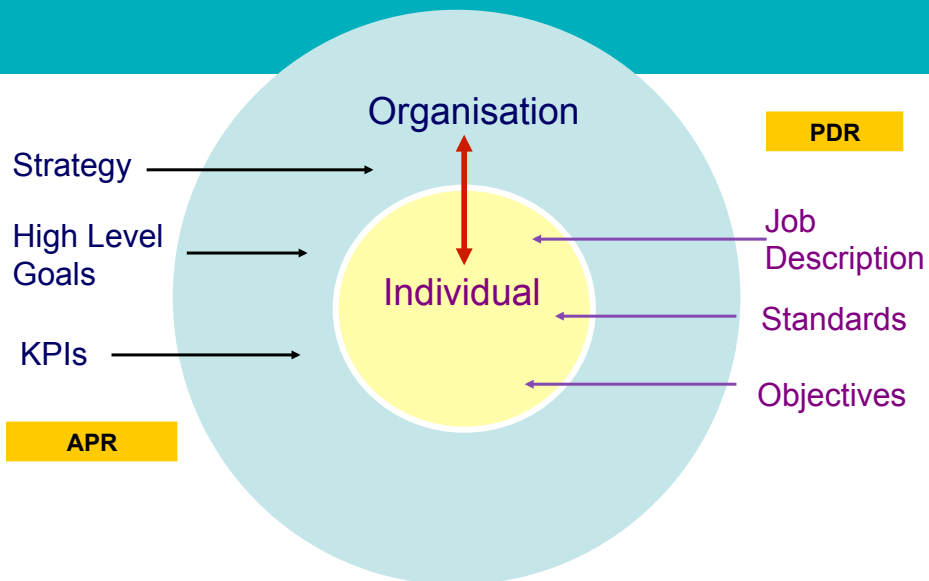
What control mechanisms exist at the various levels to check if goals and objectives are being met?



Managing for high performance

- ☺ Excellent
- ☹ Average
- ☹ Poor

Performance Management



What is performance management?

A method of connecting organisational objectives with the people who are to carry them out.

“It is the people who are the greatest creators of value.”

”Our staff are the most valuable asset and key to the achievement of our goals.”

“We value our employees as the greatest resource of our success.”

Implementing Performance Management

What is your current pre-disposition?

- Complete the questionnaire and discuss.

Performance Management

(cc) Soozie Brown, www.innovatribe.com

McGregor's Theory X and Theory Y

Theory X	sphere	Theory Y
Dislike work, find it boring, will avoid if we can	ATTITUDE	Need to work, want to take an interest, we can enjoy it
Must be forced or coerced into compliance	DIRECTION	Direct ourselves towards an accepted target
Need to be directed, avoid responsibility	RESPONSIBILITY	Thrive on responsibility
Motivated by fear, lack of money, lack of job security	MOTIVATION	Motivated by the desire of self-development and to contribute to the world
Little creativity, except when getting around rules	CREATIVITY	Highly creative when given recognition and opportunity

Based on a diagram from: <http://h3.gqph.com/~UhditA3kxYo/UC1n1FXE7b/AAAAAAAAATA/WThKSRVUc/s640/theoryx.png>

Managing for high performance

What is good performance management?

- What is the aim?



3 Key Questions

- What is expected of the job holder?
- How is the job holder doing against what is expected?
- How can the job holder best develop in relation to what is expected of them?

Managing for high performance

What is good performance management?

- Is it an activity or a set of processes?

Both.

Annual performance reviews are useful, but the focus should be on regular, frank, yet supportive performance conversations that include ongoing feedback.

Managing for high performance

What is good performance management?

- What techniques/ tools/ approaches should be used?

There is no single best approach. Regular, effective feedback on progress towards objectives should align with organisational strategy and suit the type of job in question.

Managing for high performance

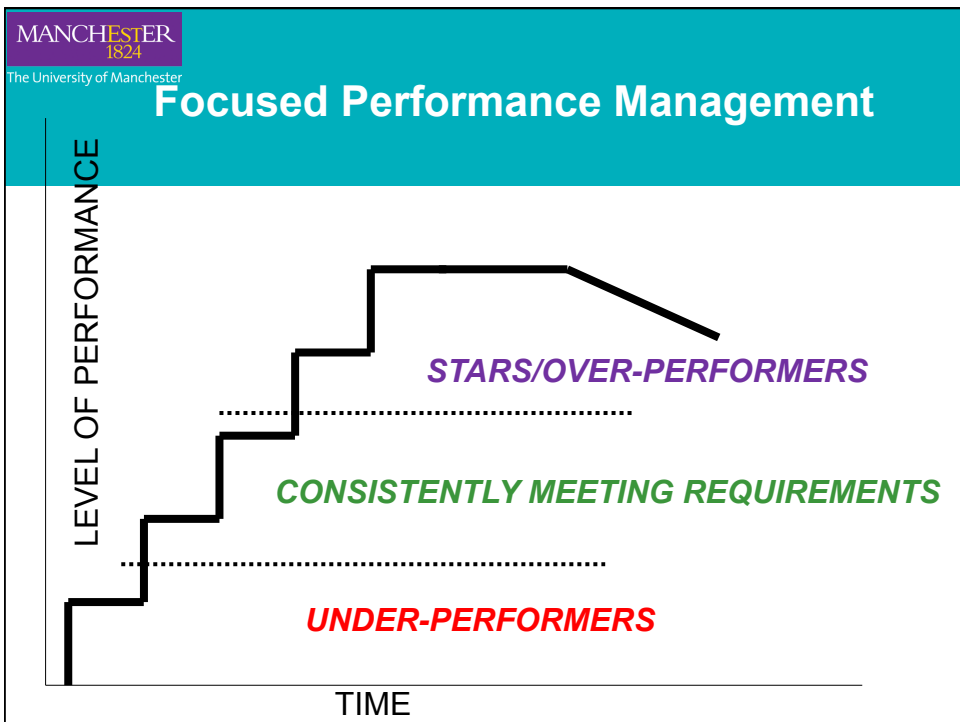
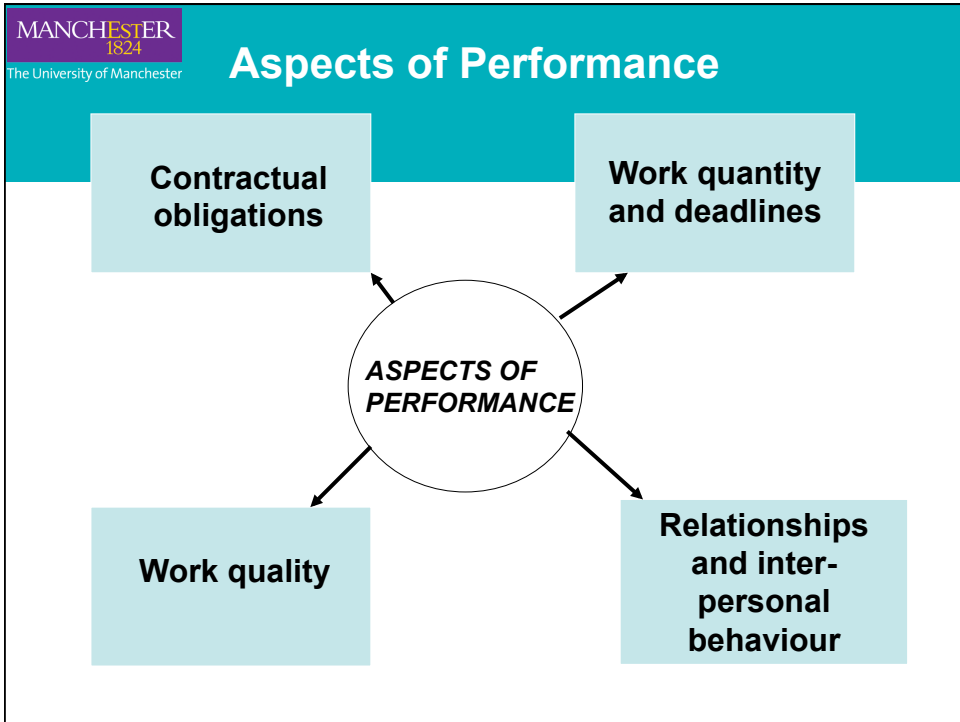
What is good performance management?

- What is the role of the manager?
- Reinforcing the links between organisational and individual objectives.
- Giving feedback that motivates employees, helps them improve, and holds them to account.

Managing for high performance

What is performance management?

- ~~• Pay~~
- ~~• Direction and control~~
- ~~• Poor performance~~
- ~~• Form filling~~
- ~~• Once a year conversation~~
- Personal development
- Continuous improvement
- Dialogue, support, agreement
- Teams as well as individuals
- Takes place throughout the year



Case scenario



- What are the issues?
- What would a reasonable manager do?
- What action could / should you take?

A framework for constructive confrontation – nip it in the bud!

- Take ownership of the situation
- Describe the behaviours, actions or work that is the problem, give specific examples
- Describe why this is a problem - what is the impact?
- Enlist the person's help in overcoming the problem, agree actions

The RiM Assessments

- What burning questions have you got following your review of the assignments and the assessment criteria?
- Who do you need to go away and chat to in your research group / school / faculty?