



Alfa & Omega NBS

it's about people

Performance Management

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1. The Aim

When successfully implemented, performance management translates organisation strategy into meaningful learning and earning opportunities at all organisation levels, allowing employees to significantly contribute to strategy execution.

Sadly, most organisations do not reap the promised performance management benefits.

2. Evidence of Trouble

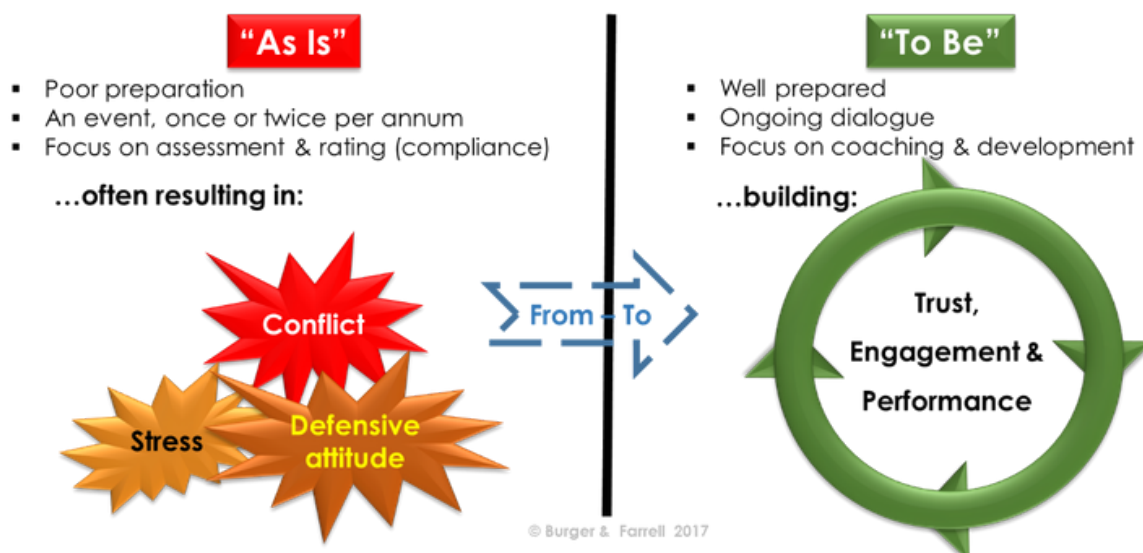
Signs of a failing performance management system include low employee morale, ill-informed employees, prevalent mistrust, common occurrence of conflict and the existence of a blaming culture. This always results in a lack of accountability, ownership and poor execution of organisation priorities.

3. Causes of Failure

Causes of a failing performance management system is often found in how it has been implemented, managed and maintained. By conducting focus group sessions with employees at various levels in the organisation and having them answer 16 diagnostic questions, the causes can be isolated and addressed.

4. Changes

From research and observations in the many organisations we worked with, performance management is changing. Most organisations are still focussing on complying with the performance management policy and process by having scheduled performance conversations resulting in one or two formal performance ratings. Best practice, however, suggests that performance management is a continuous conversation (formal and informal) with the aim of creating a trust relationship between manager and employee, creating an environment in which the employee can and want to perform. Figure 1 below illustrates the changes taking place.

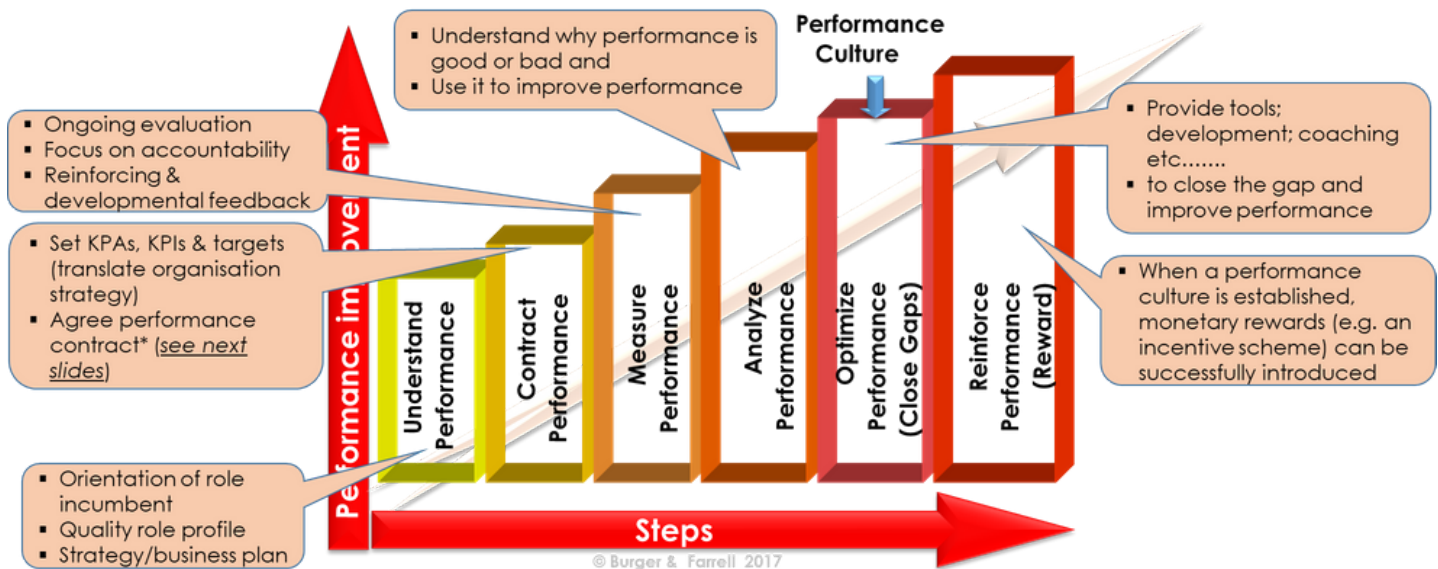




5. Translating Business Priorities & Holding Employees Accountable

Success of the performance management system depends on how well the six performance acceleration steps (see Figure 2 below) are implemented, managed and maintained.

Figure 2: Performance Acceleration Steps



By understanding the prevalent performance management practices in an organisation, what is working and what not (through employee focus groups), a programme aligned to the specific organisation needs can be developed and implemented to ensure performance management success.

We welcome any related enquiries.

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