



Case Study

A London Council –Workshops for the successful implementation of a new Performance Management system.

Outcome: The purpose of the project was to design and deliver a series of workshops to successfully implement a new Performance Management System (PMS) throughout the organisation in time for the end of year appraisal process.

Background: A new PMS was being introduced in order to raise standards and make the remuneration system fairer. There were time pressures as this process had to be rolled out for the whole organisation of 2500 staff in a 4 month period before the start of the new appraisal year. Q-OPD International due to their extensive experience of performance management training, were chosen to design and deliver a series of interlinked workshops.

Challenge: Design challenge - we had to design the series of workshops and supporting materials in a very short period of time and simplify the 3 step PM system for the delegate managers.
Delivery challenge: To get the staff to 'buy in' to the PM system quickly and use evidence gathering and assessment methods.

The new PM system was based on the ongoing assessment of three criteria for each job role. Each job within the organisation was assigned into a band and level. The Managers were asked to conduct quarterly monitoring assessments in order to gather and record evidence of performance. This evidence would be used at the time for development allowing progress to be tracked over time. The evidence gathered over the course of a year would be used at the annual appraisal and would contribute to decisions about salary increases and promotions. It was important that the Managers accurately monitored & recorded evidence and developed their staff on an ongoing basis.

The workshops were designed to using best practice drawing upon Occupational Psychology and NLP principles to aid understanding, learning and retention and to teach the delegate managers leading edge methods of communication and influencing in order to *raise the gain* with their staff. An ongoing, online evaluative process was used in order to fine tune the workshops.

1. Monitoring and Collecting Evidence

- Setting standards
- Recording positive and red flag behaviours over time
- Influencing staff change

2. Appraisal Meeting

- a. Individual accountability for change
- b. Using collected evidence from both sides to make decisions
- c. Interpersonal skills, questioning and holding difficult conversations

3. Goal setting

- a. Aligning personal objectives to organisational strategy
- b. Setting realistic but stretch objectives
- c. Identifying barriers to change and solutions

Result: The workshops were designed, piloted and then successfully rolled out to the large management population. The client was then able to meet its target of having all the appraisals conducted for its staff before the time required. The overall feedback from the workshop showed a 95% satisfaction rate measured by online feedback forms.