

# **Managing Performance (2)**

## **Taking the team to a new level**

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## Foreword

Welcome to the Advanced Line Manager Blended Learning Programme.

The next few weeks are going to give you the freedom to learn at your own pace with this interactive workbook that will provide you with a framework and direction to move forward.

You will have all the materials you need, all built around the NHSBT learning framework with the focus being around leadership and management.

The workbook gives you space for reflection and the opportunity to answer questions such as:

- How do I apply my learning in the workplace?
- How does this help me perform my role better?
- And how does this relate to the leadership ladder?

If you are booked onto a Final Virtual Classroom you will also have access to a network of peers that will enable you to start learning together and move forward in a constructive way.

Feedback we've received from people who have got the most out of the blended approach to learning is that they have planned in dedicated learning time and have shared their learning with peers along the way. They have studied the models and the tools in the workbook and got together to share their thoughts and what that means to them and their role.

The invitation to the Final Virtual Classroom contains a list of all the people that are on the same program at the same time as you; so why not get in touch and arrange time to actually sit down and discuss some of the things you're learning, perhaps plan in a weekly virtual tea/coffee or lunch together?

As part of the Virtual Classroom workshop associated with this module, you will be expected to share your learning in a 3-5-minute presentation, using the media of your choice. This presentation should also be shared with your line manager.

Even if you have not fully completed the workbook, we'd love to see you and hear your journey so far; you can then return to the workbook and complete the remainder.

You may also find that once completed, this programme contributes to at least 30 hours of your annual Continuous Professional Development (CPD).

On behalf of the delivery team - We hope you enjoy this learning experience and look forward to seeing you at the virtual classroom.

## Managing Performance- Taking the team to a new level

In this workbook we are going to answer the fundamental questions:

- What is my role in managing performance?
- How do I outline what is expected of my team?
- How do I empower others to improve and develop?

### What is my role in Managing Performance?

We know from previous workshops Managing Performance involves:

- The design of their a job role
- Appraisals
- Personal, career, technical, skills, behaviour development
- Objective setting
- Performance improvement
- In NHSBT it is about managing the PDPR process

It is a journey not a destination and here is a reminder if some resources.



[NHSBT Learning Hub Performance management](#)

But as an experienced manager it is very easy to see this process as a chore and something that gets in the way.

	<b>What are 5 benefits of managing performance well?</b>
	<b>What are 5 costs of managing performance badly?</b>

Great managers see managing performance as something that is a way of life, you are in the game:

- Every conversation you have with your team
- Every briefing you get from your Boss
- All the new information that comes your way
- How your team is dealing with existing and new challenges

This is your intelligence and you are the person pulling the strings.

You have a choice, will you:

- Take a passive role and allow things just to happen?
- Be an active participant?

Managing Performance gets you a place at the table.



## Performance Feedback



- **Clarify**
  - The Performance you expect to see (A)
- **Explain**
  - How you think they are actually performing (B)
- **Discuss**
  - The reasons for the difference between the two (A & B)
- **Agree**
  - Upon the steps to fix the problem
- **Review**
  - The outcome



**Consider a recent piece of feedback you have given- how might CEDAR have helped you?**



For Action

Feedback is helped if we have Honest and Sensitive Conversations, spend some time reviewing these Guides:

- [Honest Conversations](#)
- [Sensitive Conversations](#)

And then comeback and consider the comments you made about CEDAR.



**Do you want to add anything else?**

As a Performance Manager at some point we may well need to deal with Capability and Conduct issues. Review the short module [Exploring the difference between capability and conduct](#) and then comeback to this workbook.



**Based on what you have learned up to now.**

What will help you manage capability and conduct issues	What will hinder you managing capability and conduct issues
<b>What can you do to minimise the impact of the things that will hinder you?</b>	

## What standards are expected of a great Performance Manager?

As you know from other development work you have done, the role of a manager carries with it an expectation that you will manage performance.



**Based on that, what are your expectations?**

How do you expect <u>your</u> performance to be managed?		
When you have done well?	When you have done what was expected?	When things haven't gone to plan?

As you know from the NHSBT Policy there are a few standards YOU cannot ignore:

1. All PDPR's must be done regularly within 12 months of your colleagues last completed review
2. All of YOUR teams PDPR's must be done
3. PDPR's should be inclusive and of a high quality

The first 2 are:

- **Specific-** you are expected to do your teams PDPR's
- **Measurable-** they are done or not
- **Achievable-** you may not agree but there is enough evidence to back up, this is something managers can achieve.
- **Realistic/ Relevant-** It is a defined activity in all managers job/role profiles and ensuring your team perform is one of your accountabilities.
- **Timebound-** to be done within 12 months

But, in truth 1 & 2 are not the real sticking point. As we have discussed before, Managing Performance is not all about the PDPR. Managing Performance is about the whole picture, our PDPR's are simply a formal stage in the diary.

Managing Performance is how we and Managers get things done.



**Ask yourself the question, how would you like to be managed?  
A or B**

A	B
Ignored	Respected
Belittled	Listened to
Disrespected	Given the opportunity to be involved in how you do your job
Told what to do all the time	Have your contribution acknowledged
Dismissed	Made to feel part of something special
Have your contribution overlooked	Feel that your manager invested their time in you
Have no say in what you do	

The truth is:

- We spend a significant amount of our waking hours in work
- We know we do our best work when we experience an environment closer to B than A
- We know sustainable performance is achieved in a B type environment

**Ask yourself the question, why would any of the people working for you be any different?**

So, when it comes down to that 3<sup>rd</sup> standard - PDPR's should be inclusive and of a high quality.

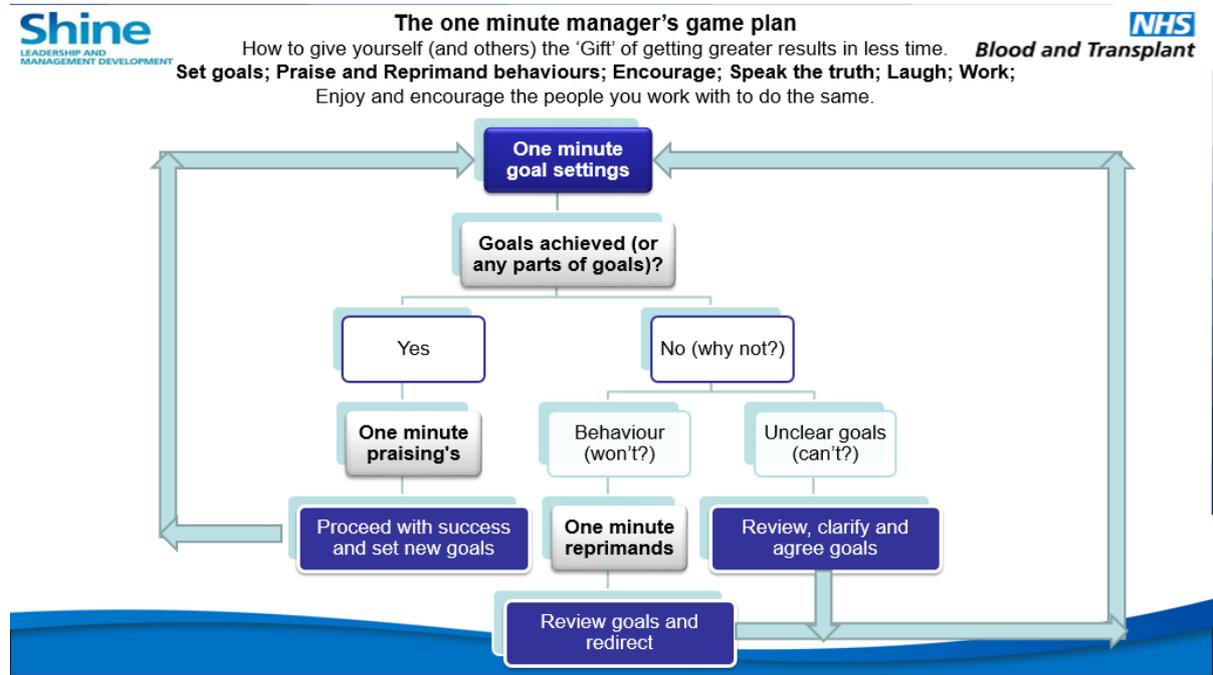
- Why would we deliver them in any other way?
- Why would we manage performance in any other way?



**What am I thinking now?**

# How to Manage Performance in an Inclusive and Quality way

To start with consider “The one-minute manager’s game plan”



How would this work for me?



What are the...

Advantages of this approach?	Disadvantages of this approach?
<b>In a SMART way what could you do to make the best of this approach with your team?</b>	

## Remember – Great Performance Managers...

Give themselves a chance to develop their capability as Performance Manager.

This is a journey and we recommend:

- [NHSBT Learning Hub Performance management](#)
- [Brightspace – Introduction to Performance Management](#)
- [Magpie](#)

But we also recommend taking time to reflect



## Reflection:

### What have I learned about Managing Performance?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
Are the things I am expecting of myself and others reasonable?	
What obstacles might I face and how will I get around them?	
Do I need support? How will I get that support?	
When will I start?	
How will I know I have been successful?	

So, what am I going to do now?

 For Action
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**Now that I have successfully completed this module:**

- **What are my key learning points?**
- **What have I put into practice?**
- **What actions do I need to take as a leader manager?**
- **How will I review my progress and the impact of these?**

Please complete the [Evaluation Survey](#) to indicate that you have completed the programme.

We look forward to seeing you at the Advanced Line Manager Final Virtual Classroom which is a chance to discuss with Experts and Peers how you have applied your learning.

Even if you have not fully completed the workbook, we'd love to see you and hear your journey so far; you can then return to the workbook and complete the remainder.

As part of the Virtual Classroom workshop associated with this module, you will be expected to share your learning in a 3-5-minute presentation, using the media of your choice. This presentation should also be shared with your line manager.

## **My Action Plan**

<b>Immediate Action</b>	<b>Description of action and outcome</b>
Short term (within 3 months)	
Medium term (within 6 month)	
Long term (6 months plus)	