

Managing Performance (1) The Role of a Leader

Foreword

Welcome to the Effective 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.

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

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Managing Performance

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

What is my role in managing performance?

Managing Performance is a key expectation of any manager.

Things you need to know:

1. For managers in NHSBT central to your experience will be **Personal Development and Performance Review (PDPR) Policy and Process**; we recommend before you start this workbook you familiarise yourself with all of the documents and the process.
2. You will be expected to be a role model for Mandatory Training.
3. You will be expected to complete all the PDPR's for your team on time - the risk if you don't? Both you and colleagues may have any Pay Progression Points delayed.

This may seem a strange place to start any learning or development discussion, but one of the key aspects of managing performance is to be clear on all expectations and assumptions.



So, before we start on the detail, let's take a time out.

Reflection:

What have I learned about the NHSBT approach to Managing Performance?

Give yourself some time to think about what you've 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 next?

 For Action

What is Performance Management?

Click on the [Introduction to performance management](#) and explore the content.



Essentially how you manage and lead your team 'to perform' from the point that they join us to when they leave and everything in-between.

This includes:

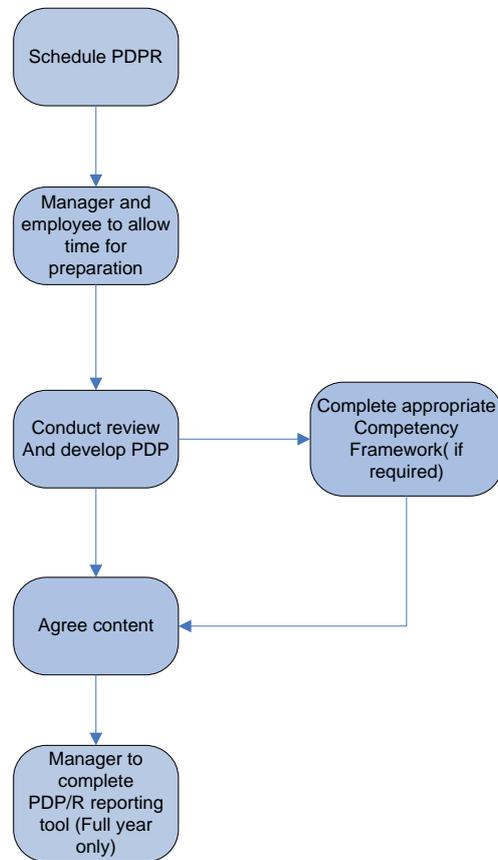
- The design of their a job role,
- Appraisals
- Personal, career, technical, skills, behaviour development
- Objective setting
- Performance improvement
- Supporting the wellbeing of your team

These are just a few elements of how we manage the performance of our colleagues.

If there was one piece of advice we could give you it is; **this is a journey not a destination** and there are some resources on [NHSBT Learning Hub](#) to get you started.

The Basic Process

You will have already come across this flow chart as you reviewed the standard documentation:



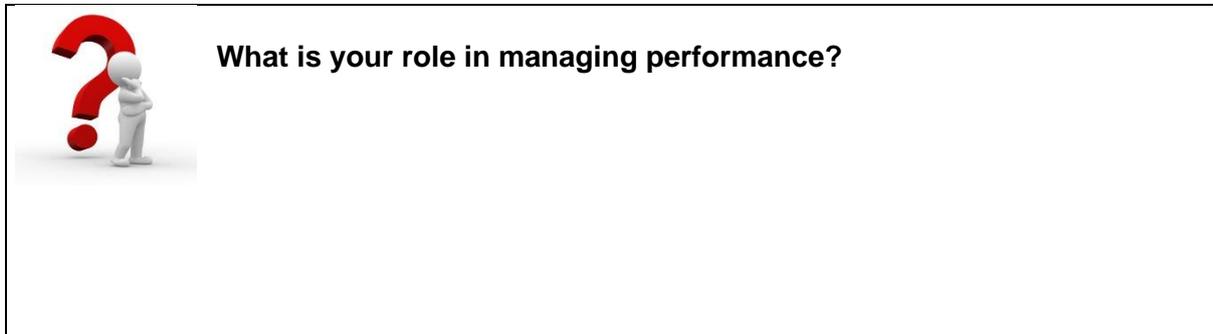
But as an aspiring or new manager it is very easy to get caught up in the process. At this point we need to appreciate that there is a set of key skills and knowledge you will need to develop. Have a look at the short video that tells you about the [NHS People Performance Management Toolkit](#).



Me as a 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 what you have learned:



There is one management tool that will be invaluable to you as you develop as a performance Manager – SMART

- **Specific**
- **Measurable**
- **Achievable**
- **Realistic/Relevant**
- **Timebound**

Review the worked example [“A SMART way to manage”](#). Becoming a master of writing SMART objectives will make becoming a good Performance Manager so much easier.



At this point you might like to consider [Managing Objective Setting Meetings](#) and come back to this workbook.



Spend a little time reflecting on how good you are now and how you could improve.

Key Skill	On a scale of 1-10 how would I rate myself now?	What do I need to do to improve?
Listening		
Giving objective feedback		
Setting objectives		
Being open		
Keeping control of a meeting		
Handling difficult conversations		
Understanding how my team fits together and as part of the bigger picture		



For Action

Now chose the 2 Key Skills from the above list that catch your eye as needing your immediate attention.

Key Skill	Current Performance	SMART Objective to Improve this key skill

As a New or Aspiring Manager

To give yourself a chance to develop your capability to Manage Performance; this is a journey and we recommend:

- [NHSBT Learning Hub – Performance Management](#)
- Shine Academy
- Magpie

But we also recommend taking time to reflect.



**What does Managing Performance mean to me in my current role?
How can I apply my learning?**

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



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 Effective Line Manager Final Virtual Classroom which is a chance to discuss with Experts and Peers how you have applied your learning.

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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

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