

LGA Knowledge Cafe



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# The challenge of leadership in performance

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## Recognise this?

Competency	Level 1	Level 2	Level 3	Level 4
Supporting others				
Developing and mentoring	<b>Unambiguous descriptions</b>			
Recognising and rewarding				
Consulting		<b>Smart objectives</b>		
Delegating and empowering				
Clarifying roles and objectives		<b>Evidence based appraisal</b>		
Short term planning				
Monitoring				
Inspiring and motivating				
Encouraging innovative thinking				
Networking and interfacing				
Taking risks				
Leading by example				
Systems thinking				
Customer focus				
Problem solving				



# Reinventing performance management

## **Less time**

- Deloitte calculated 2m hours annually (65,000 staff)...
- ... mostly talking about ratings not about people

## **More value added**

- 45-60% of managers see it as a waste of time

## **More accurate & fairer**

- Annual or biennial appraisal – sole datapoints?
  
- Adobe, Dell, IBM, Deloitte, PWC, Gap etc see HBR April 2015 and October 2016

# Leadership shifts

WHERE	WHAT
<p>From</p> <ul style="list-style-type: none"><li>• Past performance and behaviours – what was done</li></ul> <p>To</p> <ul style="list-style-type: none"><li>• Current performance - what's good, what can improve</li><li>• Future development – where do you want to go?</li></ul>	<p>From</p> <ul style="list-style-type: none"><li>• Needs (i.e. weaknesses)</li><li>• Learning points (i.e. failures)</li></ul> <p>To</p> <ul style="list-style-type: none"><li>• Strengths</li><li>• Successes</li></ul>
WHEN	HOW
<p>From</p> <ul style="list-style-type: none"><li>• Once or twice a year</li><li>• And maybe Key Milestones</li></ul> <p>To</p> <ul style="list-style-type: none"><li>• As often as possible, once a week</li><li>• 'teachable moments'</li></ul>	<p>From</p> <ul style="list-style-type: none"><li>• Transaction, process compliance</li></ul> <p>To</p> <ul style="list-style-type: none"><li>• Skilled feedback, developmental conversations, coaching</li></ul>

## But....

Any system can work and add value if:

- Leaders focus on now and the future, not just the past
- Leaders know their people and what motivates them – and build on people's strengths
- Leaders take every occasion to ask: how is it going?, what do you need?, how can I help?
- Leaders are skilled in productive conversations

Do you need to change your performance management system..  
..or invest in leadership?

## Reminder: top ten determinants of behaviour in organisations

- 1. Leader attention, measurement, rewards and control.**
- 2. Leader reaction to critical incidents.**
- 3. Leader role modelling, coaching.**
4. Criteria for recruitment, promotion, retirement and excommunication.
5. Formal and informal socialisation.
6. Recurring systems and procedures.
7. Organisation design and structure.
8. Design of physical space.
9. Stories and myths about key people and events.
10. Formal statements, charters, creeds, codes.

*Edgar Schein, MIT*