



What does good performance Management look like for SMEs?

By Tracey Hopkins MCIPD



Meet your Presenter

PRESENTER

Tracey Hopkins MCIPD

TITLE

Finance & Operations Director

ABOUT:

Tracey is the Finance and Operations Director at Howarths. Tracey has over 13 years experience managing and building a team. Tracey works closely with SMEs advising on and implementing HR strategy at board level.

www.howarths-uk.com



About Howarths

Howarths is an award-winning, family run business providing specialist HR, Employment Law, Business Immigration and Health and Safety advice and support to SMEs.

We work with around 500 SMEs ranging from a company employing 2 staff, to those that employ up to 350.



www.howarths-uk.com



Webinar Content

This session will cover:

- What is performance management?
- Key ingredients of good performance management in SMEs
- Performance appraisals
- How to review performance
- What an appraisal looks like
- Successful performance management in an SME





What is Performance Management?

“A process which contributes to the effective management of individuals and teams, in order to achieve high levels of organisational performance.”

Definition from Armstrong and Barton; CIPD textbook





What is Performance Management?





Key ingredient of Good Performance Management

SMART OBJECTIVES

- Set performance objectives for individuals, departments and the company.
- Objectives can be TARGETS or TASKS.
- Work-related objectives – based on results to be achieved.
- Personal – individual development objectives





Key ingredient of Good Performance Management

FREQUENT FEEDBACK

- One of the biggest factor in improving performance is giving employees effective and frequent feedback.
- Provide informal feedback 'in the moment' don't wait!

REGULAR SUPPORT FROM MANAGER

- 1-2-1s / check-ins.

EMPLOYEE RECOGNITION

- Don't forget to say "Thank You".



Key ingredient of Good Performance Management

PERFORMANCE APPRAISALS





Performance Appraisals

THE TRADITIONAL ANNUAL REVIEW





Performance Appraisals

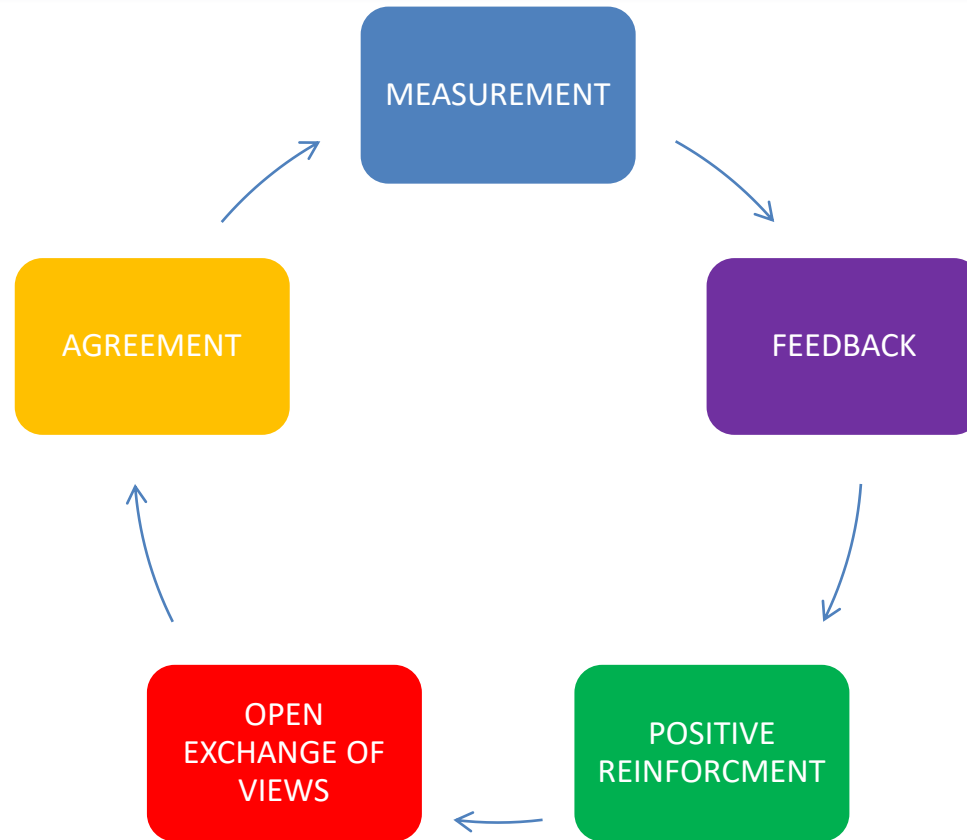
PERFORMANCE APPRAISALS WORK BEST WHEN:

- ✓ Part of a continuous, holistic performance management cycle.
- ✓ Individual progress towards goals is regularly monitored.
- ✓ Feedback is immediate.
- ✓ On-going focus on improvement.
- ✓ Feedback focuses on building strengths rather than fixing weaknesses.
- ✓ Pay is discussed at a separate meeting.
- ✓ Involve employees in appraisal discussions.
- ✓ Check-in with the employee following the appraisal.





Key elements: The appraisal process





How to review performance

- ✓ **PREPARE, INCLUDING GATHERING INFORMATION**
- ✓ **FEEDBACK**





What an appraisal looks like



- Two-way discussion
- Achievement is recognised
- Line managers actively listen to employee
- Reflection and analysis
- Performance & behaviour analysed
- Whole period since last meeting is reviewed
- Future capability and development needs are discussed
- Ends positively with agreed action plan
- Meeting controlled by line manager
- Focus is on failures
- Personality is analysed
- End with disagreement
- Employees leaves feeling disengaged and demotivated



Successful Performance Management





What is Performance Management?

“A process which contributes to the effective management of individuals and teams, in order to achieve high levels of organisational performance.”

Definition from Armstrong and Barton; CIPD textbook





Any questions?



www.howarths-uk.com