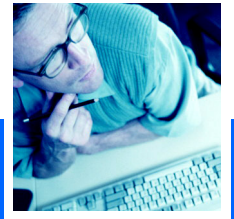


The performance management cycle

By Sue Cammish



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Synopsis

Organizations implement performance management systems to focus into current strategic priorities, improve organizational results, and allow flexibility in times of change. Performance management also continually develops employees and creates a culture that attracts and retains talented people. It is not simply a 'nice to have' process, but seriously impacts the bottom line results. This article describes the annual cycle of events that should occur for dedicated people managers.

How to ...

How to design and set up a performance management cycle.

How to develop the skills needed for performance reviewing.

How to give feedback and coach for improved performance.

Sue Cammish

Sue is an international management educator, performance coach and business consultant, and has successfully worked in this area for some twenty years. She works with individuals, teams and organizations and helps them in any stage of the journey from defining their issues through to successful implementation of the chosen strategy. Sue has worked extensively throughout the USA and Europe.

Introduction

Performance management is the organization of work to achieve the best possible organizational results. Successful organizations need a performance management process to link individual performance with strategic priorities and organizational values. Thus, it provides focus and clarity in driving actions for all. It is the sum of the collective work done by individual employees across the organization on a day-by-day basis. It does not have the single focus of what happens one or two days in the year when annual performance review meetings are held.

Managing performance through people happens on a *continuous* basis and means observing what people do, how they behave and giving regular and effective feedback. Therefore at the time of the annual performance review meeting there are no any surprises for either party. Continuous dialogue between manager and employee will ensure this. For many organizations there is a need to improve both the quality of the conversations between manager and employee and ensuring they have a robust performance management process.

- How do managers maximize performance?
- How do they achieve the best possible results from their people?