



## LEADERSHIP & EMPLOYEE ENGAGEMENT

- a case study

### THE CHALLENGE

Values into Practice were invited to develop a more consistent and valued approach within a client's business to managing performance. Like many organisations, the regularity of feedback and the quality of performance-related discussions varied enormously.

### THE APPROACH

Values into Practice completed a review of the performance management system, both from both a process and a skills perspective. It helped to identify what was working well, and was valued, as well as highlighting opportunities for development.

It showed that on the whole the process was sound. However Values into Practice's research highlighted that it was not seen as playing a critical role in developing either employees or the business. Key factors behind this included a lack of understanding on 'how' to use the process and low personal confidence in using it, from a skill perspective.

*Managing Performance* workshops focused participants on the purpose and value of regular feedback, via appraisals, by explaining the business case and benefits of managing performance well.

As part of the preparation for the workshop, participants were asked to identify some real-life challenging performance related issues that existed within their team – issues they were yet to confront.

The workshops enabled leaders to practise conducting a quarterly appraisal - as well as confronting the challenging underperformance issue they had yet to face. This helped to develop their ability to have 'courageous conversations' in any context.

Motivational and developmental feedback was given immediately after each practise appraisals. This enabled them to be really clear about what they were doing that worked well for them as well as what worked well for the person being appraised. It gave them space and time to think about what they could do differently.

### THE OUTCOME

Values into Practice supported the achievement of a consistent and improved overall quality approach to performance management.

By establishing the fundamentals of appraisal and clearly conveying staff development as a valued practice, there has been an increase in leaders offering informal and in the moment feedback on a day-to-day basis.