

Understanding the link between individual and organisational performance

Understanding the concept of high-performance working (HPW) and how it can benefit individuals and the organisation.
 Understanding the contribution of the performance management process to high levels of performance.
 Understanding the role of line managers in performance management processes.

? What is High Performance Working (HPW)?

The academic view
 High Performance Working (HPW) can be described as a collection of human resource policies and practices that, when complementary, support an organisation to achieve improved performance. These policies and practices are often referred to as a 'bundle' (Taylor, 2016, p199).
 The **purpose** of HPW is to promote a culture of trust, honesty and openness; one in which employees feel engaged, inspired and valued, leading to improved performance (Caruso, 2020).

The 'Bundle'

- Job security and development opportunities
- Recruitment and selection
- Training and development
- Communication and engagement
- Teamworking
- Fair and equal pay
- A 'holistic' system
- Terms and conditions
- Work-life balance

“Fostering a strategy of well-being can help to prevent stress & create positive working environments where individuals and organisations can thrive. (CIPD)”

“Organisations can reap many benefits from high levels of employee well-being, such as job satisfaction, improved morale, lower absence rates and better productivity (Perkbox)”

Armstrong's model of Performance Management

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graph TD
    RD[Role definition] --> PA[Performance agreement]
    PA --> PS[Performance standards]
    PS --> PD[Performance development]
    PD --> A[Action]
    A --> CM[Continuous monitoring & feedback]
    CM --> FR[Formal review]
    FR --> R[Rating]
    R --> FRe[Financial reward]
    CR[Competence requirement] --> PA
    CR --> CE[Competence evidence]
    CE --> NFR[Non-financial reward]
    NFR --> FR
    
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Be SMART!

Specific
Measurable
Achievable
Realistic
Time-bound

Rewarding good performance

Promotion

Learning and development

Praise

Feeling valued

Networking

Coaching & mentoring

Financial

Line Managers

Day to day performance management of employees:

- set objectives
- measure performance
- provide feedback
- identify training needs
- provide coaching and mentoring
- determine reward
- manage under-performance
- display leadership behaviours
- communicate the organisation's mission

Central co-ordination & administration

HR policies and practice

HR Team

Develop standardised documentation

Develop & deliver training

Further reading

Armstrong, M (2018) *Armstrong's Handbook of Performance Management*. Available at [BbIU - Reader](#).

Caruso, D (2020) *What is High Performance Working?* Available at [What is High Performance Working? - Consulting \(beaglehr.com\)](#).

CIPD (2020) *Performance Management: an introduction*. Available at [Performance Management | Factsheets | CIPD](#).

Perkbox (2021) *Employee well-being: the key to creating high-performance teams today*. Available at [Employee well-being: the key to creating high-performance teams \(perkbox.com\)](#)

Taylor, S (2016) 'Improving Organisational Performance' in Taylor, S. and Woodhams, C. (ed) *Human Resource Management: People and Organisations*. 2nd edn. London: CIPD