

PERFORMANCE

A summary of HPW, performance management and the role line managers play in this.

WHAT IS HPW?

- A bundle of systems aimed at maximising and sustaining human capital and performance to achieve competitive advantage (Taylor, 2016, p.198)
- E.G. recruitment processes, L&D, pay ...

EMPLOYEE WELLBEING

Involvement > Intensity

Strive for “empowerment” – let your employees know how they add value.

Where do they fit in?

How can you make them feel valued?

(Boxhall and Macky, 2014, p.965)

WHAT IS PERFORMANCE MANAGEMNT?

“A process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved.” (Rees and Tymon, 2016, p.245).

CLEAR GOALS, REALISTIC OBJECTIVES...

ABILITY
MOTIVATION
OPPORTUNITY

- Line managers should coach employees to reach their potential = HPW
- Regular team and one-to-one feedback to replace traditional annual appraisals

(Marchington et al, 2016, p.64).

THE LINE MANAGER ROLE

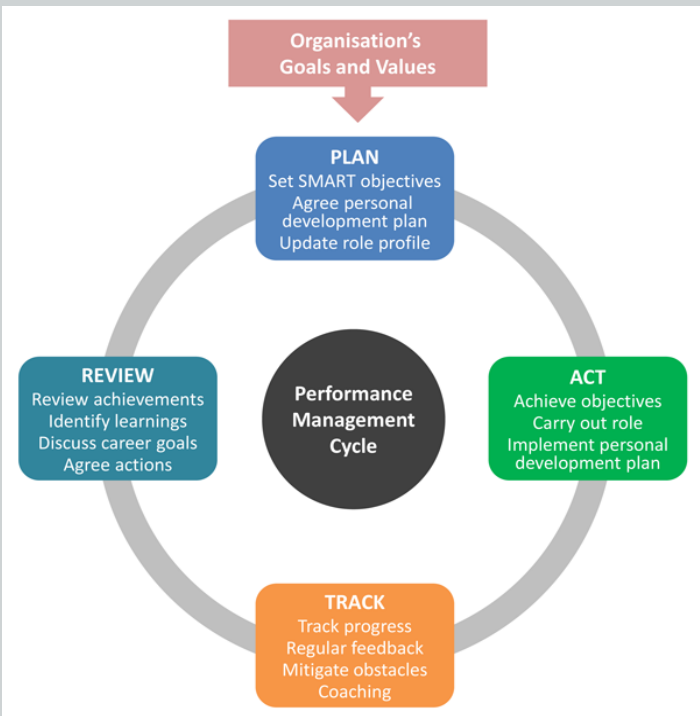
- Recognise and reward talent (CIPD, 2020)
- *Appropriate feedback systems (e.g. regular one-to-one’s, appraisals)*
- *Pay*
- *Honest conversations*
- *“Strategic reward”*
- *“Total reward”*
- Reiterate the employees’ role within the organisation (Robinson, 2013, p.2).
- Adapting to suit the needs of different employees (Boon and Kalshoven, 2014, p.404).

HOW CAN HR HELP?

- Advice and guidance to line managers
- Train line managers
- Ensure correct policies and processes are in place
- Ensure fairness is applied throughout the organisation

(CIPD, 2020)

PERFORMANCE MANAGEMENT CYCLE



(Hearn, 2017)

Traditional performance appraisals are now replaced with regular honest conversations between teams and individuals. This ensures employees know both what is required of them, and why it is required of them. This in turn, makes them feel empowered and committed to the organisation. This coupled with the HR bundle, creates HPW and boosts performance.

Useful websites and further reading

www.cipd.co.uk
www.xperthr.co.uk
www.gallup.com/workplace/318029/performance-management-evolve-survive-covid.aspx
<https://sloanreview.mit.edu/article/rethinking-performance-management-for-post-pandemic-success/>