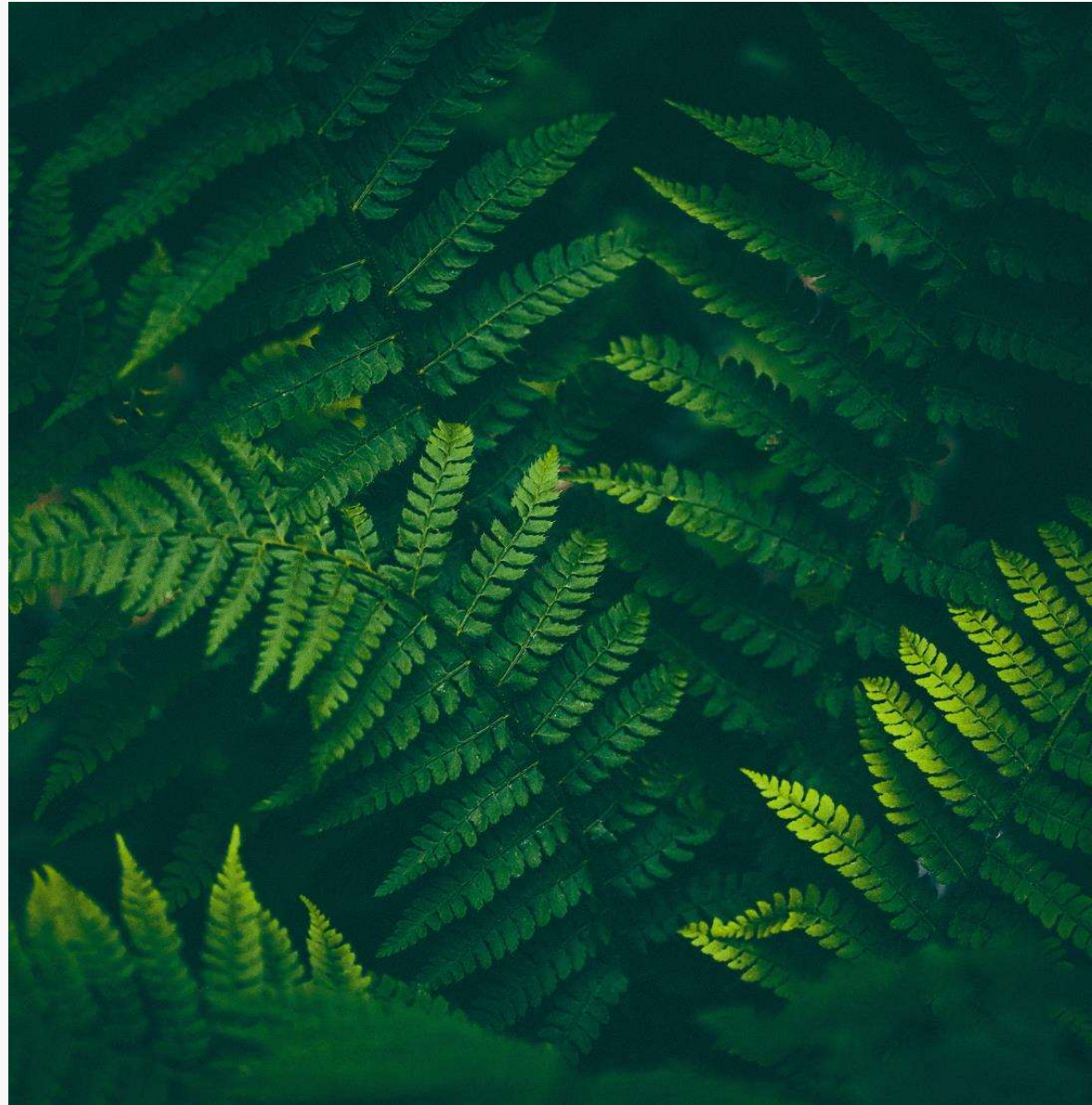


Performance Management & *PADR*

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Delegate Commitment

- Connect with your colleagues
- Respect confidentiality
- Be honest and participate fully in the session



Learning Objectives

By the end of the session, you will have gained an understanding of:

- ✓ The ethos and cycle of performance management
- ✓ The importance of constructive feedback
- ✓ The importance of regular feedback
- ✓ The role the PADR plays in performance management

Are you responsible for appraising a member of your team?

Please use the poll in the chat bar



What is Performance Management?

“At its best, performance management is a holistic set of processes and centred on two-way discussion and regular, frank, yet supportive feedback of progress towards objectives”

How did we get here?

1915 – WW1 Officers were checked

1940's – 60% of companies document performance

1970's – Inflation up – Focus on performance

2000's – Organisational structure shift

2012 – Adobe ends yearly reviews

BE THERE FOR
EACH OTHER

MINDSET
MOMENTS



Why should we be doing this?

The Francis Inquiry report was published on **6 February 2013** and examined the causes of the failings in care at Mid Staffordshire NHS Foundation Trust between 2005 and 2009

The report identified performance management appraisal and feedback as a key element for identifying issues, assessing competency and making sure that individuals are given an opportunity to express their views and create an environment conducive to good quality care.

Research studies show strong and positive relationships builds better quality of care, service outcomes, lower patient mortality rates, increased staff engagement and the quality of development reviews

What are the benefits?

- » For the team member
- » For the leader
- » For patients, clients
- » For the Organisation







Performance Management



Objective Setting

S



SPECIFIC

M



MEASURABLE

A



ACHIEVABLE

R



RELEVANT

T



TIME-BASED

SMART-ify your Objectives

- 1) I want to get fit
- 2) I want to save money
- 3) I want to travel more

EXAMPLE - Vague desire: Productivity for Performance management training

Specific objective:

I will increase + frequency of training sessions + to 2 per month + by 30/06/2021

action verb

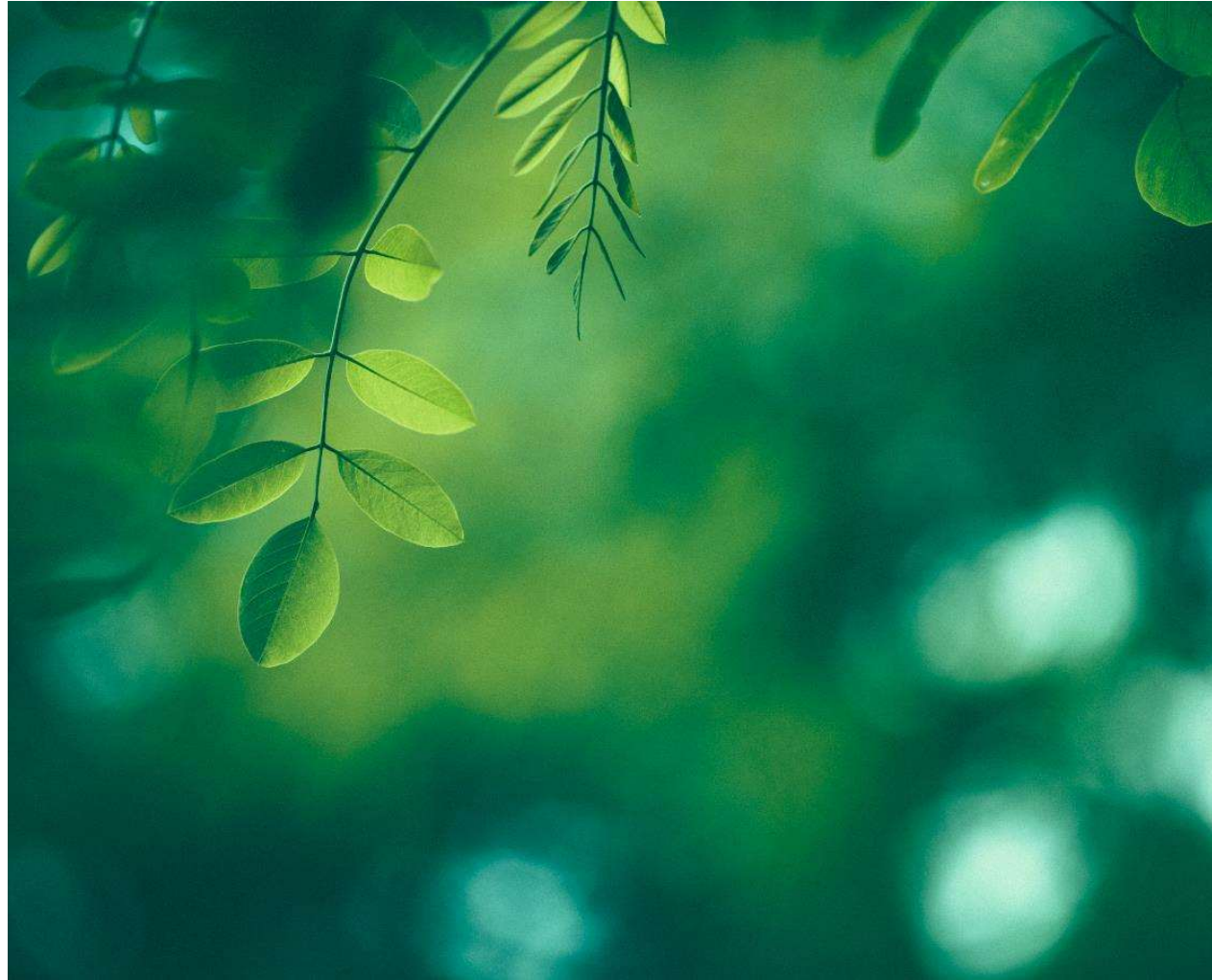
targeted area

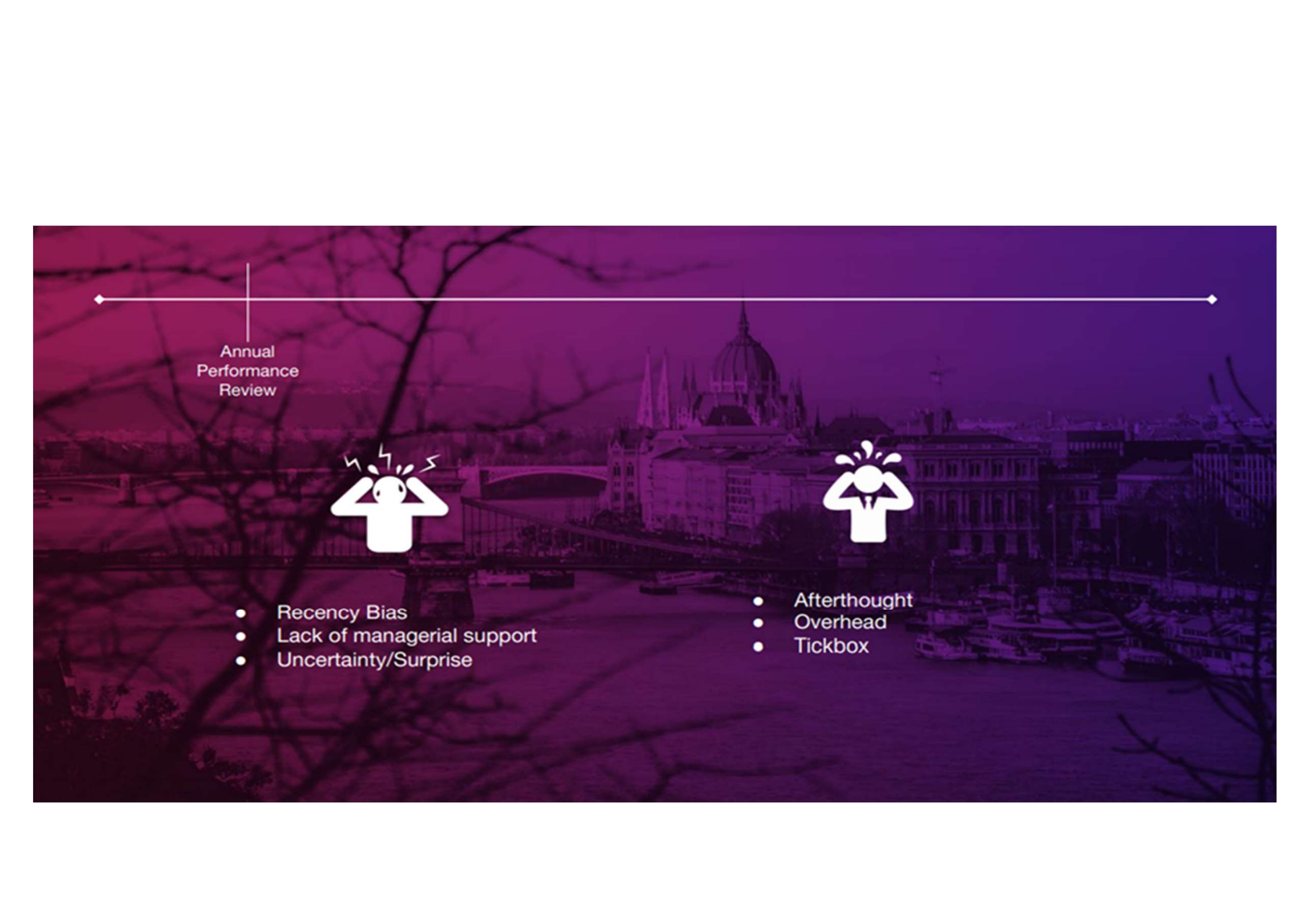
measurement

target date



Frequent, Meaningful Conversations





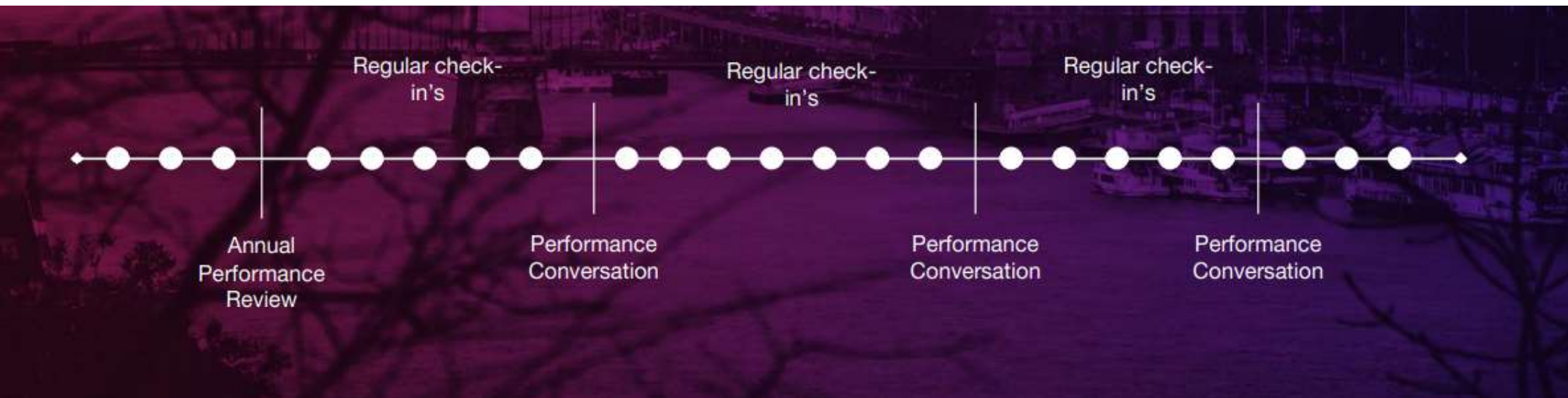
Annual
Performance
Review



- Recency Bias
- Lack of managerial support
- Uncertainty/Surprise



- Afterthought
- Overhead
- Tickbox



Frequent Conversations are key

- Foster a confidential and safe environment for sharing honest and constructive feedback
- Employee feels motivated, valued
- Frequent opportunities for manager/team member to discuss issues that affect performance at work
- Manager can seek feedback about management style
- Objectives stay current

OK, but....

Conversation Starters

"How are things going – how are you feeling?"

"Do we need to adjust or change any of your tasks?"

"This is what I've noticed that's gone really well recently and the impact it had was.."

"What are you working on and how can I help?"

"What have you loved working on recently?"

"If there's one thing I'd like to see you do more of/ less of it's ..."

"Is there something that's not going so well at the moment? Why do you think that is?"

"How can we make better use of your strengths?"

"Can I share where I think you are in terms of achieving your goals?"

"Do you want to talk about anything else?"

"Tell me about your aspirations - short and longer term?"

"I could introduce you to... ,they would be a great mentor for you"

"A sideways move to that team would be great for you - what do you think?"

"It would be great if you could take more responsibility in this project"

"Perhaps you could spend some time shadowing me next week?"

"How can we get you even better at what you do today?"

"What makes you stay here? And what would make you want to leave?"

"Let's discuss some ideas about how you could develop – have you any ideas?"

"What in your current role is helping you to achieve your aspirations?"

"What skills or experience would you like to develop over the next few months?"

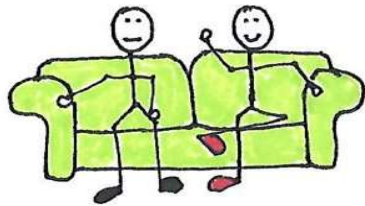
"Shall we look at your LinkedIn profile and see how we can improve it?"

“Oh it’s ok, I don’t want to develop I
just want to retire. Do I even need a
PADR?”

10

SIGNS YOU'RE IN THE RIGHT HEADSPACE TO GIVE FEEDBACK

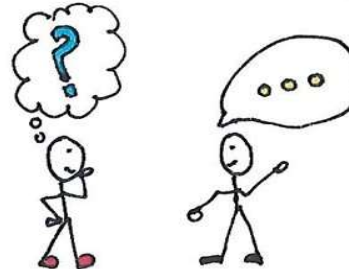
from Dare to Lead - by Brené Brown



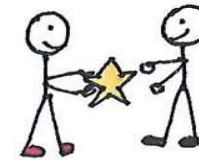
☐ I'm ready to sit next to you rather than across from you



☐ I'm willing to put the problem in front of us rather than between us



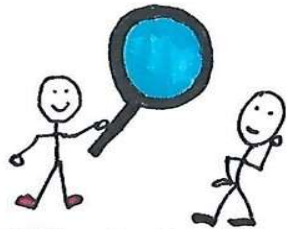
☐ I'm ready to listen, ask questions, and accept that I may not fully understand the issue



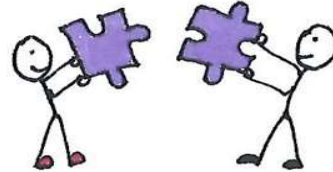
☐ I'm ready to acknowledge what you do well instead of just picking apart your mistakes



☐ I recognise your strengths and how you can use them to address your challenges



☐ I can hold you accountable without shaming or blaming



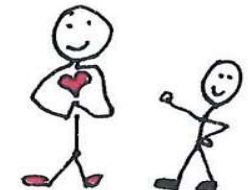
☐ I'm open to owning my part



☐ I can genuinely thank you for your efforts rather than just criticizing you for your failings



☐ I can talk about how resolving these challenges will lead to growth and opportunity

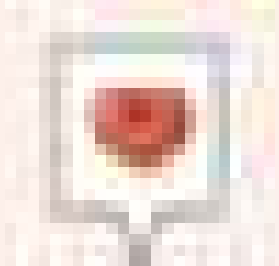


☐ I can model the vulnerability and openness that I expect to see from you

Constructive Feedback

How would you provide constructive feedback on following scenarios:

- If a member of your team seems disengaged.
- When a team member is rude to someone else.
- When a team member has made a mistake.
- When a team member has gone above expectations



The PADR

- Should be a summary of the performance conversations you've had through the year
- Should not be a paper chase
- Should be **appraisee**-led



By the end of the session, you will have gained an understanding of:

- ✓ The ethos and cycle of performance management
- ✓ The importance of constructive feedback
- ✓ The importance of regular feedback
- ✓ The role the PADR plays in performance management

Post-workshop tasks



- » Think about how you'll put today's learning into action
- » Turn this into a SMART objective and email it to dan.blyth@wales.nhs.uk

Further Reading







Hywel Dda's Staff Benefits Portal

Save more with the endless amount of e-vouchers, codes and reloadable cards available. From shops such as IKEA, Tesco & B&Q

Find all the information you need about the Salary Sacrifice schemes on offer

See what benefits are on offer for Hywel Dda employees such as eye-care vouchers, annual leave purchase, child care and financial advice

Learn about the Health & Wellbeing services available to you



<https://hyweldda.hapibenefits.com/>



THE GRASS ISN'T ALWAYS
GREENER
ON THE OTHER SIDE.
IT'S GREENER WHERE
YOU WATER IT.

tinybuddha.com