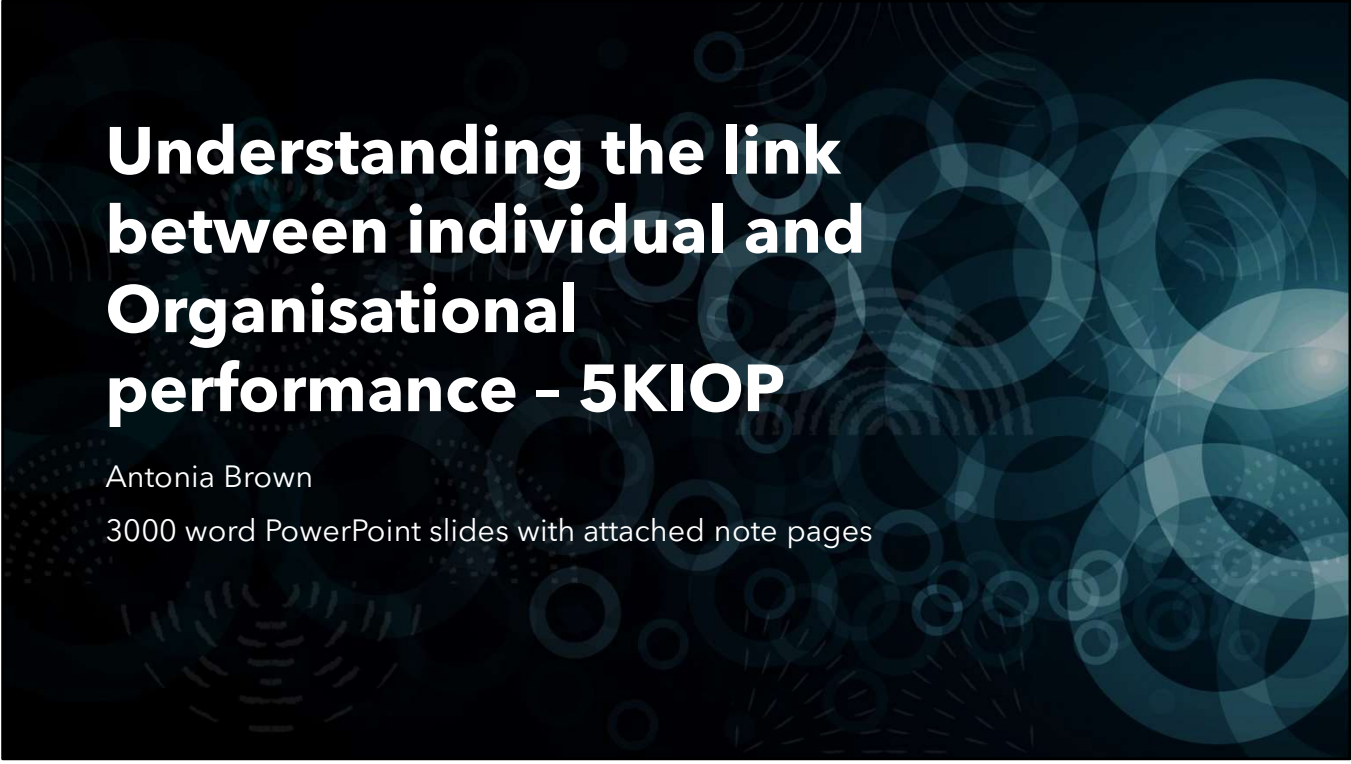
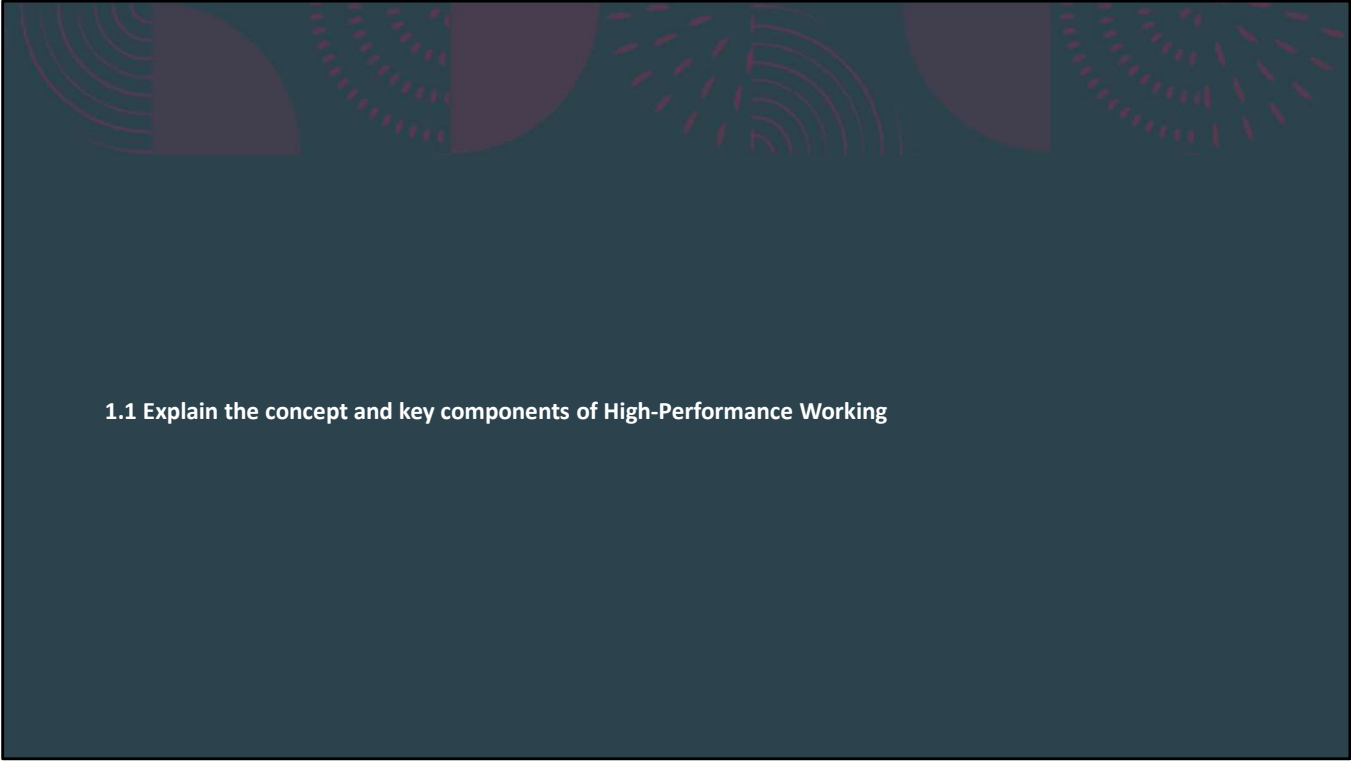




Understanding the link between individual and Organisational performance - 5KIOP

Antonia Brown

3000 word PowerPoint slides with attached note pages



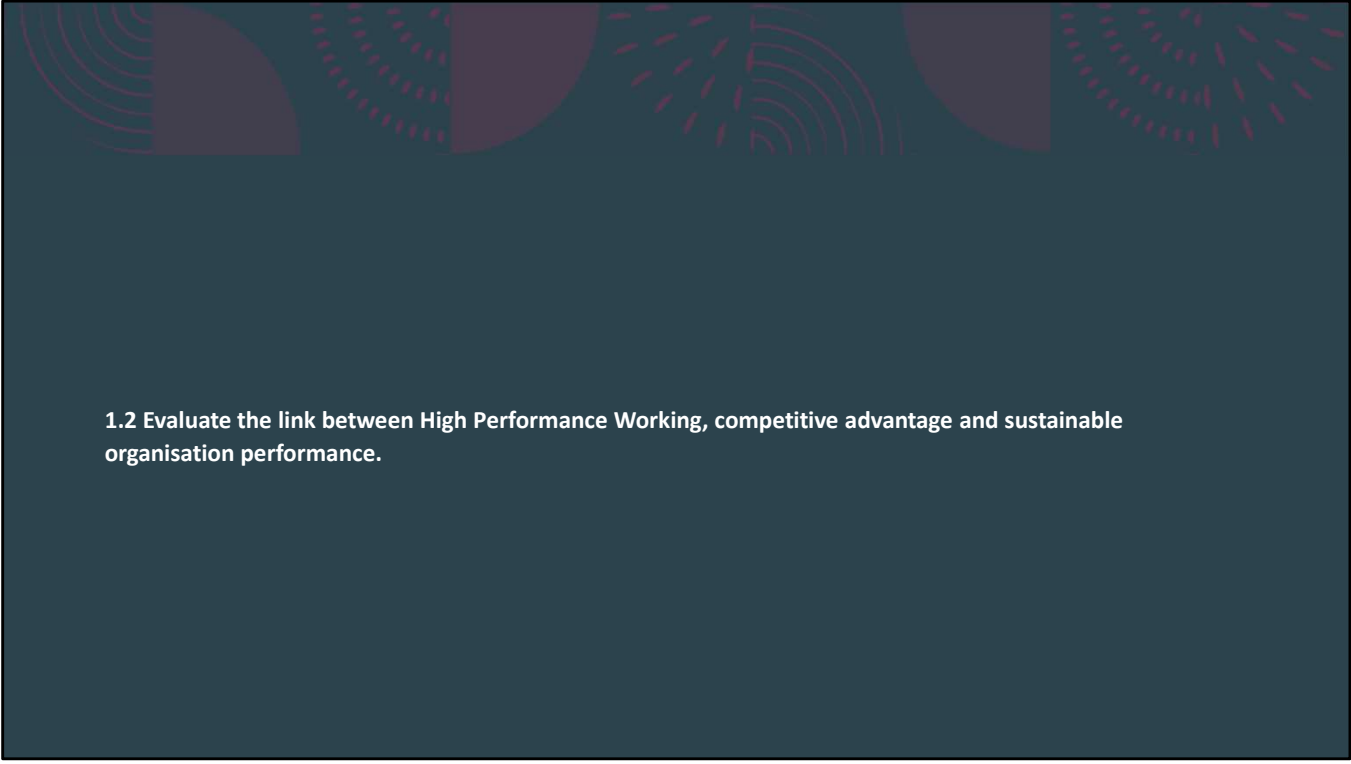
1.1 Explain the concept and key components of High-Performance Working

High Performance Working (HPW) is an approach that organisations can adopt to help employee involvement and help them also to commit to achieving high-performance levels (Belt and Giles, 2009). For HPW to be successful, businesses must focus on building a culture that contains trust, transparency, and communications and having a flatter structure rather than a conventional hierarchical structure. A flatter structure will help employees stay engaged, motivated, satisfied, and share the organisation's purpose (Beagle HR, 2020). It is essential to have the concept of HPW in place as

raising the supply of skills does not automatically result in raising workplace productivity. Instead, these skills need to be used and applied effectively in the workplace. High Performance Working (HPW) practices apply across various areas, including approaches to work organisation, employment relations, management and leadership, and organisational development.

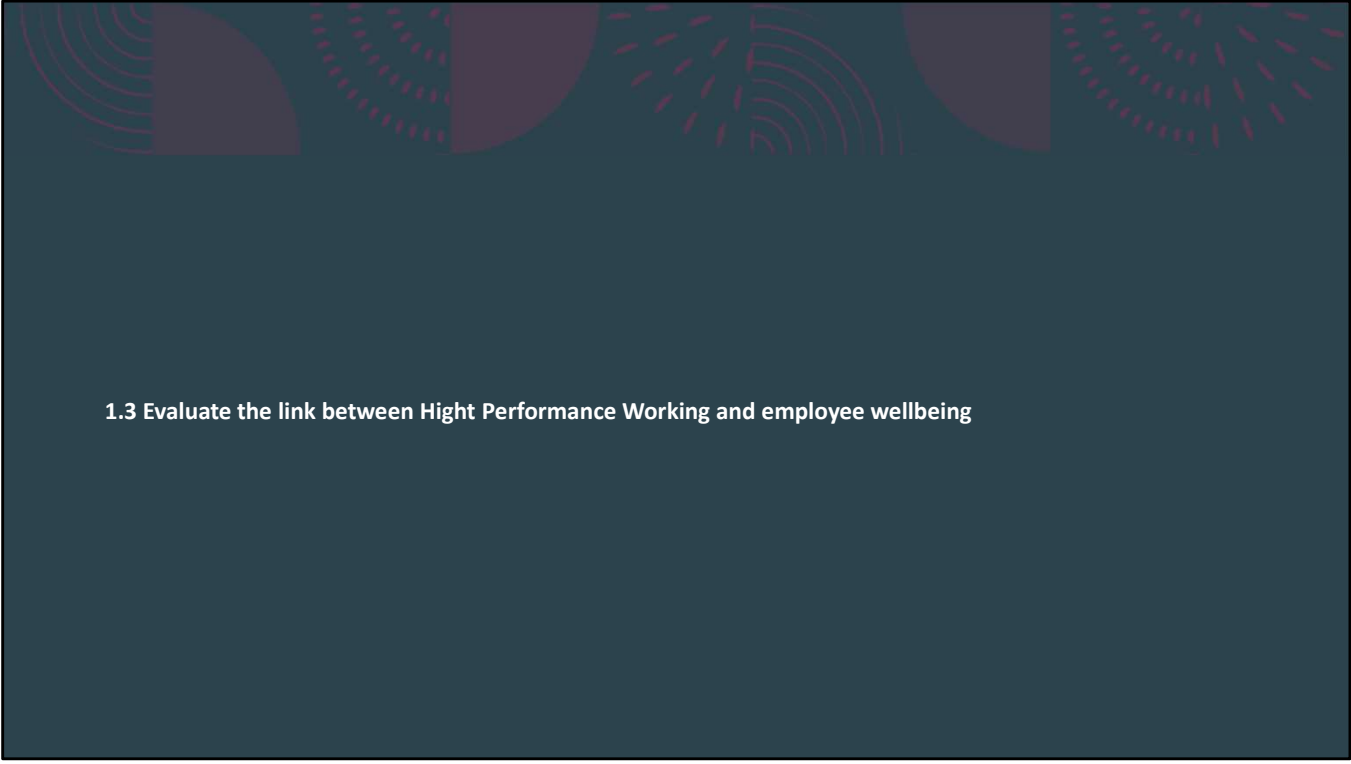
There are seven high-performance working practices (HPW) that businesses can adopt to help with increasing workplace productivity. First, employee security creates high-trust relationships with employees to help build commitment critical for success in modern-day organisations. Second, selective hiring, selecting candidates based on their fit for requirements of the job and now how they look on paper. Third, decentralised decision-making should be delegated throughout the organisation with an organisation that has identified its goals and objectives. Fourth, high results-based compensation, compensating employees for their effectively adopted organisation performance which helps contribute to profitability. Fifth, training by commitment, adopting this in line with HPW, helps businesses achieve their goals and helps employees

succeed. Sixth, reduced status barriers. All employees, regardless of level, can come forward with their ideas and organisational improvements. Seventh, sharing key information sharing financial and performance information for the business will help employees help the organisation reach its goals (GBR, 2021).



1.2 Evaluate the link between High Performance Working, competitive advantage and sustainable organisation performance.

Today, High-Performance Working (HPW) is essential for competitive advantage, especially in today's competitive business environment



1.3 Evaluate the link between High Performance Working and employee wellbeing

Employee wellbeing comes from developing an attitude of mind, including self-confidence and self-respect (Armitage, A 2015). Promoting employee wellbeing can benefit the organisation. Investing in employees wellbeing will help employee engagement, increase performance and productivity and reduce sickness absence (CIPD, 2021). Employee wellbeing can also be enhanced when there are strong relationships between the employee and their immediate manager. It is essential to reduce any factors that will negatively affect employee wellbeing, including burnout and high job demands.

High-performance working contributes to enhancing employees sense of value, worth and security (Wood, S 2011).

Employees who adopt high-performance working will see this as a benefit to their personal wellbeing. There will also be less cognitive conflict due to adopting high-performance working practices. High-performance working also encourages the involvement of non-managerial employees when it comes down to business decision making. There is said to be a 20 per cent increase in productivity and profitability within manufacturing companies that have introduced high performance working policies (EEF and CIPD, 2003).



2.1 Define the main stages of the Performance Management Cycle and key performance management activities

The performance management cycle is a yearly model that evaluates employees to help achieve organisational goals (Valamis, 2021). Therefore, it is a big part of the performance management process. When implemented, it should increase employee motivation. The performance management cycle consists of four main stages. Planning, Monitoring, Reviewing and Rewarding.

The first step, planning, is where the foundations and groundwork are laid down. This is where the

management team meet to discuss and agree on the organisation's goals for that year. Not only does this step create organisational goals but also personal objectives for individual employees. An excellent method to adopt when producing the goals to the employee with their personal objectives is to adopt the smart goals approach, which includes specific, measurable, achievable, relevant and time-bound factors. All goals set for the employee should ensure they align with the business goals (Valamis, 2021).

The second step is monitoring; the management team meets with the employees regularly throughout the year. Within this meeting, any assistance in solving problems to stop the employee from reaching their goals can be discussed and adjusted. Breaking the overall goal down into subgoals can help the employee achieve their goal more easily (Valamis, 2021).

The third step is reviewing; this is a meeting at the end of the year between management and employees to see if the goal has been met and any implications they came across too. This is another opportunity to involve the employee within the

process of the performance management cycle. As long as the second step, monitoring, was performed, management should know if the employee has achieved their goal for that year (Valamis, 2021).

The final step is rewarding; this stage cannot be overlooked and is the essential step for employee motivation. It is crucial to ensure employees receive a reward in meeting their goal as such unrecognition will result in loss of motivation from the employee in the future (Valamis, 2021).

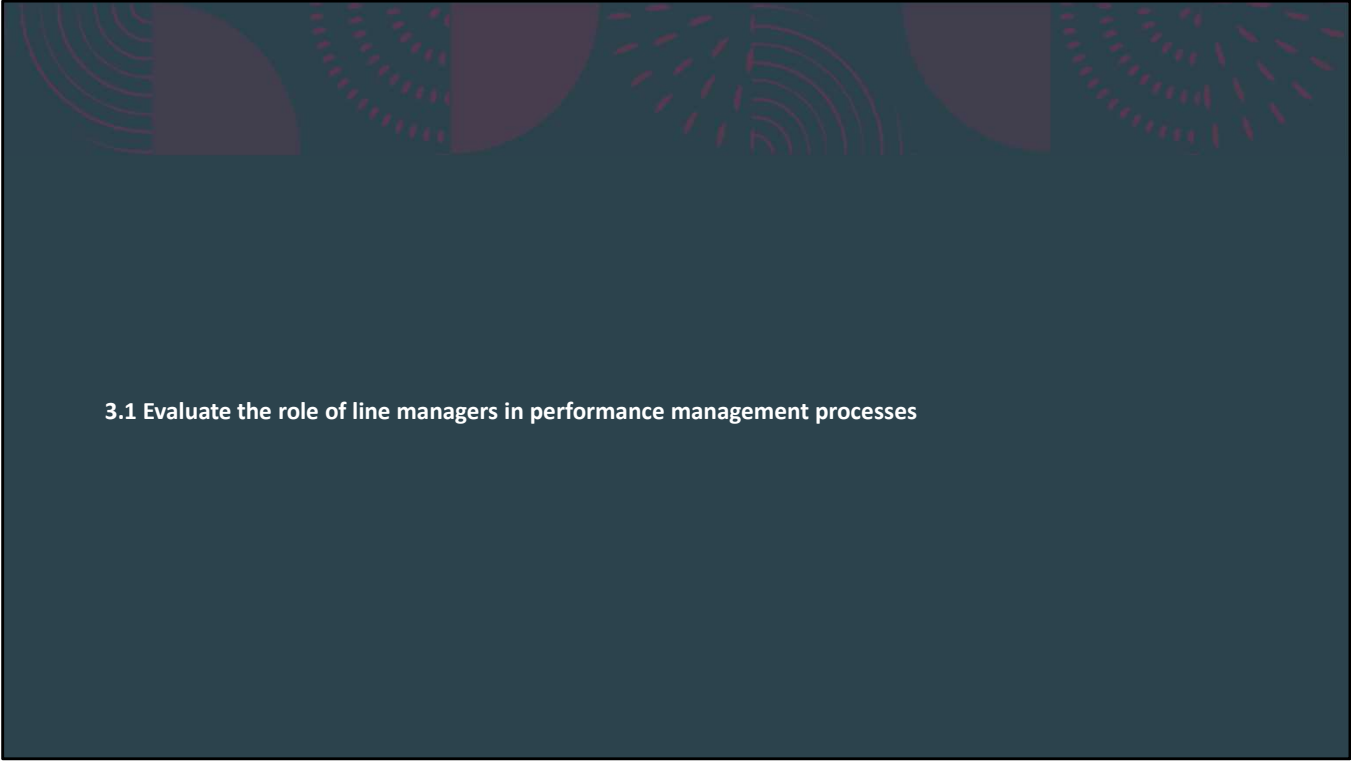
Ensuring the reward stage of the performance management cycle has been met, the organisation can choose to meet together to discuss the cycle's process and evaluate its effectiveness (Valamis, 2021).

By adopting the performance management cycle, organisations can get the most output from their employees and meet business goals.



2.2 Evaluate the contribution of performance management activities to employee capability and commitment, and to recognising and rewarding talent.

Performance management is a tool that will help employee engagement and business success in achieving their goals. Performance management is effective because it helps identify and defines expectations, aligns employees daily tasks to the business objectives, determines goals and has regular check-ins with employees (RMI, 2017).



3.1 Evaluate the role of line managers in performance management processes

Line managers have an essential part to play within an organisation. They manage people daily and implement organisational policies, and support employee development in terms of performance management (CIPD 2, 2020). For an organisation to be successful, it requires goals in place and is reliant upon employees being engaged to help reach the business goals. Therefore, HR managers play a critical role in delivering performance management. Having an effective performance management process in place will help employees feel valued within the business as they are working towards the

organisation's goals (UK Essays, 2017).

Performance management processes should provide an integrated framework for the business.

Performance management is a process to help the organisation reach its goals. It is a tool to help managers manage effectively, ensuring the supporting team has the knowledge and skills to perform required tasks, receive support, and give feedback on their work (Armstrong M, 2005).

Performance management processes are not only in place to support employees; they are there as a tool to help managers understand their behaviour's impact on the people they manage and the impact on the individual's performance (Armstrong M, 2005).

For line managers, performance management is about establishing and building a culture within the organisation throughout the different teams and individuals and take responsibility for developing the individual's skills, performance and behaviour, ensuring all teams and individuals contribute to continuous improvement both for the business benefit as well as personal benefit, communicating expectations from both the managers and the

employees, ensuring the quality of relationships are maintained between the managers and individuals as well as throughout different teams within the organisation, working closely and collaboratively to ensure the organisational goals are achieved and finally ensuring a continuous process is designed to develop the knowledge skills and personal development plans of employees throughout the business (UK Essays, 2017). In addition, line managers must ensure they are providing constant feedback to employees regularly.



3.2 Describe ways in which HR and line managers can work together in performance management processes

HR managers are responsible for delivering human resources throughout the organisation, such as recruitment, training, development and employee relationships. Line managers are responsible for the administrative management of individuals and can influence an employees behaviour (UK Essays 2, 2017). Therefore, the need and requirement for communication between the HR manager and line manager cannot be overemphasised. Both HR managers and line managers have invested in ensuring the company is successful and reaches its goals. However, there can be some friction between

both individuals within the organisation due to both having high expectations from one another.

The best way to build a relationship between the HR manager and Line managers is to put a few ground rules and processes in place. First, line managers should prioritise people management, meaning they should make managing their team as a key task. Line managers should also spend time finding ways to communicate and motivate their team successfully. This plays a massive part in improving and building employee engagement (Cezanne, 2021). Finally, line managers should prioritise people management, but they should also collaborate with HR regularly. It is essential to interact between both parties regularly and not when a significant problem has occurred. HR managers can do the following things to help the relationship between both departments. HR should ensure they equip line managers with the right tools and skills to fulfil their job requirements. This also includes managing staff properly, helping them build their people skills. Secondly, ask for line manager feedback; this is down to writing policies. Ask for their input and recommendations when writing an HR policy; this will help build the relationship and give the line manager a sense of inclusion (Cezanne,

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