

Inspire excellent performance

Sets ambitious targets; inspires and rewards excellent performance and actively manages poor performance.

First Line Managers and Technical Specialists

Description:

Delegates tasks to individuals clearly and precisely, ensuring people know what is expected of them. Discusses and agrees stretching performance goals with people. Identifies underperformance and promptly manages those who are not delivering. Challenges self and others to deliver excellent performance. Highlights and demonstrates excellent performance.

Positive indicators:

- All individuals have an up-to-date job description and know what they are responsible for
- Team members have clearly defined objectives and performance is regularly reviewed
- Underperformance is noted and appropriate feedback provided to those individuals
- Leads by example ensuring own work is to standard and pushes others to do likewise
- Individuals are praised for success and performance excellence

Contrary indicators:

- Roles and responsibilities are ambiguous and unclear, work is sometimes duplicated or missed
- Sets objectives, deadlines and expectations that are undefined and ambiguous and/or fails to set objectives
- Underperformance is ignored and goes unchecked
- Standards are lax and limited effort/attention is given to making improvements
- Success goes unnoticed and praise is seldom given

Middle Managers and Advanced Technical Specialists

Description:

Ensures individuals know what is expected of them and have clearly defined roles and responsibilities. Defines stretching performance goals for people. Challenges and manages underperformance promptly and professionally and encourages others to do the same. Leads by example; setting high performance standards for self and others. Celebrates the achievement of excellence and recognises and rewards success.

Positive indicators:

- Individuals understand their responsibilities and what is expected of them
- Team and individuals have comprehensive objectives that are stretching
- Performance reviews are frequent and meaningful with appropriate action documented and followed up
- Underperformance is challenged and significant effort is expended on addressing the performance issue
- Success is publicly recognised and excellent performance is appropriately celebrated

Contrary indicators:

- No clear performance goals or objectives are set
- Personal standards and performance is poor
- Performance reviews are infrequent and superficial
- Poor performance is the norm and little effort or time is expended on improving performance
- Does not celebrate success on a team or individual basis

Business Leader/ Senior Manager

Description:

Assigns clear accountability for important objectives. Sets ambitious targets for departments, teams and individual managers. Addresses poor performance in a timely and transparent manner. Creates an environment that inspires the achievement of excellence. Provides tangible rewards for achievement of excellence.

Positive indicators:

- Individuals know what is expected of them and their colleagues
- Department objectives and targets are stretching and are clearly linked to the business strategy and plans
- Objectives have been appropriately communicated to the team
- Both informal and formal performance reviews are focussed on ensuring the objectives are achieved or exceeded
- Excellent performance is appropriately celebrated and rewarded

Contrary indicators:

- No strategy or direction for the department/team
- There is no real visibility of important objectives
- Under performance isn't identified; nor is it addressed and results aren't as required
- Team and individuals demonstrate a lack of ownership and accountability
- Pace of work is slow and levels of engagement and motivation are low