



To be effective and yield results from your business, performance management must be a year round process with no end. ”

- Teala Wilson



## Performance Management design

Does the current Performance Management system enable the delivery of your business strategy?

Has the Performance Management system become a tick list process that adds little value and has low credibility?

Are the results from the Performance Management system aligned to real business outcomes?

## Overview

Performance Management has been the topic of many boardroom and classroom conversations in recent years. These conversations were fueled by the removal of ratings by a number of global leading organisations, across various industries. The change was initiated to drive more conversations focused on development as opposed to the allocation of an absolute number for performance.

Due to the fact that Performance Management is the process through which organisations deliver and track strategy implementation, it continues to be one of the Human Resources processes with the most focus and attention.

Only **2 in 10** employees strongly agree that their performance is managed in a way that motivates them to do outstanding work - Gallup

The approach that Africa People Advisory Group follows to the design and / or redesign of a Performance Management system, is largely influenced by recent publications on the topic, but with due consideration of local conditions and needs.

Whilst Performance Management as a process has some elements that are generic, the design for every organisation is different, depending on their needs and maturity.

## Business value gained through the solution

- The appropriate design of the Performance Management system enables the organisation to deliver the business strategy in a coordinated and planned manner.
- A well-designed Performance Management system enables an organisation to move the focus from allocating ratings to having meaningful conversations.

## Solution features

- A methodology informed by global thought leadership combined with local insights, to ensure the relevance of the changes is felt locally.
- A robust and highly inclusive process of engagement with key stakeholders to inform a performance management design that is relevant to the organisation, industry and country.
- A holistic strategy that considers all design elements relevant to the topic, and is functionally relevant for the organisation – right from contracting to concluding the evaluation process.
- Highly engaging methodology with various checks and balances.
- Analysis of key metrics to provide quantitative as well as qualitative insights.

## Process overview

- The process kicks off with obtaining all company specific information that could inform the project and future design.

- A detailed review of the business strategy is concluded to understand how performance management is used to execute the strategy.
- Engagement with multiple stakeholders across the organisation in various forms then follow to ensure first hand feedback is received.
- Once the analysis is concluded the design principles are agreed with key stakeholders in a workshop setting.
- With an in depth understanding of the current system and context, a draft approach is formulated for review.
- The next step in the journey is to engage stakeholders for review and refinement.
- Once approved in principles all content, templates and properties associated with the system are developed in detail.
- Critical to a successful rollout is the training for key implementers to ensure deeper understanding of the system.
- The second last phase involves the development of a roll out plan.
- The projected is closed off with a hand over for implementation.

The overall process can take between 8-16 weeks.

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## The process for developing a Performance Management framework

