

setting OBJECTIVES

7 Ground rules for
better performance management



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MASTERS FILE

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**AN OBJECTIVE IS A
SPECIFIC ACTIVITY THAT
WILL BRING ABOUT AN
IMPROVEMENT.**

THIS IMPROVEMENT CAN BE IN:

- OPERATIONS
- COMMUNICATIONS OR RELATIONSHIPS
- PERSONAL DEVELOPMENT

7 GROUND RULES FOR SETTING OBJECTIVES

1. AGREE OBJECTIVES JOINTLY
2. AGREE MEASURES OF MEASUREMENT
3. AGREE A REALISTIC TIME SCALE
4. MAKE THEM ACHIEVABLE BUT CHALLENGING
5. LET THE JOB HOLDER DECIDE HOW TO GET THERE
6. USE OBJECTIVES FOR PERSONAL DEVELOPMENT
7. REVIEW PROGRESS REGULARLY

What are performance standards?

Performance standards are the criteria against which your company measures your ability to meet what is required of you, in your functional and professional capacity.

What are objectives?

Objectives are concerned with improving the way in which the job is currently done. They are the goals which you set, in consultation with your manager, in order to become increasingly effective and good at your job.

Use the space below to define 3 performance standards which you think your organisation requires you to meet in doing your job:

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Use the space below to define 3 personal objectives which you would like to agree with your manager, in order to be more effective in your job:

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OBJECTIVES

You and Your Organisation

INDIVIDUAL OBJECTIVES
must be set in the context of



DEPARTMENT OBJECTIVES
which must be set in the
context of



CORPORATE AIMS

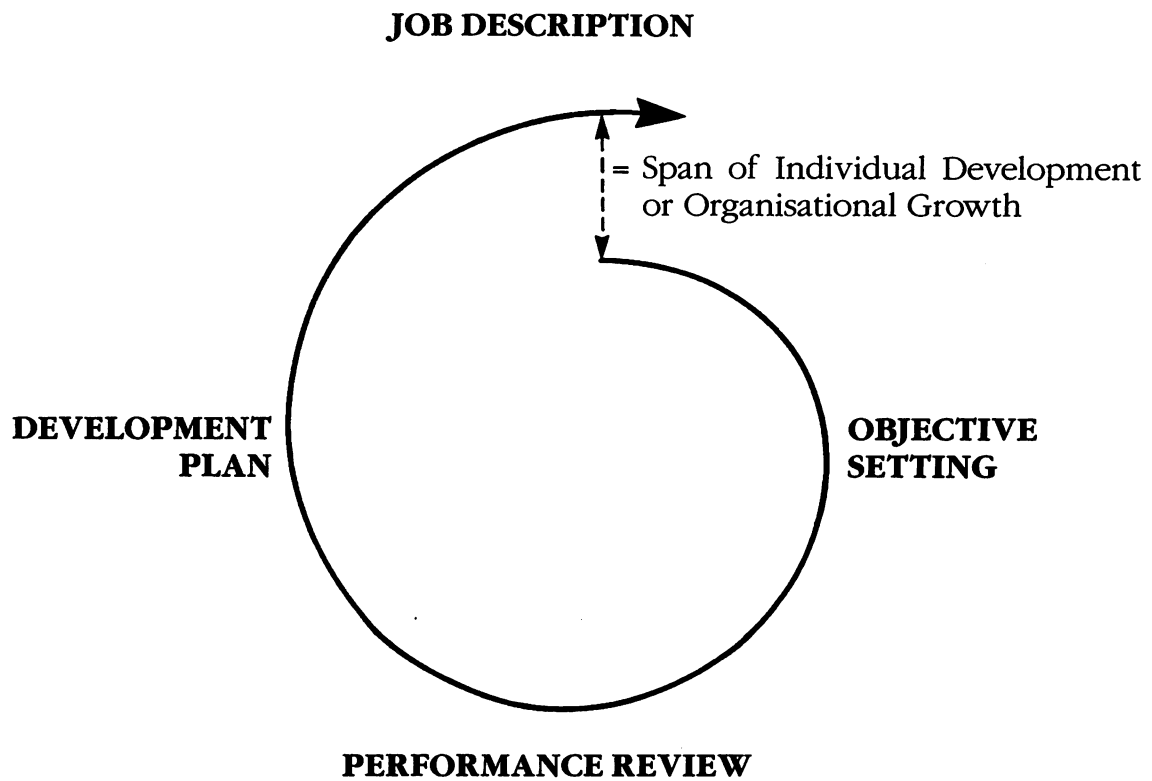
1. To increase the perceived usefulness of Department D.
2. To improve quality and flexibility of production.
3. To reduce inventory costs by 2% from current level.
4. To reduce secretarial costs and staff turnover through reviewing the present situation, proposing changes and, to implement the changes by 30 June.
5. Reduce reprographic costs by 10% in 12 months.
6. Complete Project B by 30 November.
7. Devise a new policy on X and achieve acceptance by 30 May.
8. Increase the efficiency of XYZ Department, so as to reduce the level of customer complaints to no more than 2%.
9. To make further progress in cost reduction. Target of 3% within 3 months, total of 5% within 12 months.

1. What did David (the manager) do that was wrong?

2. What is the likely effect on Trevor (the job holder)?

3. How could David have handled it better?

THE PERFORMANCE MANAGEMENT CYCLE



5 STEP ACTION PLAN TO IMPLEMENTING OBJECTIVES

STEP 1: DEFINE THE AIM

STEP 2: DEFINE SUCCESS CRITERIA

STEP 3: DEFINE THE PLAN

STEP 4: ACTIVATE THE PLAN

STEP 5: ANALYSE THE RESULTS

KEY RESULT AREAS

These are the areas of the job which are critical to its success, and they are also the real reason for the existence of the job.

For example, a key result area for a salesperson would be product knowledge. A salesperson with good product knowledge is clearly more likely to be successful; a salesperson with poor product knowledge is most likely to fail. The salesperson's job exists, in part, to pass this product knowledge on to the organisation's customers.

Examples:

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PERFORMANCE MEASURES

Clear performance standards are obviously necessary. But the job holder also needs some measures or indicators against which to judge their success in achieving those standards.

Examples:

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OBJECTIVES

An objective is a performance goal or target. It is a specific result or situation that a job holder expects to achieve within a defined time frame.

Objectives are essentially concerned with bringing about improvement, i.e., with progress and development of performance. This improvement can be in the areas of:

- operations
- communications or relationships
- personal development.

Examples:

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ACTION PLAN	OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3
<p>Define the Aim: Why am I doing this? What do I want to achieve?</p>			
<p>Define Success Criteria: What is the standard I am trying to reach? How will I know if I've been successful? What specific results will be needed in my action plan to achieve the aim?</p>			
<p>Define the Plan: What activities must I include in my Action Plan? How will the activities be implemented? Who will be involved in the activities, apart from myself? Have I informed the other people that I will need their involvement?</p>			
<p>Activate the Plan: How am I doing? Does anything need changing? What changes should I instigate?</p>			
<p>Analyse the Results: What went well? What didn't work, and why? How could I do better next time?</p>			