



SPECIALISTS IN
PERFORMANCE
MANAGEMENT

Why are you doing 'performance management'?



*...because
conversations
matter!*



The Challenge

What happens if a Local Authority says they want to transform Performance Management, but when you ask why they are doing it in the first place – they don't really know?

"Why bother?" "Pointless, waste of time..."

...those were typical employee comments about a paperwork heavy approach to managing performance that had been in place for many years at this highly regarded local authority. The clear sighted HRD and proactive OD team secured a commitment from the interim CEO to consider some fresh approaches. The team reviewed 3C's Performance Management Canvas, and were struck by the emphasis on articulating the purpose of performance management for both the organisation and the employee.

Exploring the purpose of performance management

3C worked with the team to engage with employees from across the workforce at all levels. In a series of interviews and workshops we used our unique methodology to examine what employees wanted from each other and from the Council. We examined why people chose this particular Council to work for, since there were many others nearby. We looked at what they needed and wanted from their leaders so they could do a good job, and what they required – as a minimum – from their working relationships with colleagues. Finally, we explored some emotional truths – what did they come to work to do? Why did it matter? What kept them coming, even during tough times?

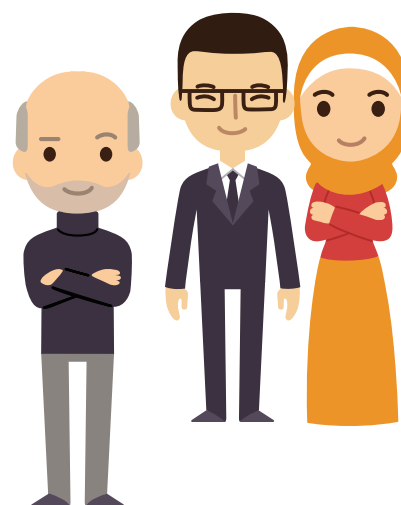
At the end of the exploration, a new understanding took root in the organisation. What had been perceived as 'a waste of time' could be re-designed to deliver what people wanted from colleagues and leaders. In particular, a new approach could bring: clarity of expectations, support from managers and colleagues, and accountability for the things that matter.

Securing commitment from the CEO

Sharing the results of the workshops with the Executive Team triggered a wave of enthusiasm to 'do this properly'. The team committed to taking ownership of performance management in the future, and backed that with time and resources. And most powerfully, the interim CEO gave public backing to the project. He declared that his number one priority was to transform performance management so it became the key driver for turning the ambitious Council strategy into action on the ground.

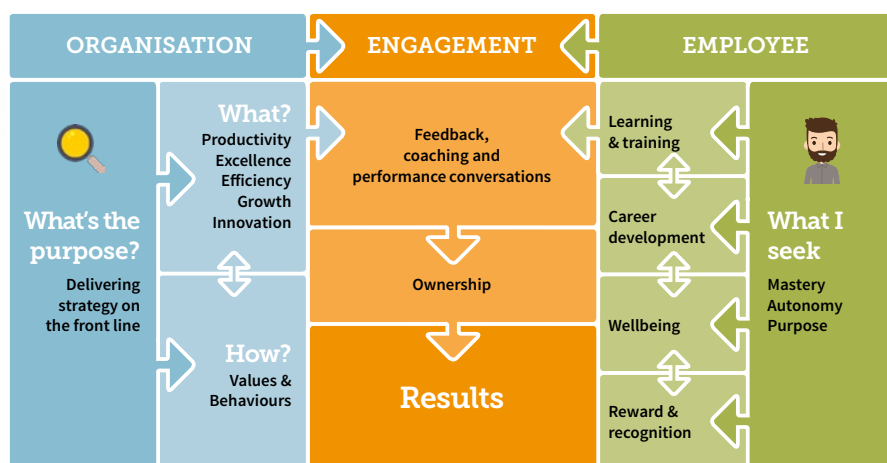
"The workshop was amazing. I felt so proud to be part of this Council. I realised what a 'can do' culture we have...what a great working culture."

Workshop delegate



Designing purpose into performance management

3C recommended fresh approaches to both the practice and process of performance management that would embed a sense of purpose into their performance conversations. Seven 'core themes' have been developed as the enablers for delivering on the Council strategy – each theme explored and discussed at individual and team level. Innovative new performance dashboards capture data from across the Council to help all employees understand how well the entire workforce is delivering against those areas that matter – what they are all accountable for, together, as one team.



3C Performance Management Canvas

"I was surprised how much everyone wants to keep the goal-posts moving - there is a huge desire to improve. We need to empower people, to make the most of all their expertise."

Exec Director

"It's actually very common for organisations to be endlessly trying to 'fix' performance management without a clear understanding of why they are doing it, or what they want from it, in the first place."

What Hedda says:

... we see many leaders struggling to 'fix' performance management because they 'know it is a good thing', but have lost sight of what it is meant to deliver. Performance Management will have a different purpose in different organisations. It is vital that the organisation makes a decision about prime purpose and then focuses appropriate attention and resources. Attempts to then sweep up all other HR processes and bits of people bureaucracy into performance management are likely to undermine its success, confuse those trying to do it, and lead to yet more attempts to 'fix' the problem.



Hedda Bird, 3C Managing Director and Founder

What our clients say

“I’m sure you’ve been overwhelmed with positive feedback but just in case you haven’t - this approach is great. The questions are appropriate, the rating is very clear, the time taken is small and the opportunity to discuss real business impact and performance is great. Well done to the team who put this together.”

Damien Marantelli, General Manager,
Mining Operations. First Quantum
Minerals Ltd

“Thank you for the expert work you and your colleagues at 3C have done to help set our objectives and implement our strategy. I did not fully appreciate the benefits until I saw how it has worked out this year. There has been visible change in focus. Much of the success was due to the clear and engaging way you presented the issues to senior staff.”

Professor Steven Cowley, CEO, United
Kingdom Atomic Energy Authority

“I noticed a real difference in the quality of performance conversations I could have with my team after they had been on the ‘It’s My Conversation’ programme. Conversations with those who had attended were more meaningful, more constructive and a much better use of both of our time, compared with those who had not. I did the programme myself and found its approach deeply engaging and a very powerful learning experience.”

Lucy Hoyte, Strategy Team Leader,
Westminster City Council

About 3C

As Performance Management specialists, 3C’s refreshing and energising approach is designed to address and resolve the key Performance Management issues that HR professionals face.

We work with organisations where managers tend to come from technical, professional or academic roles. We help technical experts become great people managers, and we help turn strategy into action on the front line.

Our unique 3-step approach is based on 15 years of experience, research and insight.

1. Jumpstart - engages your senior leaders in an intelligent re-evaluation of the purpose of Performance Management. Creative, stimulating and full-on light bulb moments!
2. Witty, interactive training and engagement for the workforce and managers - engaging even the most sceptical with not just what to do, but why do it.
3. The Frequent Feedback Platform embeds a culture of feedback and coaching for all.

Contact 3C today to discuss how we can help
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