



SPECIALISTS IN
PERFORMANCE
MANAGEMENT

Transforming Performance Management to unify a diverse workforce



*...because
conversations
matter!*



The Challenge

How can a major social enterprise transform a collection of small units into one focused group enabling independence for a hugely diverse range of people?

Transforming Performance Management to unify a diverse workforce...

...that was the challenge facing a major housing organisation employing 1,300 people with a wide array of skills, talents and capabilities. With an ambitious purpose and strategy in place, the recently appointed HRD realised that the existing approach to appraisals was patchy, inconsistent and inadequate.

They needed Performance Management to promote one coherent team and support the overriding vision.

Scorecard replaces SMART

The client originally asked 3C to deliver training in SMART goals. After a thorough situation review, 3C suggested a Performance Scorecard would be much more effective at transforming the clear strategy into daily practice for the vast majority of the workforce.



The 3C Performance Scorecard ditches objectives altogether, being based instead on the questions the CEO would want to discuss with everyone in a performance conversation, regardless of their role.

A Scorecard approach:

- captures what really matters in a set of 4-12 questions
- does not reduce anyone to a SINGLE NUMBER or WORD
- is open, honest, consistent and fair

Two people in the conversation

Even more important and with no time wasted wrestling with objectives, the Scorecard allows more time to focus on what is really important - the performance conversation.

Because the Performance Scorecard is based on questions which reflect what really matters, not fixed objectives, it helps to drive and change people's behaviour. Instead of setting out to meet an objective, a standard or ceiling, the Scorecard promotes and supports the idea of progress, development and improvement.

"Great work from 3C – turning what was a complex and inconsistent process into an incredibly effective and fair approach to performance and performance conversations across our organisation."

Head of Organisation Development



Supporting strategy; encouraging behaviours

Working initially with the Executive Team, 3C developed 7 themes embodying what the employees need to do to be successful - reflecting the values and supporting the behaviours that will make a difference. For example, the management culture used to be one of command and control - do as you are told. Under the new strategy they want to encourage people to contribute and think for themselves; so one theme is 'use your own judgement'.



Embedding the change

3C supported the clients to pilot the Scorecard, capturing how the themes resonated in different parts of the organisation. The output was used to create meaningful questions that brought the themes to life across a diverse workforce. The workshops and training sessions followed for all - employees and managers, in styles and structures to suit their very different working conditions.

"I received excellent feedback from a member of my team - he was very enthusiastic about the day and everything you taught him."

Service Manager

"We have seen that SMART objectives are no longer delivering results for many organisations..."

What Hedda says:

...and the academic research is beginning to catch up with us. In this case for example, while many employees are delivering specific care tasks (help with dressing), or countable activities (fix the dripping tap, collect the rent) the reality is that they are doing these tasks with the purpose of enabling independence.

To focus on the task, through a SMART objective, would be to miss the purpose. A Scorecard approach creates performance conversations that deepen understanding of how to deliver the purpose - and what could be more engaging than that?



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

“Well done! Great sessions which have made a real difference. The experiential nature of seeing and hearing the performance conversation taking place with the actors was a particular highlight for me..”

Guy Dickson, Head of Organisational Development, Plymouth 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

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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