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Strategic Performance
Management Specialists

Performance management cultures

How organisations create a dysfunctional performance culture and what you can do about it.

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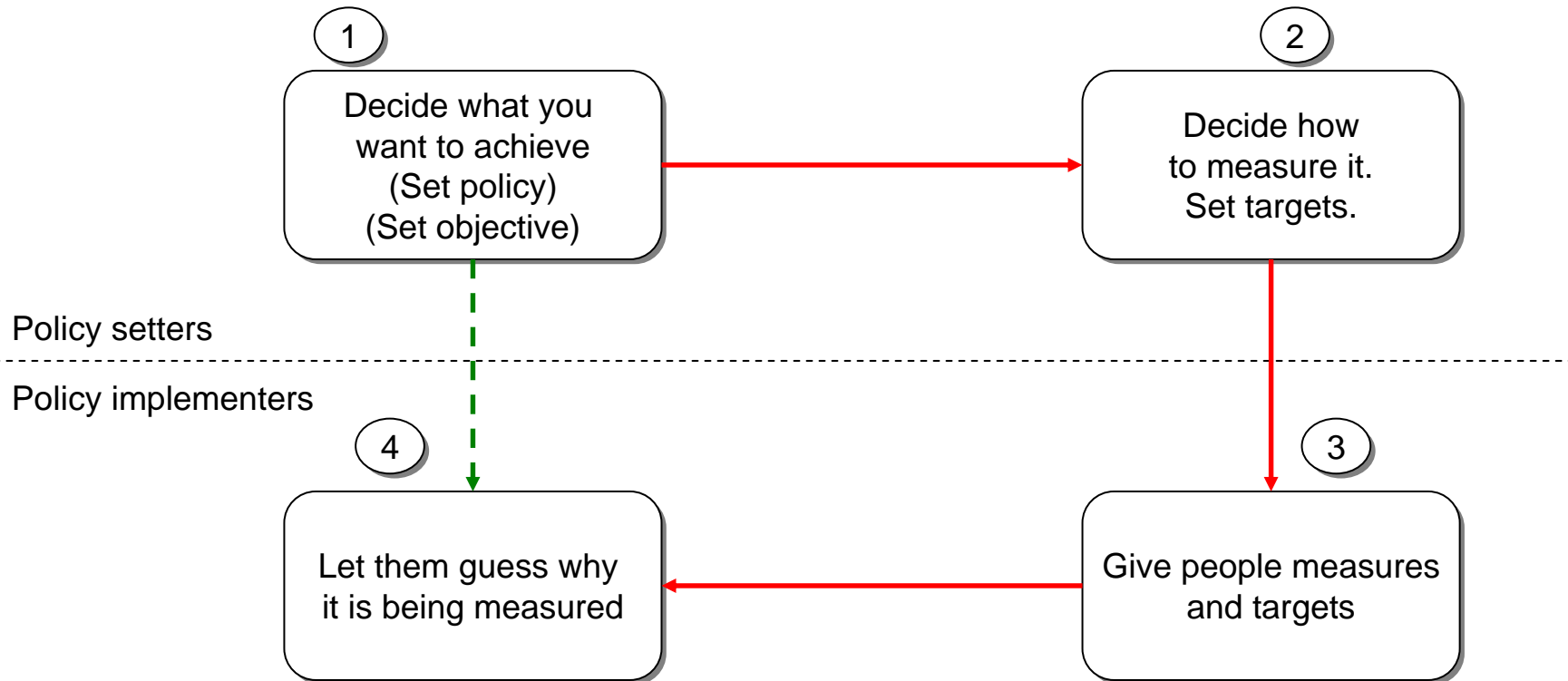
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- This short pack provides some insights into how people influence the culture of performance.
- There are two players. Policy setters and policy implementers. They might be the management and their staff. They might be a manager and his or her team. It might be head office and the organisation's divisions. It might be central and local government.
- The policy setter decides what needs to be done and often sets measures and targets for it.
- The policy implementer's role is to deliver the policy.
- If you are unfamiliar with the examples, just think about the relationship between Central and Local Government.

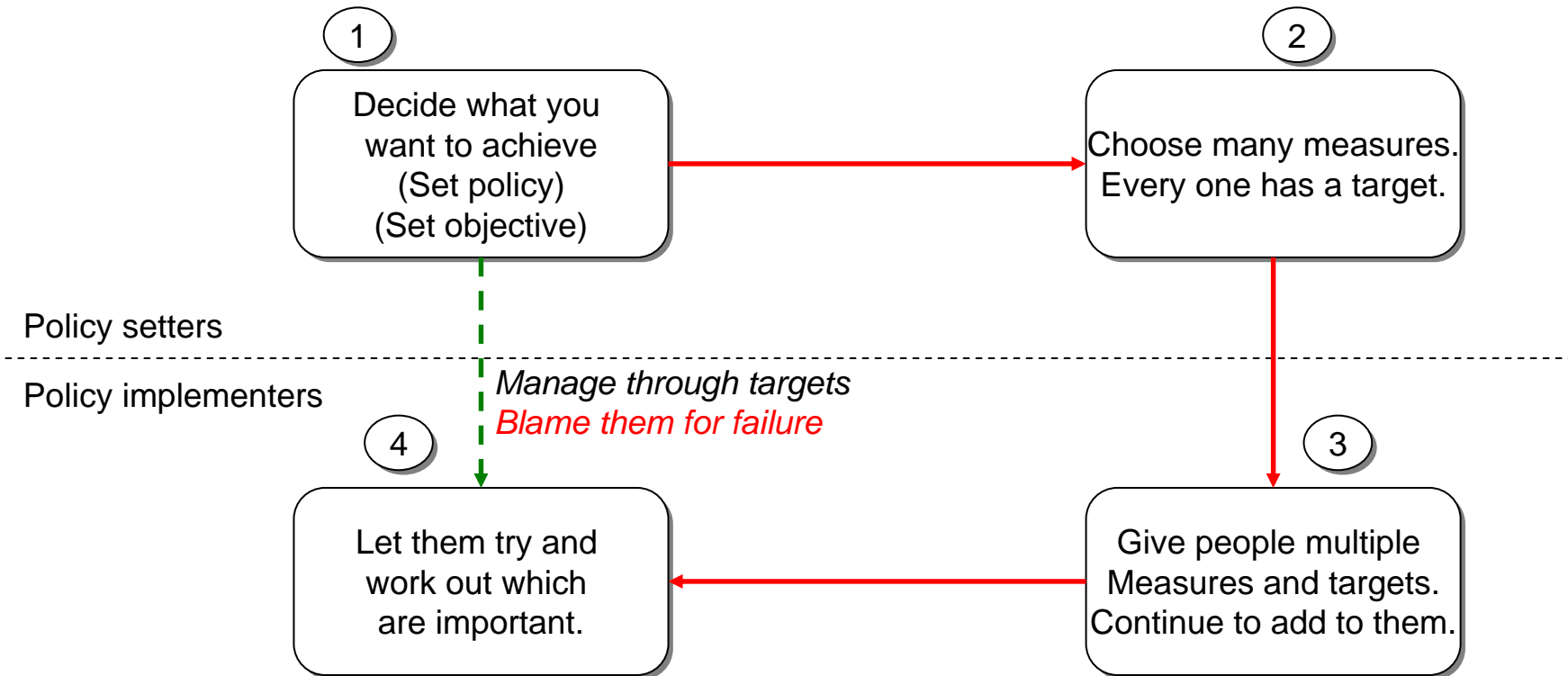
Mind reading model



Read my mind!

1. Policy setters choose what needs to be achieved.
 2. They convert it into measures and set targets
 3. These measures and targets are passed out (but not the objectives)
 4. The policy implementers have to guess (mind read) what the policy setters actually intended.
- The measures are merely an abstraction of what is really desired. They should communicate both.

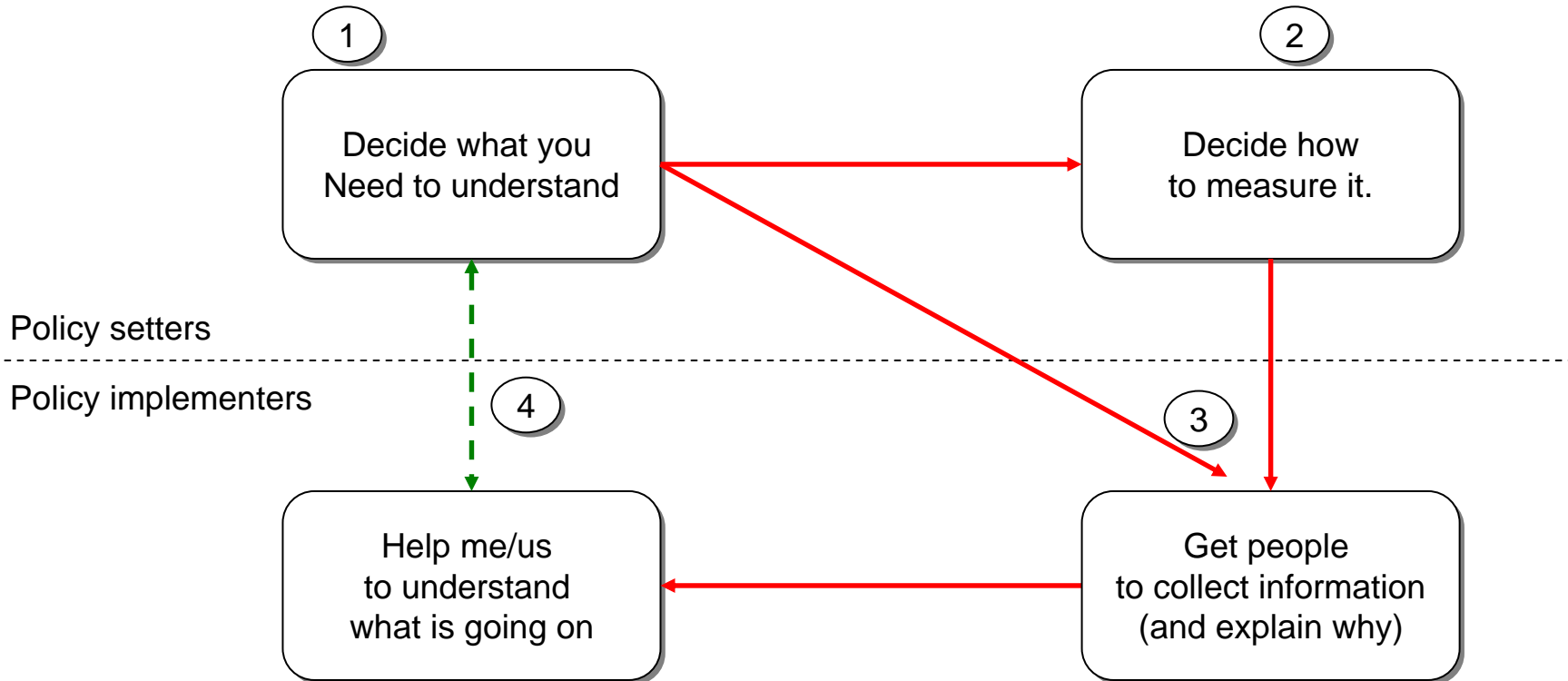
The Public Sector variation



Perform or else!

1. Policy setters choose what needs to be achieved.
2. They convert it into measures and set targets
3. These measures and targets are passed out (but not the objectives)
4. The policy implementers have to deliver targets, even though these may not be the most appropriate way to deliver the original objective.
5. They are blamed for failure to achieve the targets, even though the problem lay with the policy setters.

Diagnosis – With measures

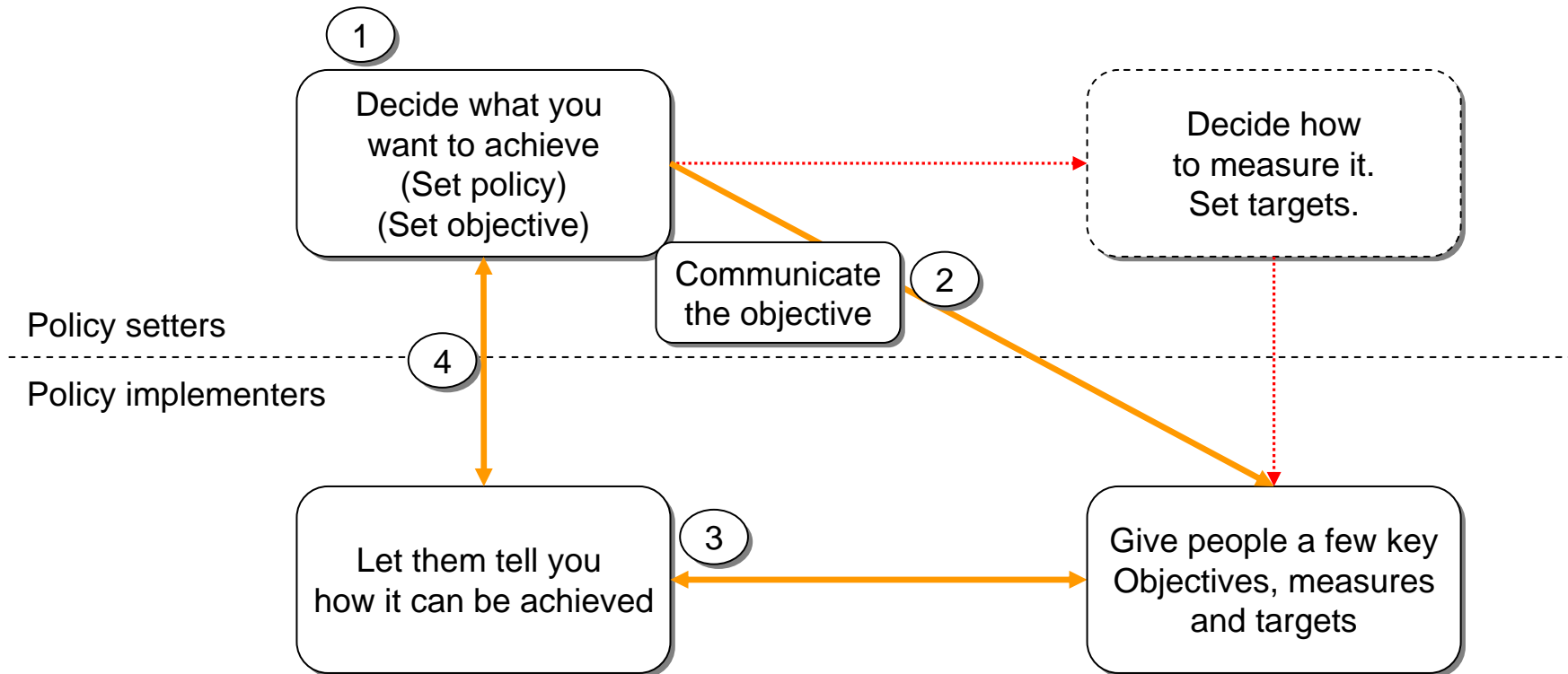


I can help you to set more appropriate measures to achieve this:

1. Policy setters choose what needs to be achieved.
2. They convert it into measures and set targets.
3. The objectives, measures and targets are passed out
4. The policy implementers are allowed to discuss the intention and influence the measures and targets.

Now we are starting to have collaboration and understanding.

It all depends on the target culture

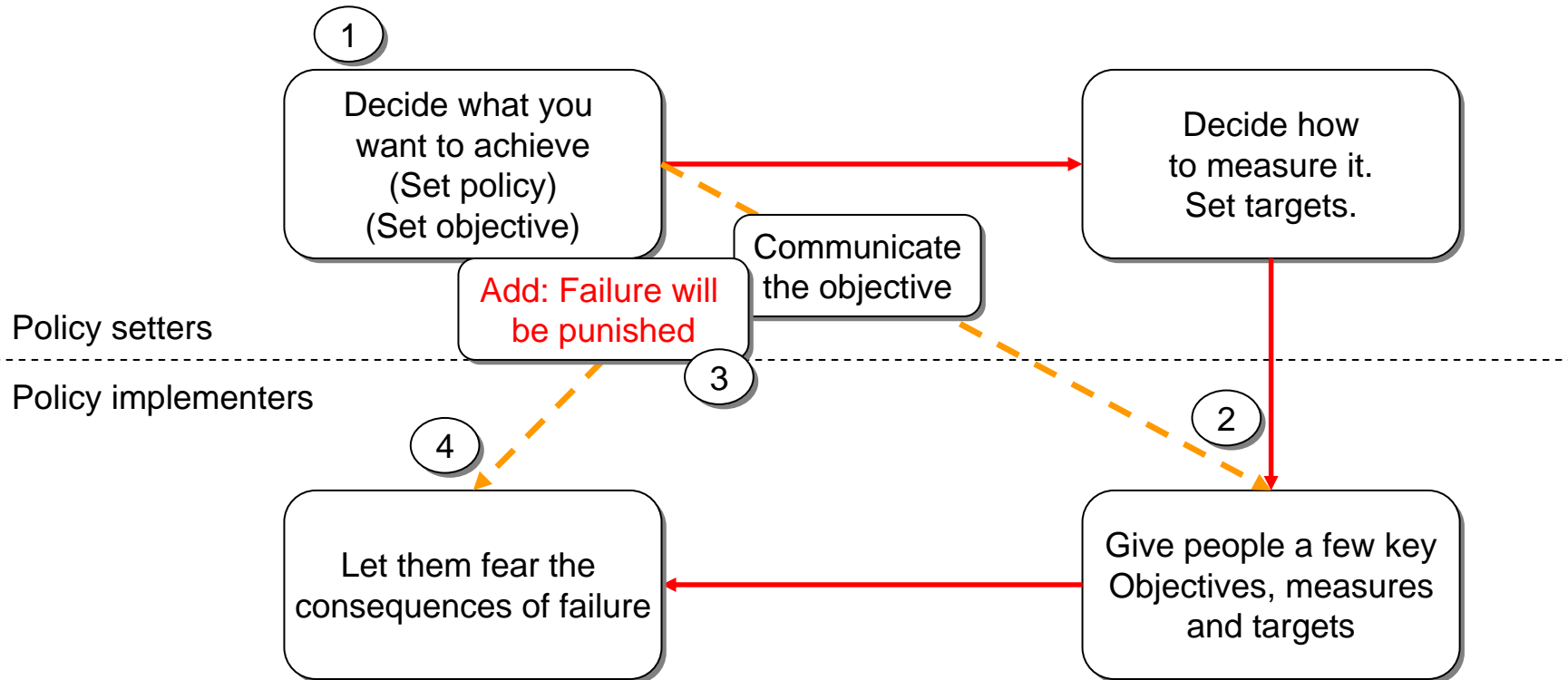


Ask, what is the best way to achieve this:

1. Policy setters choose what needs to be achieved.
2. They communicate what they want to achieve (with a few indicative, stretching targets).
3. The implementers are involved working out how it could be achieved.
4. Policy setter and implementer working together to develop the solution.

We have a collaborative culture

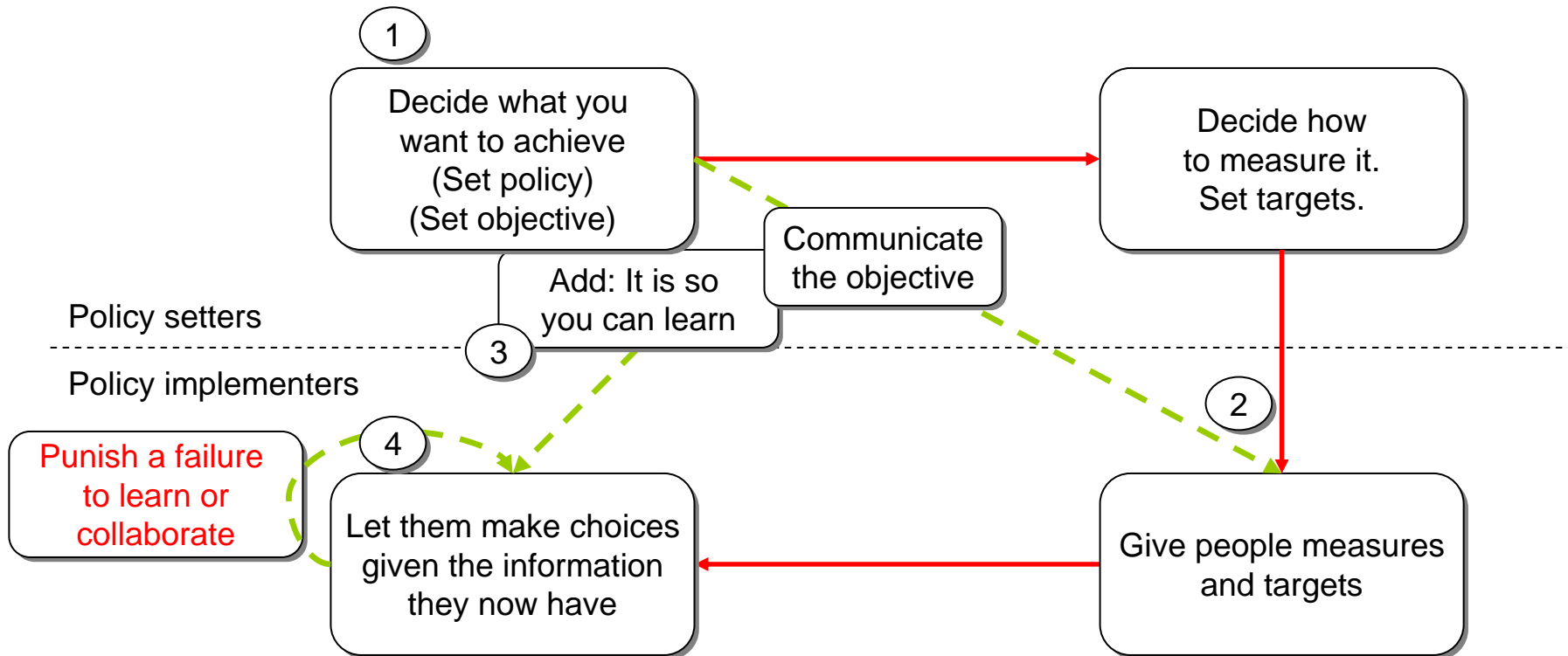
It all depends on the target culture



These are your targets: I will punish you if you fail!

1. Policy setters choose what needs to be achieved and sets measures and targets.
 2. These get communicated to the implementers.
 3. The “failure will be punished” message is passed out
 4. It stops becoming, “what do we want to achieve” and becomes, “how do we avoid punishment”.
- The culture of performance becomes a culture of avoiding punishment and dysfunctional behaviour.

It all depends on the target culture



These are your targets: I will punish you if you fail!

1. Policy setters choose what needs to be achieved and sets measures and targets.
2. These get communicated to the implementers.
3. The “failure to learn will be punished” message is passed out
4. The question becomes, how can we improve and demonstrate that we are trying to make things better.
5. The culture develops into one that rewards people who seek improvement. You still need a discipline of performance that punishes those that fail to learn (or try to learn).