

Reinforcing Customer Focus and Process Improvement

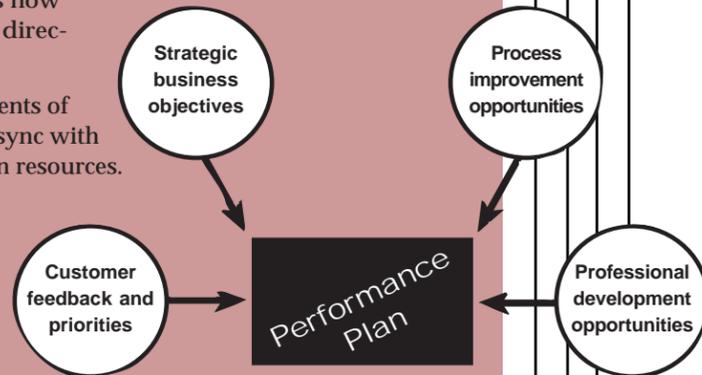
So far, the quality initiative had surpassed just about everyone's expectations. All 14,000 employees had participated in total quality leadership. Most middle managers were adapting to the new demands of total quality leadership. And quality action teams were hard at work in virtually every part of the organization.

"We'd established great momentum. And we were starting to see results that gave credence to what we'd told employees about total quality—that it wasn't just some 'program of the month.' It was how we'd run our business from now on," recalls the director of quality.

Then came performance appraisal time. "Key elements of our performance management system were out of sync with our new strategic direction," says the VP for human resources. "Total quality encouraged employees to focus on their customers and to adopt a process perspective on their jobs. But managers were still measuring employee performance using standards that were neither customer-focused nor process-oriented. It just didn't add up."

So the management team agreed to implement ODI's *The Performance Management Process*. "We learned how to turn a major obstacle to our success into a contributing force. Our managers and employees now view performance through a lens that's consistent with customer focus, our commitment to continuous process improvement, and our strategic objectives," the director of quality concludes. The organization has since documented

- A significant increase in the percentage of employees who categorize their performance appraisals as "fair," "relevant," and "helpful"
- A 25 percent increase in the number of process improvement projects initiated, approved, and implemented



When your organization engages in a major effort to improve quality, productivity, or customer satisfaction, fundamental changes are required. You need to reshape priorities, foster new attitudes, and drive new behaviors that will make your people and your operation more effective, productive, and successful.

But when your performance management system continues to reinforce old priorities, attitudes, and behaviors, the entire effort suffers. Every time you use an outmoded framework to set performance goals and measure employee performance, you undercut your vision for change.

The Performance Management Process

ODI's *The Performance Management Process* presents an entirely new approach to performance management. This flexible consulting and training service prepares your managers to consistently reinforce core values such as customer focus, teamwork, empowerment, and work as a process. *The Performance Management Process* transcends functional boundaries. It makes all managers and employees explicitly accountable for "doing quality"—each and every day—by aligning their behaviors with what's really important to customers, with organizational strategic objectives, and with the continuous improvement of work processes.

Specifically, *The Performance Management Process*

- Provides a roadmap for creating performance plans that are based on customer requirements and aligned with your organization's goals
- Links individual performance measures with your organization's critical success indicators
- Empowers employees by giving them clear, measurable accountability for doing "right things right," thus allowing their managers to "let go"
- Makes performance appraisals an effective measure of your management process
- Aligns performance management with process improvement and quality in daily work

Program Materials and Services

Program materials for *The Performance Management Process* consist of a manager's guide, three modules of training for managers (2–3 days), and three for employees (1–2 days).

Module 1: "Plan"—prepares participants to incorporate customer needs and priorities, the strategic objectives of the organization, process improvement goals, and individual professional development into all performance plans. Managers and employees are also given the tools and guidance they need to analyze their performance in a work process context, review current process measures, establish baseline measures, and identify opportunities for process improvement. In addition, managers learn how their leadership styles affect interactions with employees.

Module 2: "Deploy"—teaches participants how to establish meaningful, appropriate, and assertive performance goals and standards based on priorities identified in the previous module, and how to develop action plans focused on their performance improvement opportunities.

Module 3: "Review"—prepares managers and employees to give and receive coaching, to use win-win feedback to address performance problems, to track performance improvement, to document the performance management process, and to review results.

As they proceed through the training, your managers learn to partner with their employees to identify immediate and relevant opportunities to improve their coaching, mentoring, and leadership skills. Workshop participants also apply what they learn as they learn by completing performance plans in the course of the training.

ODI can customize *The Performance Management Process* workshops to reflect the vision, values, strategic objectives, and customer requirements of your organization and to accommodate your performance appraisal forms and procedures. Workshop scheduling is also flexible. For example, the training can be delivered in either half-day or full-day sessions. Most importantly, *The Performance Management Process* will benefit your organization whether you are just starting your quality journey or are already several years into a quality implementation.

