

## Quick Guide: Managing Performance

An important part of the Team Leader or Supervisor's job is to manage effectively each individual's work performance and behaviour throughout the year. The same individuals need guidelines by way of Standards of Performance and Standards of Behaviour and to know how and when they will be maintained and managed by the Team Leader or Supervisor. So here are the **top ten tips** for managing performance and behaviour:

1. **Set Standards of Performance and Behaviour from Day 1 in the role, or when taking on a new task.** Without the guidelines of how things are done in your team or Department, staff will tend to work as they did previously in other teams or companies.
2. **Deal with issues as they arise however small they appear.** They will not go away and if not dealt with, they could get worse.
3. **Assess staff performance or behaviour objectively.** Plan your approach – get factual evidence – seek an explanation – decide on your expectations for the future.
4. **Identify the “gaps”.** The Gap is the difference between the level of current performance and the agreed Standard of Performance for that task or role.
5. **Treat staff with respect.** To “tell someone off” is a big demotivator. Try telling the individual how you feel (your concern for them) and how you wish to help them improve and why.
6. **Be a good listener.** You are attempting to find out from the individual why their performance or behaviour is not what it should be.
7. **Set short term targets to reach required Standards.** At monthly one to one meetings agree achievable targets for the next month.
8. **Do not make individuals feel they are a failure or that making a mistake is a crime.** Praise them for what they are good at, get them to agree what is not working well, and then encourage them in how things will improve.
9. **Agree the way forward together.** When planning how to close the gap and improve performance make clear any time scales and how you will monitor their performance. Decide if there is a need for training and when this should be done. If there is an external factor that is affecting their work performance make sure you have the authority to vary a Standard of Performance for a specific period of time.
10. **Praise is a great motivator.** Let staff see you are interested, through monitoring how well they are progressing – catch them doing things right!

**Compiled by Mary Overton**