

Quick Guide

Performance and development

Why it matters...

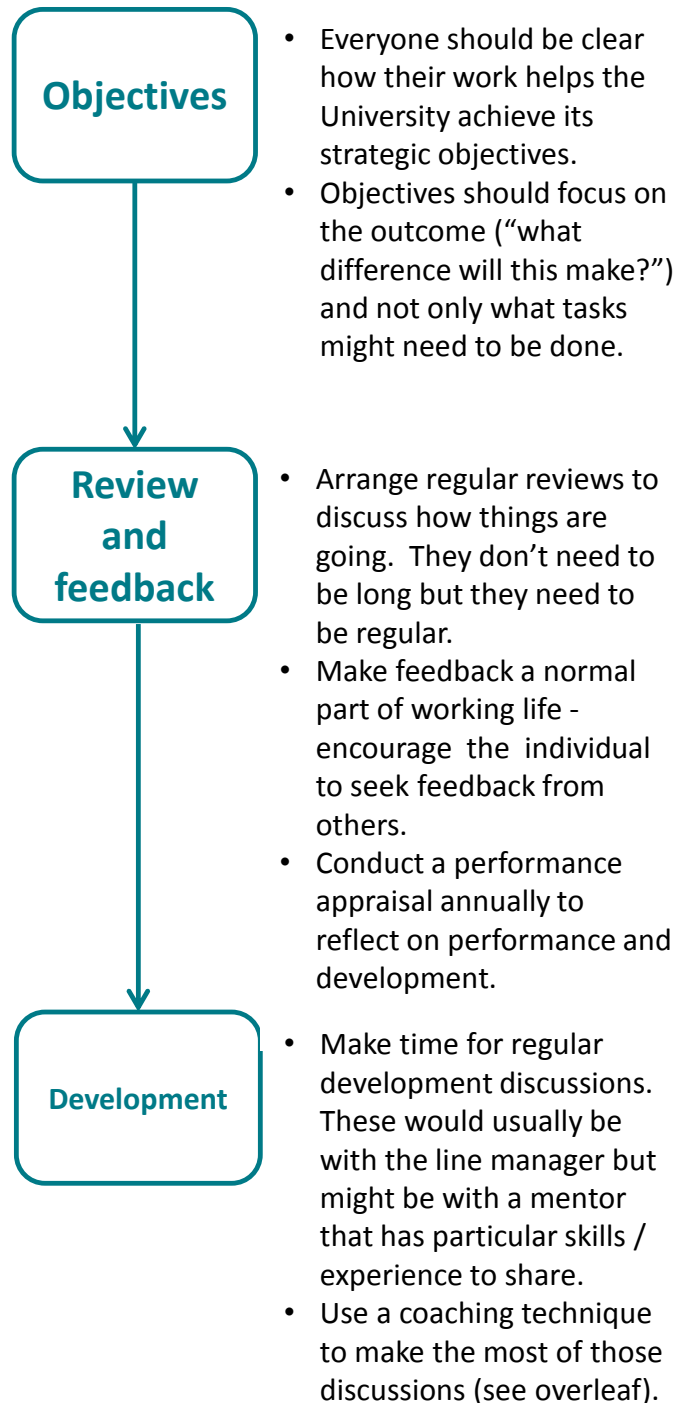
Supporting excellent performance and making time for personal development is crucial for the success of the University – and for the happiness and personal satisfaction of people that work here.

For line managers, this means helping those doing well to do even better or use their skills in a different way, and helping those who are struggling to develop their skills or to work differently.

What do I need to do?

- Set the strategic context for an individual's work - it is much more motivating to know what our work will contribute to.
- Be clear about what you are trying to achieve – don't just discuss things that need to be done but what the ultimate objective is e.g. a conference that changes the way people think.
- Arrange regular meetings to discuss how things are going.
- Give regular feedback – and encourage the individual to seek feedback from elsewhere (and give feedback to you!).
- Make time to discuss development needs – encourage the individual to take ownership of their own development.
- If someone is struggling, step in to support. Ignoring a problem is not being kind but potentially making matters worse.

How it works



How will I know I have got it right?

Supporting performance and personal development should lead to:

- Increased confidence for individuals and the team.
- A reduction in stress and anxiety.
- Performance at the level that the individual is capable of.
- And it will contribute to a stronger University performance.

Development discussion

Try to make time for a discussion about development when you do not have pressing day to day issues to discuss.

Use a coaching approach for the discussion, such as the GROW model (below). Ask open questions and encourage the individual to come to their own conclusions.

Open questions start with: What, When, Who, Why and How. Example of useful questions include: Tell me more; Expand on that; tell me about a time when....

GROW coaching model

- **G**oal – establish what the goal is
- **R**eality – What is their current reality
- **O**ptions – what are their different options for solving their issue
- **W**ill or **W**ay Forward – get commitment for a certain action

The [People Strategy in Action](#) resource contains a development tool with lots of ideas for formal and informal development.

Contact HR for support.

Setting objectives

The setting of objectives should start with the University's or Department/Section's strategic objectives.

Some people find SMART objectives useful:

- **S**pecific – what needs to be achieved?
- **M**easurable – how will you know what has been achieved and to what standard?
- **A**chievable – the individual must be able to achieve it even while challenging.
- **R**elevant – it must be aligned with strategy.
- **T**imely – be clear about when it must be achieved by.

Even where goals are longer term and more ambiguous, it can be useful to break down part of this into more structured objectives.

Performance management is about supporting the performance and goals of everyone – and the team/Department as whole.