

## On Performance Management A 6 Conversation Approach

You may have recognised that organizations in all sectors over recent years have become more and more focused on leadership. This is not to say that management excellence is not required for success. It is as it ensures excellence in activities such as planning and organising; in meeting or exceeding well defined targets through excellence in process and execution. But, it is not enough. Management is no longer a matter of positional power and giving directions. Sustained effectiveness within the 21<sup>st</sup> century's complex organization requires an understanding of how to empower, engage, impact and influence people – your complete stakeholder population. And this is about leadership. All managers – strategic, operational, supervisory, senior, middle or front line, have the potential to be effective leaders, the challenge is how to release this potential.

***Performance Management (PM) arrangements offer an ideal strategic vehicle to release and manage your talent base, to upskill your people appropriately, while offering a supportive yet challenging opportunity for individualized ongoing development. A well considered approach to PM will provide answers to key questions such as:***

- What talent base do we need to attract and retain; develop and progress?
- What is the appropriate leadership for our context?
- How can we ensure managers and leaders grasp the impact they have on their teams and all contributors to collective value creation?
- How can we highlight our people's areas of strength and build on these?
- How can we effectively highlight areas for development without focusing weaknesses?
- How can we use star performer profiles to inform our PM processes?
- How can PM become an integral part of how we do business rather than some kind of bolt-on assessment?

Some of the issues we face in our workplaces today - communicating a vision, stepping up to leadership when required, influencing internal and external partners, managing dissent and conflict, maintaining momentum, overcoming self-doubt and building a platform for sustainable collective success, can be effectively informed by how we manage and engage with others in our business team contexts. Shared PM processes have a significant contribution to make when designed as on-going conversations anchored in clarity of destination.

### EquiLearn's 6 Conversation Approach

1. **The core PM design is around 6 key conversations over a year.**  
(more detailed information is available upon request)
2. **Each individual contributor learning journey destination is customized and agreed from a skeleton framework of a star performer profile for specific job roles. These profiles are anchored in a measure of emotional intelligence.**
3. **The PM arrangements include a 180° self-assessment tool that solicits views from 4 raters as a basis for a personalized development plan to liberate potential talent and develop fit-for-purpose-and-person leadership capacity.**

Contact EquiLearn to learn how you can use this approach in your own organizational context.