



Hospitality Association of Namibia Conference 24 November 2011 Arebbusch Travel Lodge

How to create a high performance culture

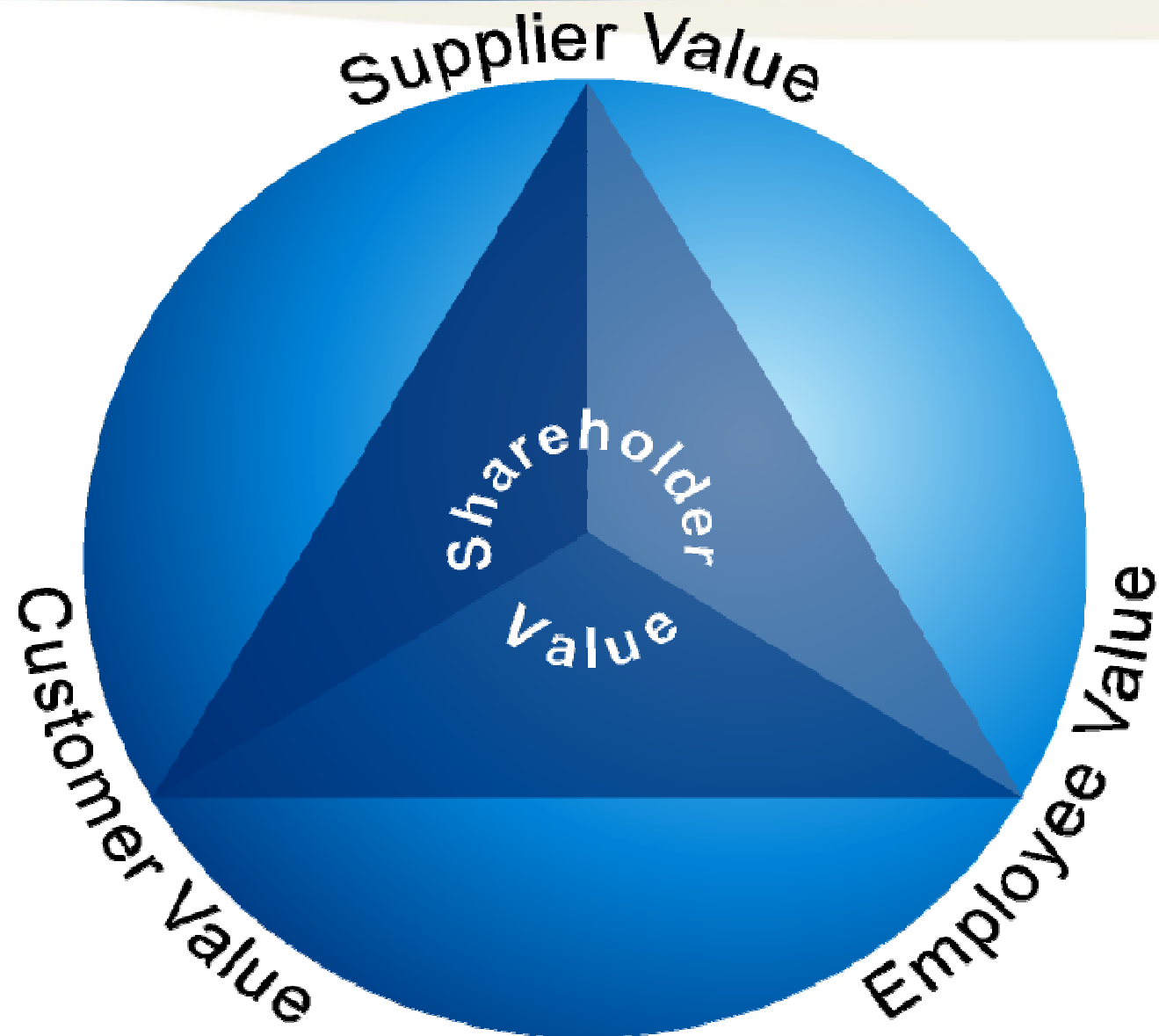
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Defintion of Performance Management



To create a
fertile environment which
encourages maximum, focused value adding
contribution from
every employee,
at every level,
every day

Creating value for the organisation



Key elements of a high performing organisation



Where are we going?

Professional service delivery, support, align with business strategy, vision & direction

Are my views valued, appreciated and recognised?

Communication, feedback, visibility, involvement grows commitment

Am I being treated fairly?

Leadership, treated and respected with dignity, treated fairly and be part of a professional, disciplined team

What is my role?

Understand the value add to my job, my role supports the company's direction, improve ER climate

How am I doing?

Where do I fit in and what is my role
What I am accountable for
My objectives and targets are ...
Regular feedback and guidance
Provide me with the tools and training to do the job
Consequences clear – reward, correct and support

Clear Purpose and Direction

(Group, Business, Teams, Individuals)

- Understanding of the Value Equation and Alignment to Value Creation
- Vision, Direction and Strategy
- Proposition and Model
- Communicated, Understood, Owned

Alignment

Value Drivers Structure, Organisational Culture and Design

- Business Processes, Systems & Procedures
- Balanced Scorecards
- Role and Job Output Model
- Competencies
- Rewards and Incentives
- Industrial Relations Fit

Ongoing Alignment Check

Structured Team Forums for:

- Information Sharing, Involvement and Innovation - Reviewing Performance, Stretching Targets, Solving Problems, Team Performance and Behaviour Alignment, Shared learning, Coaching, Mentoring

Inspiring Climate

- Leadership Insight, Style and Behaviour
- Values, Ethics, Corporate Governance and Code of Conduct

Attracting, Equitable, Professional Climate

- Clarity, Order, Fairness, Rules of the Game
- Communication, Involvement, Information Influence
- Compensation and Benefits
- Development
- Management Practices
- Workplace & Environmental Safety
- Responsible Societal Involvement

Sustainable competence & intellectual capital

Attract, Develop, and Retain Aligned, High Calibre Employees

- Talent Identification Succession and Career Routing
- Appropriate Rewards & Incentives
- Competency & Skills Development

Performance Management

Organisation, Team & Individual

- The Approach to Performance Management
- Purpose, Role & Function
- Accountability
- Using Scorecards for:
 - Performance Goals/Targets
 - Action Plans & Resource Allocation
 - Performance Measurement and Regular Review

Clear Consequences: Recognition / Corrective / Action / Development

To increase and sustain predictive value creation through strategic innovation and continuous improvement

Where am I going?

Learning & development, talent management, succession planning, confident about future opportunities

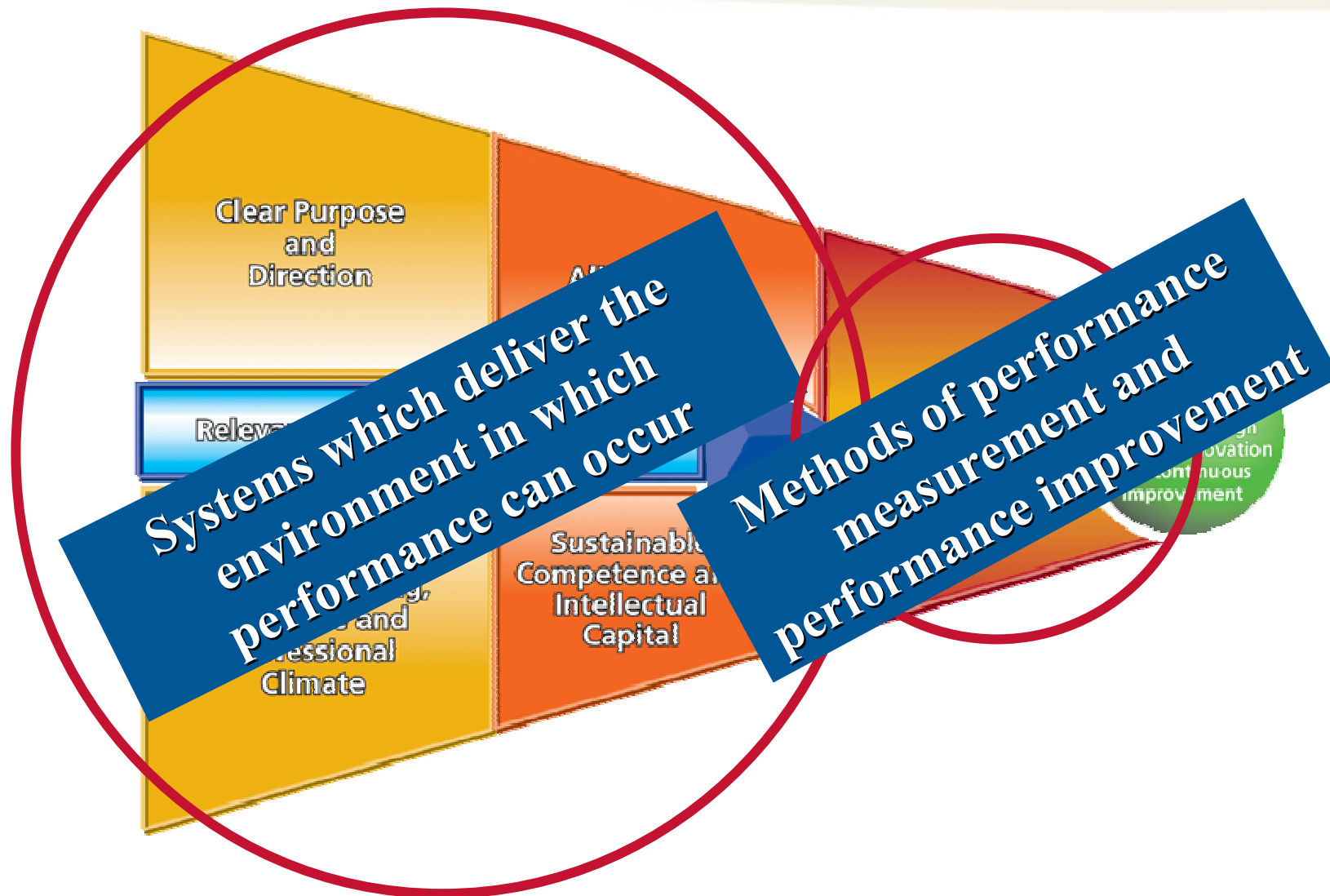
Create Energy

Structure/Harness Energy

Focus Energy

Release Energy

Approach to creating a high performance culture



What is Organisational Performance Management?



- Clear purpose and direction
 - Alignment Map
- Alignment
 - Structures, Job Profiles (Purpose, Scorecard, Defined Competencies)
- Inspiring Climate
 - Policy and procedure roll-out
 - Communications plan and internal branding / promotion
 - Remuneration philosophy and method
 - Code of Conduct
 - Managerial Style (360° feedback)
 - Career development
 - Recognition
 - Individual Perception Monitor (measure employee satisfaction)
- Team forums
 - High level of understanding, openness, energy and enthusiasm
 - Education plan
 - Focused pro-active innovation
 - Measuring team forum effectiveness against scorecard achievement and team processes

Individual Performance Management

Where does it start?



- Create a performance conducive organisation - this is the area of organisational performance management
- Recruitment phase – right person in the right job.
- Appointment and induction phase
- Positioning phase – providing means and ability - setting the performance and behaviour parameters, develop action plans
- Feedback and re-positioning cycle:
 - Recognition and rewards
 - Development needs
 - Performance counseling
 - The formal disciplinary process and cost/benefit

Let's review the key ingredients of Individual Performance



INGREDIENT	DEFINITION
Means	<ul style="list-style-type: none">• “Tools for the job”• Systems, procedures, guidelines and standards
Ability	<ul style="list-style-type: none">• Understanding, knowledge and skills
Willingness	<ul style="list-style-type: none">• The individual must want to perform. Discretionary effort. The leader creates the “want” through caring for and growing the individual• The individual has passion and has a positive attitude
Accountability	<ul style="list-style-type: none">• Focus on “<i>give</i>” rather than on “<i>get</i>”• <i>Giving</i> the means and ability, <i>giving</i> attention and coaching• Care and growth
Courage	<ul style="list-style-type: none">• The manager needs to allow the individual to take risks, to grow and create an environment of empowerment• Ensure freedom within natural boundaries• Have courage to give honest and accurate feedback.
Consequence	<ul style="list-style-type: none">• Clear and consistent consequences exist• Recognition and reward• Remedial action

Finally...



People – Key to our Performance
