Landmark Development System

Pit Stop Session - Performance Dialogue
Landmark Development System and YOU

LDS for all employees:

• Influence your future career development
• Agree on clear business and behaviour goals
• Give and get constructive feedback
• Communicate ambitions and development needs

LDS for leaders:

• Manage teams’ performance, ensure strategic alignment
• Inspire employees to extend and deliver
• Assess performance and reward performing individuals
• Review talent potential of direct reports
• Bring medium performers to become high performers
PIT STOP SESSION – Objectives

- Link Organizational and Individual Goals
- Familiarization of On-line System
- Effective Engagement Dialogue
- Use PMS as Leadership & Developmental Tool
- Feedback on Challenges & Support required
Introduction to Key Performance Indicators

Process of translating strategic ambitions, business targets and forecasts into key performance indicators (KPIs) and goals for teams and individuals.

Why?
• KPI’s give the employees a clear direction
• Goals and KPI’s motivate to deliver highest performance in accordance with strategy.

Communicate!
• ALL employees must have the same understanding of the goals and how to achieve them.

Follow-up!
• Give feedback, set or modify direction.
• Success criteria in the performance and development process.
Target setting = leadership responsibility

- Initiate the target setting process
- Translate organisation strategy into team strategy and ensure clear targets and goals are set
- Take initiative to align goals
- Ensure high quality level of goals
- Gain commitment for identified goals
- Clarify expectations related to goals
- Follow-up progress and performance
Example of Goals & KPI’s

**Business goals**

- Define **WHAT** you or your team is expected to deliver and **WHEN**.
- Your business goals help your company reach its overall business goals.

**Development goals**

- Define **HOW** you and your team expect to develop oneself to deliver and achieve business goals.

**Example of Goals & KPI’s**

**Business goals**

- Example 1: *Increase sales to my existing customers by 10% before Mar 2012.*
- Example 2: *Cut travel costs by 30% by the end of Oct 2011.*
- Example 3: *Reduce fixed costs by 20% compared to last period (e.g. quartile or annual period)*

**Development goals**

- Example 1: *I will develop on my Time Management Skills through training program.*
- Example 2: *Understand Best Practices in the industry through networking*
The Dialogue Process
What is a Dialogue Process?

The assessment and development dialogue between manager and employee, to be completed at the end of first half of each year.

The purpose of the dialogue is to:

• Agree on performance assessment, individual business goals and personal development plan
• Recalibrate the performance achievement
• Set objective and goals for the remaining year
• Eliminate any misalignments
• Give and receive feedback on performance
PIT STOP Session – Process Flow
Mid Year review

- After mid year review meetings update goals and development plans
- Follow up on performance and development

**Input**
- Business targets and team goals
- Assessment information
- Draft Goals and development plans

**1**
- Plan and prepare for dialogue

**2**
- Review goals in respect to possible changes in business plan, and optionally assess performance

**3**
- Record results of dialogue and Follow up

**Output**
- Updated goals and expectations
- Updated development plan
- Agreed career expectations and competence
The Dialogue Process contains a recommended sequence of events:

1. **Set ground rules**
2. **Assess performance**
3. **Discuss goals and expectations**
4. **Discuss support required**
5. **Feedback to leader**
## Dialogue Process - Behaviour

<table>
<thead>
<tr>
<th>Phases</th>
<th>Helpful Behaviour</th>
<th>Hindering Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Rapport Building</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attending</td>
<td>Opening rituals</td>
<td>Discussion on behaviour from the start</td>
</tr>
<tr>
<td></td>
<td>Conversation on personal matters</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Smile</td>
<td></td>
</tr>
<tr>
<td>Listening (to) Feelings, Concerns, Problems</td>
<td>Physical attention (posture)</td>
<td>Distraction (attention to other things, telephones, talking to others, etc)</td>
</tr>
<tr>
<td></td>
<td>Eye contact</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Response (verbal &amp; non-verbal)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Keeping out telephones, noise, disturbance</td>
<td></td>
</tr>
<tr>
<td>Acceptance (empathy)</td>
<td>Communication of feelings and concerns</td>
<td>Lack of response</td>
</tr>
<tr>
<td></td>
<td>Paraphrasing feelings</td>
<td>Passive listening for a long period</td>
</tr>
</tbody>
</table>
## Dialogue Process - Behaviour

<table>
<thead>
<tr>
<th>Phases</th>
<th>Helpful Behaviour</th>
<th>Hindering Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>II. Exploration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploring</td>
<td>Mirroring or paraphrasing</td>
<td>Criticising</td>
</tr>
<tr>
<td></td>
<td>Open questions</td>
<td>Avoiding or hedging</td>
</tr>
<tr>
<td></td>
<td>Encouragement to explore</td>
<td></td>
</tr>
<tr>
<td>Problem Identification</td>
<td>Questions to explore possible problems</td>
<td>Suggesting the problem</td>
</tr>
<tr>
<td></td>
<td>Encouragement to generate information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identification of a probable problem</td>
<td></td>
</tr>
<tr>
<td>Diagnosis</td>
<td>Exploring questions</td>
<td>Suggesting the cause</td>
</tr>
<tr>
<td></td>
<td>Generating several possible causes</td>
<td></td>
</tr>
</tbody>
</table>
## Dialogue Process - Behaviour

<table>
<thead>
<tr>
<th>Phases</th>
<th>Helpful Behaviour</th>
<th>Hindering Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>III. Action Planning</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Searching</td>
<td>Questions on possible solutions</td>
<td>Advising</td>
</tr>
<tr>
<td></td>
<td>Generating alternative solutions</td>
<td></td>
</tr>
<tr>
<td>Decision Making</td>
<td>Question on feasibility, priority, pros and cons</td>
<td>Making a fixed plan</td>
</tr>
<tr>
<td></td>
<td>Discussion on one solution</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discussion of action plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contingency plan</td>
<td></td>
</tr>
<tr>
<td>Supporting</td>
<td>Identification of needed help</td>
<td>Promise of general help</td>
</tr>
<tr>
<td></td>
<td>Monitoring</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contract on help</td>
<td></td>
</tr>
</tbody>
</table>
Thank You