



# PRACTICAL LEADERSHIP

The **Secret** of Effective Performance Management

David Finney  
**The Energy of Conversation**



# Coverage

## Practical Leadership

- \* Employee Engagement
- \* What is Optimum Performance?
- \* Surgery: Leadership/Management issues
- \* The Secret of Effective Performance Management

# Why Should Anyone be Led By You?

*Rob Goffee & Gareth Jones*

# The Four Cornerstones

## **COMMUNITY**

to feel that I am part of an interacting group

## **WORTH**

to feel that I am heard, appreciated and valued

## **INSPIRATION**

to feel I am challenged and motivated into action

## **GROWTH**

to feel that I am continually learning and developing

*Job Satisfaction/Employee Engagement*

# What is Optimum Performance?

Performance  
People

Clients  
Suppliers

Change  
Finance

Quality  
Projects

Time  
Systems

25 years of Research  
80,000 managers interviewed  
Total sample size: 1 million employees

*From data collected by Gallup Research,  
Reproduced with kind permission, Marcus Buckingham*

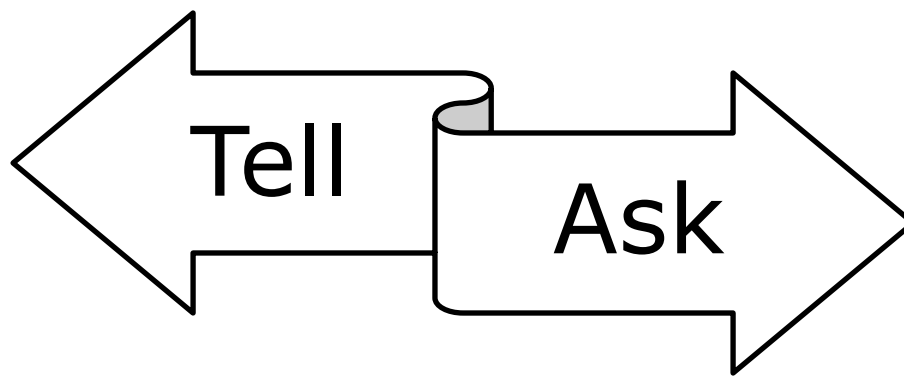
## First, Break all the Rules

*Marcus Buckingham & Curt Coffman*

**“People leave managers not companies”**

Everything starts with a conversation

and so the quality  
of that conversation  
determines everything.



# Surgery



# The **Secret** To Effective Performance Management

## **Strengths**

*Appreciative Inquiry*

COMP \* TEAM \* SELF

# The **Secret** To Effective Performance Management

## **Enforcement**

*The Donut Principle (Handy)*

# The **Secret** To Effective Performance Management

## **Coaching**

*Empowerment & Responsibility*

# The **Secret** To Effective Performance Management

## **Reward & Recognition**

*Creative, Bespoke Systems*

# The **Secret** To Effective Performance Management

## **Evaluation**

*Positive, Goal-Oriented Appraisals*

# The **Secret** To Effective Performance Management

## **Three Sixty Degree**

*Constructive Global Feedback*

# 360: STOP START CONTINUE

What is *NAME* doing which if he/she were to **STOP** doing, would improve his/her performance?

What is *NAME* not doing which if he/she were to **START** doing, would really add value to the service he/she provides?

What is *NAME* doing well that he/she should **CONTINUE** to do?

# The **SECRET** to Effective Performance Management

**S**trengths

**E**nforcement

**C**oaching

**R**'n'**R**

**E**valuation

**T**hree Sixty Degree

# Evaluation & Action





# The Energy of Conversation

Corporate and Personal Development



Reaching our potential through  
**The Energy of Conversation**