

A MyPerformance Guide to Maximizing Results



brought to you by the
BC Public Service Agency



Where ideas work

contents

Overview	3
Best Practices for Linking Performance to Strategy	3
Translate the Organization's Vision and Focus on Intended Results	4
Communicate and Align Goals	5
Utilize the Business Plan to Increase Performance	6
Learn from Your Results to Evaluate and Modify Your Approach and Performance	7
Best Practices for Linking People to Performance	8
Know Your People and Retain High Potential Employees: Put Your Hands Up and Grow Yourself	8
See and Tap into Untapped Potential; Reach Your Highest Potential	9
Identify and Address Challenges, Issues and any Developing Performance	9
Identify Critical Work	10
Identify and Learn from High Performance	10
Identify Learning and Development Opportunities	11
What Will You Say?	11

Overview



Do you want to maximize your business results? Of course we all want to achieve this, but do you have a clear plan, way or approach for doing so? This MyPerformance Guide to Maximizing Results will show how both supervisors and employees can create greater results through integrated performance conversations. This approach provides supervisors with a clearer path to linking in employee performance to organizational performance, while providing employees with a clear connection between the work they do and how this work contributes to the overall business goals. An **integrated performance management approach** aligns individual performance and activities to the larger organizational strategies, plans and goals, maximizing results. There are three aspects to an integrated performance management approach:

1. A strategy for success.
2. The business plan or tactics.
3. The employee's individual goals aligned with business goals.

The most successful managers and supervisors ensure that the work being completed by their teams aligns with the business plan and tactics, and that their employees are supported in doing their best work. Employees want to succeed, continuously progress in their work and career goals, and make a difference to the organization and the people they are serving through doing work that motivates and inspires them. It is critical that employees understand and see how their work can contribute to the business plan or tactics so they can carry it out to the best of their abilities.

Remember that MyPerformance is all about the conversations! This guide will show supervisors and employees how to focus the conversation on the strategy, business plan and/or tactics. By having this focus, employees will better understand how they are contributing to success in a very real way, everyday.

RESOURCE ALERT



Important Terms

What do these terms mean?

A **strategy** is a general plan of action to achieve a complicated goal and is typically set by an executive leadership team with input from several sources.

A **goal** is a desired result.

A **business plan** is a formal statement of a set of goals and a plan for reaching them.

Tactics are the methods for implementing the strategy and may be included in the business plan. The tactics are typically set by a management team, with input from several sources. Tactics are carried out by employees at various levels of an organization.

Best Practices for Linking Performance to Strategy

RESOURCE ALERT



Are you looking for support in having conversations with your team about your common purpose?

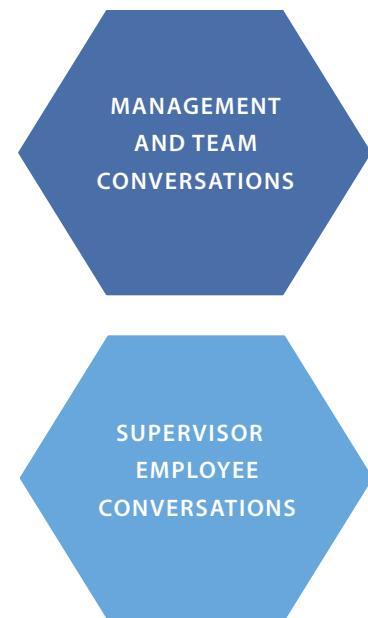
The BC Public Service Agency offers Team Coaching. Your Team Coach will provide a customized approach to support your team in accelerating performance.

If you are looking for support in preparing for these conversations, the BC Public Service Agency also offers individual performance coaching.

To sign up, complete a Performance Coaching request form on MyHR.

Translate the Organization's Vision and Focus on Intended Results

Your ministry's service plan outlines the vision and strategy for the entire organization. It is important that employees understand what the ministry's vision and strategy mean in operational terms and for their work. Review the chart below to see how you can start this conversation.



Have a conversation with your team to translate the vision and strategy in operational terms. Focus on intended results. Your team may hold different perspectives on how to best achieve those results. Make sure everyone is clear on what the vision and strategy means on a branch, team and individual employee level.

Questions to discuss: What does the vision and strategy mean in concrete terms for your branch, team and employees? What are the intended results? What is your perspective on what it means for your team's goals, approaches and work? What opportunities does your team have to implement the tactics for achieving strategy?

Have a conversation to understand the ministry's vision and strategy and find out what it means for the employee. Refer to the service plan and/or your branch's business plan. It is vitally important to understand and see yourself in the strategy and tactics to best contribute and carry them out.

Questions to discuss: What does the vision mean to you? Picture it. What does it mean on a day-to-day basis for your ministry, your branch, your team and yourself? What inspires you about the vision? What does the vision look like? How are you living the strategy? What is the desired and best outcome? What results do you expect if the vision is achieved? What results are you accountable for?

Communicate and Align Goals

Your work goals as an employee or a supervisor will ultimately stem in some way from your area's business plan and tactics. It is important for everyone to discuss and understand how their ministry, branch and team goals align. These conversations must be on-going and take place at all levels for the business plan

and tactics to succeed, and have the best results throughout the organization. As a result, goals will be linked both vertically and horizontally so that all divisions, branches, teams and individuals are in alignment with each other. See the MyPerformance Guide to Goal Setting for more assistance on the goals setting process itself.



Communicate, communicate, communicate! Continue to communicate the business plan and tactics throughout the organization while linking back to the branch and team goals. Discuss the team goals in a group setting.

Questions to discuss: What are the ministry, branch and team goals? How are they aligned? What is our team's common purpose? What are my managers and supervisor's goals? What goals are our team working on and how are our individual goals aligned with each other? How do we work together to complete those goals?



Have a conversation to further understand the ministry, branch and team goals so that individual goals are aligned.

Questions to discuss: What are my individual goals? Which goals and tactics am I most interested and responsible for implementing? How are my goals aligned to my supervisor's and colleague's goals?

"The key is that there is a common language, a common set of principles and an alignment with the organization's values and visions."

~ NATALIE ASHDOWN, BRINGING OUT THEIR BEST

RESOURCE ALERT



Are you looking for support in goal setting?

The BC Public Service Agency offers the following resources:

- Planning for Quality Performance Engagement – in this workshop, you will build key work goals and performance measures.*
- Performance Management Snapshots - these are brief videos offering practical tips, including effective goal setting.*

Visit The Learning Centre to find out about these upcoming workshops.

RESOURCE ALERT



Ever heard of a balanced scorecard approach?

Many of our best practices are based on this measurement and management system that helps leadership clarify the organization's vision and strategy.

This system suggests that the business plan is a set of hypotheses about cause-and-effect relationships that will tell us what to expect once the strategy is implemented.

So when thinking about your own business results, consider defining what success will look like from four key perspectives:

- 1) customers
- 2) employees
- 3) efficiency or process
- 4) financial

Utilize the Business Plan to Increase Performance

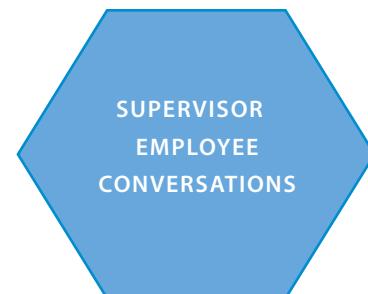
Your area's business plan will tell you what you can expect will happen (the intended results) once the strategy is implemented through articulated tactics.

At this point, with a business plan in hand, you know the intended results and you may also have some measures of success identified, most commonly known as milestones. The milestones within the plans tell us when or if those tactics are being successfully implemented, and to what degree we are being successful with our strategy, broadly speaking.

When identifying or working with measures of success, whether at the ministry, branch, team or individual level, forecast and measure various perspectives so that you can see the whole picture and manage any conflicting priorities. Many ministries and agencies use what is called a "balanced scorecard approach", and this is one among many ways you can identify results from various perspectives. Many ministries find this approach most useful measuring quantitative and qualitative results related to customers, employees and processes. The next section will show you how you can now take these organizational measurements and meaningfully engage with employees.



Review your branch or team business plan to understand the team's priorities and what success will look like.



The Business Plan supports all employees in understanding priorities because everyone knows what they're supposed to be doing and why. When a new initiative hits your desk, you understand what is and isn't critical to your business.

Questions to discuss: What does success look like? What are the milestones? What are the various perspectives that will define your branch or team's success? What are the conflicting priorities? What performance measures are related to your customers, to your employees and to your processes?

Questions to discuss: What are your priorities? What is critical to your work? What isn't? What are your measures of success? What variety of results will provide a complete picture for measuring your success? What results are within your influence?

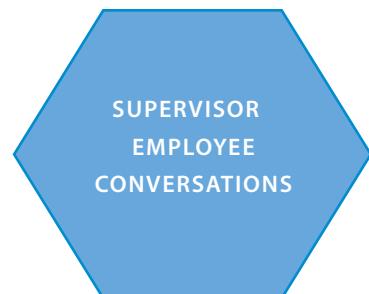
Learn from Your Results to Evaluate and Modify Your Approach and Performance

As either a supervisor or an employee, what you do with the measurements and results may be more important than the results themselves. As a supervisor, you will review your organizational measures of success on a regular basis to evaluate your tactics and performance, and make any adjustments to your approach.

First, whether you are a supervisor or an employee, be proactive. Don't wait to have a conversation, or a series of conversations about your business results and linkages to larger measures.



Review your measures of success and have a conversation on how your team is doing. Look to see if your branch and team are getting the results intended. Look at results to determine if they indicate your team is on the right track and/or may be running off course. Make sure you adjust your approach when needed to continue moving towards higher performance.



This is another opportunity to continue those conversations about intended and actual results to determine what adjustments in approach and/or performance are necessary.

When you look at the results, look to see if they could be impacting or related to other results. For example, if you notice as a supervisor that your customer service ratings are beginning to dip, you could look at what may be affecting those results. You may identify that your high performers are on low priority projects and will want to reassign work accordingly. Alternatively, you may examine your processes and find that customers sometimes experience difficulty accessing services because there is a process that is not as efficient as it can be. By looking at various results this way and making adjustments to your approach, you will be able to learn from and get improved results.

Questions to discuss: For what purpose are you discussing the results? What are the intended and actual results? What do you want more of? What is possible? What results are being compromised or impacting others? What is underneath those results? How will you modify your strategy and/or performance?

Questions to discuss: What are your own intended and actual results? What do you want more of? What is possible? What could be impacting your results? What can you do even better? How will you modify your own approach, tactics and/or performance to stretch yourself and reach higher results?

RESOURCE ALERT



Take a systems approach in understanding your results. Systems thinking is “the process of understanding how things influence one another within a whole” (Wikipedia).

W. Edwards Deming was first to apply systems thinking to performance management. “Traditionally-minded managers use measures that encourage parts (functions) to ‘win’, while the whole ‘loses’; we waste enormous amounts of human talent by engaging people’s ingenuity in surviving in or beating the system rather than in contributing to it.”

Continuously improve the organization’s performance by taking a systems approach.

RESOURCE ALERT



MyPerformance Profile can run reports to identify those who achieve or exceed expectations. This is a great way to put focus on knowing your people.

Talk to Strategic HR if you would like to mine the data about learning and development opportunities that are desired by staff and supervisors for them to succeed. This is another great way to identify how the organization can support its employees.

Keep in mind that there are privacy restrictions in place so that a supervisor or manager only can access the data relating to the employees who report to them. Your Strategic HR team will help you get the information you need.

Best Practices for Linking People to Performance

You will also then need to view this measurement and results information through the lens of individual employee performance, and seek ways to maximize results by engaging in the best practices of performance management which we promote in MyPerformance. This is the step or opportunity most often missed to take a more integrated performance management approach, and the one that can dramatically increase results for the individual staff member and the organization. There are different strategies and approaches for working best with high performers and high potentials, as well as middle and lower performers to maximize results.

It is important that the right people are carrying out their best work to implement the business plans and high priority work. In addition, employees want to do their best, continuously progress in their performance and careers, and do work that inspires them. Having the “right people” is a broad category. It should include considerations to ensure that you have the right single assignment or the right overall mix of the expert best fit, the high performers and the high potentials, along with those developing and those with real passion on a project.

Know Your People and Retain High Potential Employees; Put Your Hands Up and Grow Yourself

There is a lot that can be learned from teams and employees who continually get the best results. Support these employees so that everyone can benefit and the team can reach towards higher performance. Look at the results to identify the high performers and then have a conversation with them to find out what they do.

SUPERVISOR

Have conversations with your employees about their individual goals and results. Identify the employees who consistently demonstrate high performance and create and support learning opportunities for your team. What results are they getting? What is it about their approach that works? What process are they following, or not following? What competencies and values do they demonstrate more than others?

EMPLOYEES

Have ongoing conversations with your supervisor about your individual goals and results. Collaborate with your colleagues so that you can all learn from each other on results, approaches and processes to improve your own and each other's performance.

See and Tap into Untapped Potential; Reach Your Highest Potential

This is the work that is most related to the success of the organization and operations. This is the work that high potential and highly engaged employees want to be working on.

SUPERVISOR

Identify related positions and/or work assignments so that you can direct your focus towards ensuring that you deploy the right people for the right work.

EMPLOYEES

Find out about related positions and/or work assignments so that you can put your hand up for those opportunities that most interest you.

Identify and Address Challenges, Issues and any Developing Performance

High performers include high potential employees who regularly exceed expectations and that the organization would do well to further develop. There may be high potential employees who are underutilized or not in a job that is the best fit for them. Significantly, it is the disengaged, high potential employees who are the first to leave an organization if they are not performing work that is critical to the success of the organization, and developing and growing their talents.

SUPERVISORS

By talking to your staff on a regular basis, you will know who and where your people, with their respective talents, are located and how they can best contribute to the organization. Uncover their skills and interests and ensure that they know what opportunities are out there for them. Support them in reaching their full potential.

Possible questions: What are your greatest accomplishments? What work are you most passionate about? What skills and competencies do you enjoy using most? What work do you want to do? What are your career aspirations? What opportunities are you looking for?

EMPLOYEES

Put your hand up; identify your skills, ability and potential, particularly now that you fully understand the business goals. Have those conversations with your supervisor. Grab hold of the opportunities that will grow you so that you can be your best and fully contribute in a meaningful way to the strategy.

Possible questions: What opportunities are available and/or coming up? How can I contribute to the work? What do you see as my greatest growth opportunities?

RESOURCE ALERT



Would you like coaching on preparing for these conversations? Do you know your career goals and how you will reach them?

The BC Public Service Agency has Performance Coaching Services available to assist supervisors and employees.

Performance coaches are your ally for success and will assist you in reaching higher levels of performance. You will gain perspective, explore and set goals, identify obstacles, create a plan and work towards achieving what is important to you in your career.

To sign up, complete a Performance Coaching Request form on MyHR.

RESOURCE ALERT



Mark Murphy, founder and CEO of Leadership IQ, talks about turning middle performers into stars and says that "about 80 per cent of middle performers have tremendous untapped potential; they could become high performers."

The BC Public Service Agency has resources available for turning yourself or one of your employees into a star.

As a supervisor, learn skills to identify untapped potential. Take the Coaching Approach to Conversations workshop through The Learning Centre.

As an employee, identify and realize your true potential by signing up for Performance Coaching Services through MyHR.

Identify Critical Work

The majority of employees in the workforce are meeting expectations and they are, along with their supervisors, generally satisfied with their performance. These employees are often known as “middle performers”, and unfortunately for the largest employee segment they often garner the least attention, development and strategic placement. This is a huge missed opportunity for an organization to maximize its results by re-framing how we engage middle performers to achieve higher performance, by making them aware that they have even greater potential, and we are here to support that potential. There is opportunity for the supervisor and employee to have a very important conversation.

As a supervisor, this is a conversation for you to explore and find ways to tap into employee potential with a focus on the future and a career goal or dream. As an employee, this type of conversation is a great opportunity for you to explore those goals that would give you greater alignment, meaning and motivation in your work.

SUPERVISORS

See the untapped potential and tell the employee about what you see. Have a conversation to explore what is possible. Be curious about what more is out there for this person and what may be holding your employee back from even greater success. Find ways to create career, work and learning goals that will tap into more of what this employee has to offer.

Possible questions: What are you passionate about? What motivates you? What strengths do you want to use more of? What would you do if you knew you could not fail? What is your dream job? What beliefs or ideas may be holding you back? What do you see as your limitations? What can you learn from others? What is possible for your growth and career? How do you want to grow next? Where do you want to take your career?

EMPLOYEES

Consider that you may have an ideal or dream for your career that may have you contributing to the province in a way you haven't thought of before. Stretch your mind and think about what is really possible for you.

Possible questions: What do you see as my strengths? What do I do better than anything else I do? What have you observed when I'm at my best? What do I do without effort? What do I do without being asked? What resources or supports are out there to support me in reaching my full potential?

Identify and Learn from High Performance

We've offered some strategies and approaches on how to link high and middle performers to organizational goals to maximize results, but what about lower performers, which may include many situations such as new or developing staff members, mismatched talent or performance issues. If you're working with an employee with performance issues, you will also want to consult directly with MyHR for any necessary employee relations advice or to access other support services such as performance coaching.

As a supervisor, it's important to initiate conversations about challenges and issues with your employees as soon as possible to determine the nature or cause of the challenge. Talk about work and results, learning and development opportunities, modified approach and/or performance, and how your team can move towards success. Also, by taking an integrated performance management approach and clearly showing the individual where they are needed to create greater team and organizational success, they can begin to see the value and impact of their work in a broader way.

SUPERVISOR

By identifying the trends, management can ensure that those opportunities are offered particularly when they line up with the critical work. Ensure your employees receive the learning and development opportunities that are crucial for them to carry out critical work.

EMPLOYEES

Discuss learning and development opportunities that would support your success. Ensure that they are included in the MyPerformance Profile.

Identify Learning and Development Opportunities

Identify the learning and development opportunities that are desired by staff and supervisors for them to succeed. As the Conference Board of Canada states, "Having a training and development component on an appraisal form and ensuring employees are getting the appropriate development are two very different things."

SUPERVISOR

By having ongoing conversations with your employees, you will notice early when they may be experiencing some challenges. Identify and address them right away. Set clear goals and expectations. Discuss the best ways to learn and develop. Set milestones and follow up regularly. By addressing the challenges and developing performance, you ensure that your entire team stays motivated and feels valued.

EMPLOYEES

Put your hand up early when you are experiencing challenges or issues so that you can get the guidance and support you need to move towards success.

What Will You Say?

Both individual and organizational performance improves when organizational goals inspire the workforce so that everyone is working towards a common purpose and vision. Results and data are leveraged; talent is maximized and we together reach success. So the next time someone asks you if you completed your MyPerformance Profile, you will know that MyPerformance is more than an exercise for your personnel file. It's more than a checkmark and more than a rating. It's a way to communicate strategy, tactics and goals to every employee in a meaningful way, to engage employees one-on-one in the business goals and to align individual goals. Ultimately, it ensures each employee is delivering their best because they've had the right conversations, with the right focus at the right time.

RESOURCE ALERT



The MyPerformance Guide to Conversations includes many tools and approaches.

The BC Public Service Agency also offers the Coaching Approach to Conversations to assist supervisors in having these kinds of conversations. Learn how to use a coaching approach to talk about performance, skills, interests and opportunities.

RESOURCE ALERT



Are you looking for support in recording your conversations into your and/or employee's MyPerformance Profile?

Click on the Profile Help button Profile Help

in your MyPerformance Profile where you will find helpful tools like profile samples, user guide, and FAQ's.

To get started, visit MyHR for a direct link to your MyPerformance Profile.



Where ideas work