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STRATEGY EXECUTION HEROES

Write a great performance story

Workshop format

This document is part of a set of supporting material available for download upon purchase of *Strategy Execution Heroes* by Jeroen De Flander (isbn 978-908148731-3) .

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Pre-workshop assignment

- Invite a mix of HR staff and experienced managers
- Explain why you want to write a performance story and what the output should look like (use download 16 as an example)
- Ask attendants to read pages 13 to 31 and 136 to 139 of *Strategy Execution Heroes* to understand the process behind performance management and to get inspiration on performance stories
- All attendants should
 - | Understand the Strategy Execution process
 - | Reflect on the existing process as they know it

Typical workshop agenda

Agendapoint

- Explain background & objectives
- Inform attends on groundrules
- Identify process steps
- Discuss each step from the manager's perspective
- Create consensus on the role of managers per step
- Detail next steps to write, review and approve the performance story

Time

- 15'
- 5'
- 20'
- 40'
- 30'
- 10'

Example ground rules

- Help the facilitator
- Listen to understand
 - | Let go of your assumptions
 - | Consider possibilities
 - | Don't take anything for granted
- Be concise
 - | Say it once and with precision
 - | Beware of war stories
 - | Do not take more air time than required
- Take a stand when you believe deeply in something
 - | Silence is agreement and commitment
 - | Ask questions if you don't understand
- Reach out to people you don't know
- View differences as helpful
 - Respect others' opinions
 - Provide only constructive feedback
 - Think out of the box
- All discussions should contribute to moving agreed objectives
 - Speak one at a time
 - No justification, remain focussed
 - Use parking lot
- Be here (mentally) when you are here (physically)
 - Limit external distractions (be on time, phone policy, ...)
- Have fun
- Anybody can ask for a time out when meeting focus and ground rules are not adhered to

Identify process steps

- List all steps participants know of in the performance management process
- Don't forget those steps unseen by all but the process owners
 - | E.g. Fixing time schedule of performance management cycle, determining variable remuneration pool, coherency check evaluations by higher management level, ...
- Describe all process steps with active verb and a noun
- List all actors involved per step

Discuss role of the manager

- For each step in which the manager is involved, discuss
 - | Who (s)he should contact to get/ give information
 - | What (s)he should do prior, during and after each interaction
 - | What the desired output or effect is
 - | Who should be informed of what after each interaction
 - | What documents should be used
 - | ...
- Incorporate formal HR requirements
- Get a consensus on the expectations with regard to managers



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Define an action plan

- Based on the input of the previous step, detail the actions to be taken to deliver a performance story
- Determine who is involved in the validation of the story
- Assign responsibilities for all actions