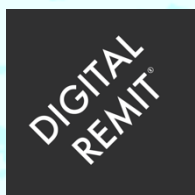




People workbook



SEMLEP's
Growth Hub
Connected Business Support

1. Performance description

What competences and behaviours do you want from someone you employ?

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What resources will they have available in their jobs?

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.....

.....

How do you want them to behave?

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.....

.....

How are these different for different people?

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.....

(NB: some SMART headings are deliberately left out of the following exercises.)

2. Performance management: expectations

Describe in SMART terms an expectation you might have of someone you employ

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.....

Specific (state it clearly)

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.....

.....

Measurable (define what will be measured and how)

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.....

.....

Relevant (what is its purpose?)

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.....

Timely (when does it need to be completed by?)

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.....
.....

3. Performance management: feedback

Describe in SMART terms how you would give feedback to someone you employ.

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Specific (clearly stated about a particular action, behaviour, or outcome)

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.....

Measurement (what was measured and how).....

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.....
.....

Replication (start, stop, more, less, just right)

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Timely (when does it need to be completed by?)

.....
.....
.....

4. Performance management: development (optional)

Describe in SMART terms some development for someone you employ.

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Specific (clearly state the purpose)

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Measurable (how will you know it has worked?)

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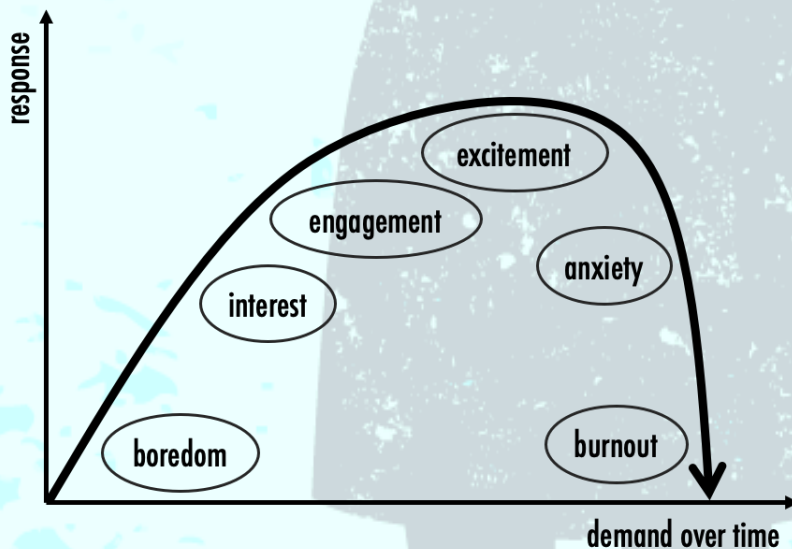
Agreed (what resources are required?)

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Timely (when will you know it has worked?)

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.....
.....

5. Objectives



Where do you spend more of your time on the performance curve?

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6. Leadership questions

Tick the questions you feel you could ask employees:

- have I told you what I expect of you at work?
- have I given you the materials and equipment you need to do your work right?
- at work do you have the opportunity to do what you do best every day?
- in the last seven days, have I given you recognition or praise for good work?
- do I seem to care about you as a person?
- do you think I encourage your development?
- do you think I listen to your opinions?
- does our company's mission make you feel that your work is important?
- are our co-workers committed to doing quality work?
- do you have a friend at work?
- in the last six months, have I discussed your progress with you?
- in the last year, have you had opportunities at work to learn and grow?

Which would you avoid and why?

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ENDS