

Developing Individual Performance

Pre-course work

1. Individual reflection #1 – ‘What do you assess staff performance by?’

Staff performance is commonly broken down into levels when it comes to assessment. A simple scale ranks performance as either 'High', 'Good' or 'Low'.

Now what do these rankings correspond to and how can managers substantiate any such assessment in a robust way so that they, the staff member concerned, the rest of the team and the organisation can fully benefit?

The purpose of this activity is to give you the opportunity to reflect on what YOU base any assessment of staff performance on. What are the tangible aspects of staff performance that you can experience and which may lead you to assess someone as a 'high', 'good' or 'low' performer?

We invite you to pick one person you would rate **in each of the three categories** as per the figure below. It may be someone currently in your team/Unit, someone you have managed in a previous team/Unit or someone outside your team/Unit you interact with frequently.

For each of the three profiles, please come up with **an exhaustive list of those observable, experiential aspects on which you base your assessment.**

High performance

Good performance

Low performance

2. Individual study – Background in motivation

Motivation is a core underlying dimension in the Developing Individual Performance course. Because we want to optimise the presential parts of the course, we invite you to familiarise even more with what staff motivation is about.

We invite you to read the documents which you can access via the weblinks below. One is in French, the other in English and both are summarised overviews of the major traditional trends about motivation factors.

- <http://www.iae-toulouse.fr/files/sitemrh/Les-theories-de-la-motivation-au-travail.pdf> (French)
- <http://managementconsultingcourses.com/Lesson20Motivation&ItsTheories.pdf> (English)

You can also watch the video via the weblink below. It gives a complementary thought-provoking point of view on the topic.

- Daniel Pink, the surprising truth about what motivates us:
<https://www.youtube.com/watch?v=u6XAPnuFjJc>

As you read and reflect upon the substance, you may want to add you own views and possibly record some inputs that colleagues, staff or your boss may share with you about how they see motivation factors.