

PART 3

PERFORMANCE

- 10 Strategic aspects of performance
- 11 Organisational performance: knowledge and learning
- 12 Individual performance management
- 13 Team performance
- 14 Leadership and motivation
- 15 Managing absence and attendance

Part III Focus on skills
Interactive skill 3: Appraisal
interviewing



It is no good having all the right people all in the right place, but not delivering the goods. It was suggested in the opening chapter of this book that there is a general move away from the contract of employment towards a contract for performance. We all have to perform effectively. A large part of achieving effective performance is getting the organisational processes right, but within the organisational framework there are the teams, groups and individuals who do the work. Also within that framework we have to understand what it is that motivates people to perform and deploy leadership skills that match those motivations.

Performance management is an idea that has been developed to coordinate several features, especially targets, training, appraisal and payment, in order to deliver effectiveness. Within that sequence is the hardest type of meeting most managers ever have to handle: the appraisal interview. Also included here is the management of absence or of attendance. Are you managing processes which encourage people to attend or are you dealing with the problem of people being absent? It is not simply an alternative way of wording the question.

