

# Appendix 1:

## *Terminology*

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An understanding of the following words/phrases is fundamental to our concepts of managing people and your ability to understand and implement the contents of this book.

**Capability** An individual's overall competence, confidence and workplace behaviour.

**Coaching** Coaching is the continuous interaction and ongoing intervention to sustain and improve the performance of the individual and team. (Intervention for the purposes of coaching may occur at any time, but particularly when a coach detects excellent performance or underperformance.)

**Code of conduct** An agreed set of 'dos and don'ts' that govern workplace behaviour.

**Competence** The knowledge, skills and attitudes required to perform in a manner that meets predetermined performance criteria/standards. Skills incorporate the whole range of practical skills, low level thinking skills (conceptual and procedural), and high level thinking skills (trouble-shooting, diagnostic, problem solving). A person will therefore be deemed competent when he or she performs consistently to the specified standards. Competence is measured at the task level and is spelt out with great precision.

**Culture (organization)** Represents the way of life of people within the organization; simply stated, 'the way we do things around here'.

**Excellence** Sustained performance and behaviour above and beyond the minimum performance standards.

**Expectations** Simply, what the manager expects of employees in terms of performance standards and behaviour, and what employees expect in the terms and conditions of employment, the work environment, and the nature of the work itself.

**Key result areas** These are determined at the strategic level of the organization and are the responsibility of senior managers. They are translated into strategic objectives and flow down into a set of actions to be undertaken. These actions will ultimately affect employees on the shop floor whose performance is related to the key result area(s). It is critical their performance is linked to the process through the development of performance criteria against which they can be measured.

**Line manager/supervisor/team leader** Any person who has responsibility for the performance (results) and behaviour of any individual or group in the workplace.

**Performance** In a workplace sense, performance means the carrying out of activities to achieve a result.

**Performance standards** Criteria by which overall work performance can be judged; along with a code of conduct (behaviour), they are measures of actual work which require competence. They are developed from key result areas and need to be as few in number as possible to indicate that the results required of a particular work group or individual have been achieved.

**Risk management** A process whereby the objectives and activities of an organization are reviewed with a view to:

- identify risk;
- assess the probability of occurrence;
- determine the impact/consequences of the risk eventuating;
- develop strategies to remove the risk or minimize the chances of its occurrence;
- develop plans to be implemented in the event of the risk eventuating;
- train people in accordance with the risk mitigation strategy.

**Team members** People who work together in a group.