

Partnering for performance

Steps developed an engaging programme to develop employee understanding around the business benefits of effective performance management

Objective

LV= wanted to deliver a number of workshops on planning, managing and reviewing performance in a number of their offices including Bournemouth, London, Bristol, Croydon and Huddersfield. They expected to see tangible business benefits after running the performance management workshops for its people managers.

Approach

"Performance management drives the overall functioning of the business, so it's a key management responsibility," said Richard Rowney, Group Chief Operating Officer at LV=. "We wanted to give our managers the skills to run a new performance management process. Instead of delivering chalk-and-talk sessions, we chose to provide practical, facilitated workshops that would give short bursts of just-in-time learning, on-site, so our managers were not away from their desks for long periods."

Facilitated by business psychologist Barr Consulting and supported by live interactive Steps scenarios, the workshops highlighted the relevant models, skills and techniques needed when planning, managing and reviewing performance. Specifically the sessions covered a series of topics including objective setting, reviewing performance, giving constructive feedback, coaching to improve performance and evaluating and rating performance.

"The drama element added a different dimension and brought the sessions to life," commented Richard Rowney. "The actors role modelled good performance but also demonstrated poor practice to generate discussion. Then they undertook one-to-one role plays with the delegates, where they portrayed a member of staff, to enable the delegates to practise their skills." These one-to-one role plays highlighted the potential pitfalls in planning, managing and reviewing performance.

Outcomes

LV= continues to run the workshops annually, as a refresher and as training for new staff.

"The workshops provided a high energy, fast paced and fun learning experience which ensured that everyone was clear about their responsibilities at each stage of the process," commented Richard Rowney. "It was ideal training for those new to performance management and also worked well as a refresher for more experienced managers."