

**Creating a
Performance Development Culture
in Your Organisation
PDN Leadership Conference 2008**

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Should oxygen be required...

What's In A Word?

Performance appraisal

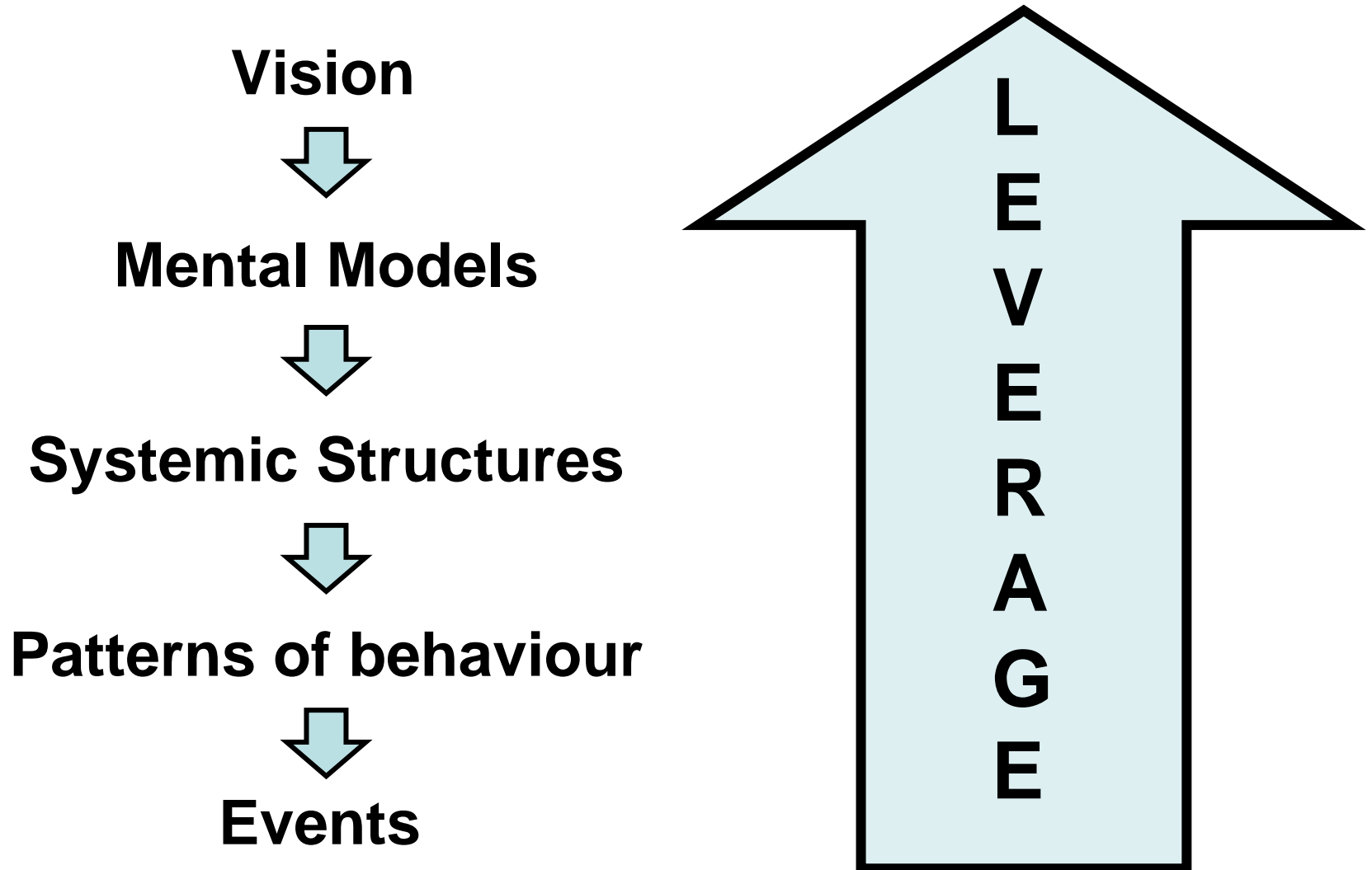
Performance planning and review

Performance management

Performance Development

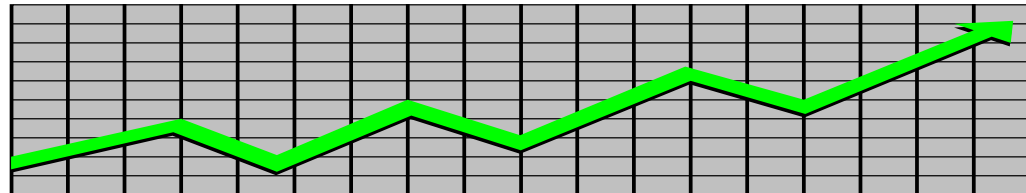


LEVELS OF PERSPECTIVE - Kim



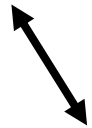
Why Performance Development?

The aim of performance development is to further develop a culture in which individuals and work teams take responsibility for the continuous improvement of the organisation..



Linking Vision, Planning and Performance

Organisational Values



Organisational Strategic Plan



School's Strategic Plan



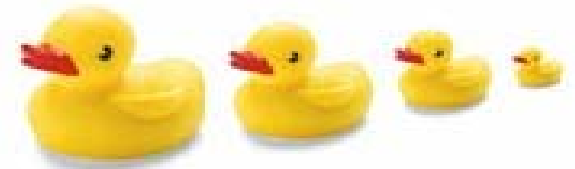
Annual Operational Plan



Faculty Level Plans



Individual Performance Development Plans



Key Concepts of a Performance Development Culture?

Mission and values, principles, policies and procedures clearly understood by new and existing staff (we are clear about our mental models)

Consistent messages including induction for those new to division and organisation

A Leadership Framework that informs and guides the leaders



Customised plans to meet developmental needs

Multiple sources of feedback /

Development that meets individual and group needs

Performance accountability linked to planning that uses monitoring, feedback, coaching, reflection and review

Barriers To Implementing Performance Development

Leaders may feel uncomfortable with their role

Leaders may not have a wide range of communication skills

Competing priorities for time

What other reasons are there?



Barriers continued...



Leaders may be concerned that staff will confront them with their performance

There may not be a clear system for performance development in place

Listening....not just Hearing

*“We have two ears
and one mouth
there must be a reason for this”*

*Next time you are in a conversation
ask.. am I really listening, am I waiting
to speak or am I thinking of what I will
say next?*

Do you always look for the colour red?

Guess what?

We generally find what we go looking for because we like to prove ourselves right...

Guidelines for Feedback

Remember.....

Content (what)

Manner (how)

Timing (when)

Frequency (often)

Where (place)

It should be scaffolded, balanced and 4way!

Principles of Performance Development

Partnership in a Shared Vision

Self-monitoring & self-reflection

Continuity and long term commitment

Rich and authentic culture of feedback

Integrated performance, planning and development

Evidence and strength based

Communication and Trust

Fairness & equity

Embedded in the Culture