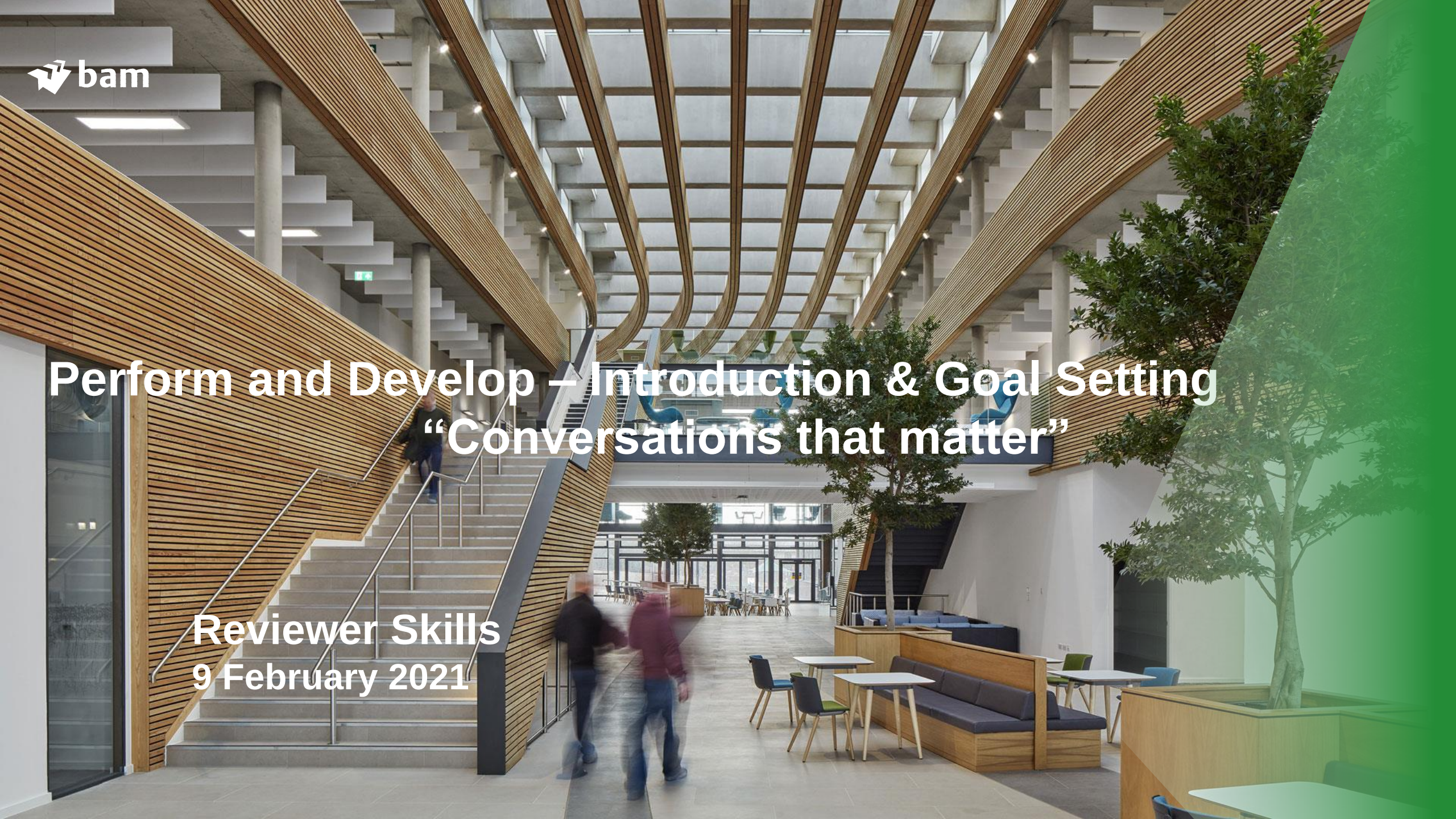


Perform and Develop – Introduction & Goal Setting
"Conversations that matter"

Reviewer Skills

9 February 2021

Tips for today

Please use headphones so we will all have less disturbance from background noises and echoes.

When we are plenary and you don’t have any questions or comments, please put your microphone on mute

It is always nice to see a face. So please turn your camera on during the whole session (except for the breaks of course ☺)

Grant your eyes 'screenless time’ during the breaks. We advise you not to use your breaks to answer emails.

Make sure you move around a bit during the breaks. The camera isn’t turned on, so live it up!

SLIDO

Slido.com
#RS01

Objectives

- At the end of this session, delegates will be able to…

- Understand the Perform and Development Process and why conversations matter
- Explain the benefits of setting goals
- Explain how an employee sets a Goal
- Describe your role in supporting employees with setting SMART Goals through coaching
- Explain how to set team goals
- Explain how to cascade goals
- Produce SMART performance and development goals in relation to individual and business objectives
- Know where to find support and information available to you

The New Cycle for 2021

"Conversations that matter"

bam Perform and Develop Cycle

Setting Goals

- Performance Goals – relevant to the business & project/department objectives, aligned with strategy.
- Development Goals help an employee work towards develop new skills as well as more long-term career aspirations
- Flexible - goals can be adjusted throughout the year to ensure they remain realistic and feasible.

Check-ins

- Check-ins are continuous, informal conversations throughout the year about people's wellbeing, performance, growth and future career aspirations. There is no set format.
- Check-ins help to build a relationship and trust between manager and employee, thus providing a safe environment to speak openly about what matters to both.
- These conversations provide an excellent opportunity to give and receive two-way feedback.

Year End Conversation

- Formal review of progress with performance and development goals.
- Performance and development will be assessed in terms of both WHAT is achieved and HOW it is achieved.
- Supported by calibration process to ensure consistency and fairness in setting the performance and potential scores.

Goals and Development Conversation

- This will be a longer and wider-ranging conversation between manager and employee, focusing on the development goals – career aspirations, development needs, health & well-being.
- Also these conversations provide an excellent opportunity to give and receive two-way feedback.

Hourly/Weekly
Live in Q2

Talent Management 2021

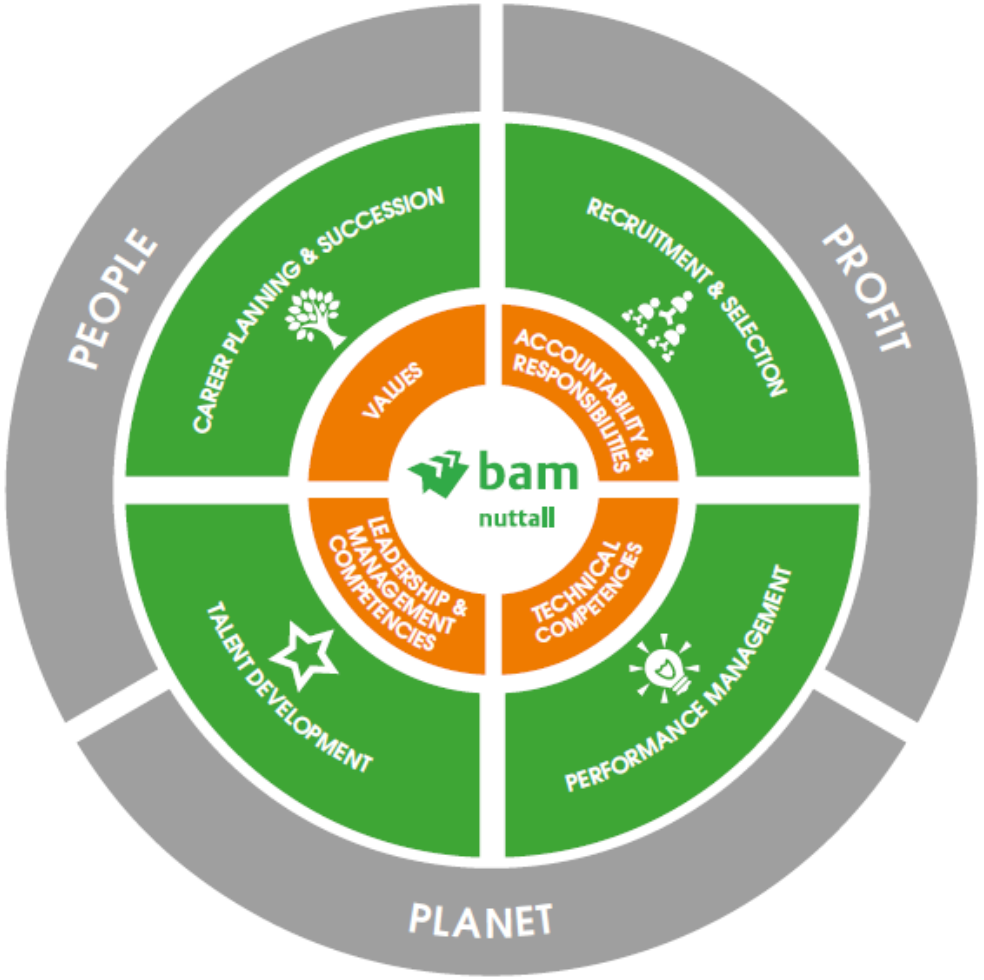
Talent Management 2021

BAM Employee lifecycle

Perform and Develop

BAM Nuttall's Competency Framework

Talent Management 2021 - Our Competency Framework



Discussion: What Makes a Good Conversation?

Go to slido #RS02

PDR – Conversations That Matter

Manager

- **Sets direction**
- **Makes time** for conversations that matter
- **Listens** and **asks open questions**
- Provides and asks for **feedback**
- **Supports people's development**
- **Assesses performance** - both the **WHAT** (performance) and the **HOW** (behaviour)

Colleague

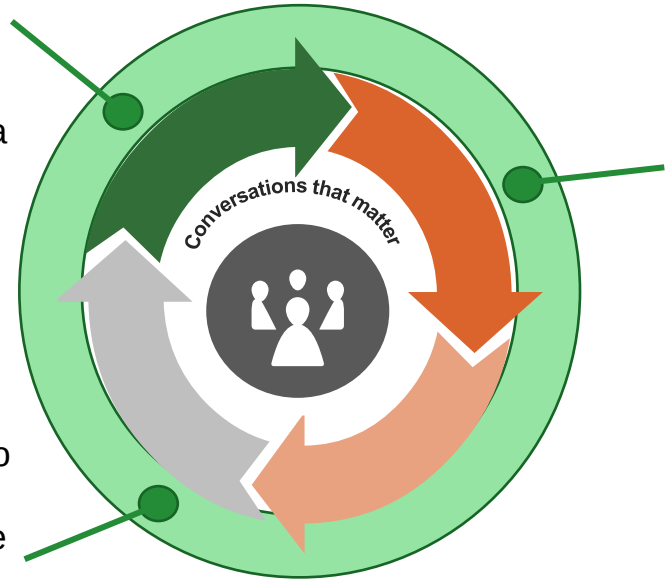
- Takes **ownership**
- Sets **challenging goals** that demonstrate their ability and to develop themselves
- Takes full **advantage** of regular **check-ins** with their manager
- Provides and asks for feedback
- Keeps **records** of conversations and goals

We've all had really great conversations – the kind where you walk away feeling engaged and inspired, or where you feel like you've made a real connection, or you've been perfectly understood.

The New Approach - What's in it for us?

The Business

Perform & Develop supports the business in further creating and retaining an engaged and skilled workforce, contributing to success.
It underpins our values and contributes to a high-performance organisation



Employees thrive when they receive focused attention from their managers.
They're able to discuss topics outside of their task list, allowing feedback in both directions.

They get a better appreciation of how others view their performance, and of the development needed to meet their career aspirations.

Managers

Conversations that matter are opportunities to strengthen relationships between managers and team members, develop trust, and create a safe environment for them to talk candidly about what matters to them. All based on a mutual appreciation of each other's situation.

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"EMPLOYEES ARE A COMPANY'S GREATEST ASSET - THEY'RE YOUR COMPETITIVE ADVANTAGE. YOU WANT TO ATTRACT AND RETAIN THE BEST; PROVIDE THEM WITH ENCOURAGEMENT, STIMULUS, AND MAKE THEM FEEL THAT THEY ARE AN INTEGRAL PART OF THE COMPANY'S MISSION."

ANNE M. MULCAHY

© Lifehack Quotes

Perform & Develop Guidance Note for Managers:

How do I help my team with goal setting?

What is your role?

Ensure that your team is aware of overall business, project and team objectives

Make time for a conversation with your team

Stimulate ownership

During the conversation, these outcomes should be achieved:

- The individual understands what is required of them and has a clear plan of action for meeting the goals
- The goals are challenging and S.M.A.R.T. (see next page)
- Priorities are set for completing the goals

Explain any goals that have been cascaded to them to ensure they understand them and how they can contribute to them.

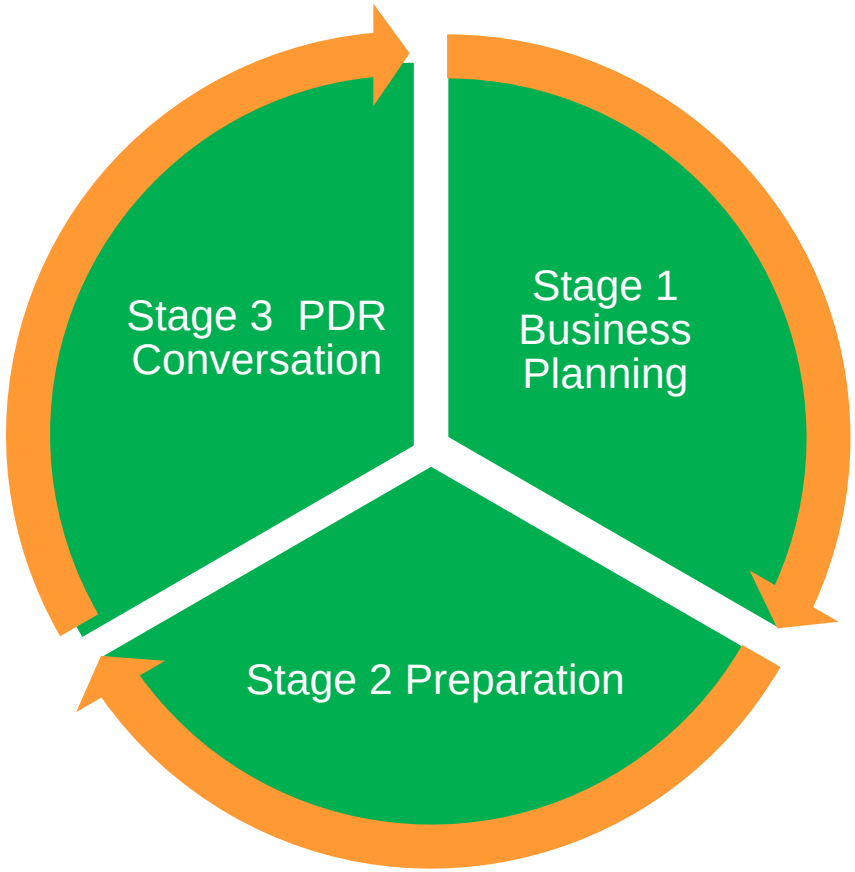
Have regular conversations with your team members to check-in with their progress; and give feedback.

Goal Library
The Perform and Develop system includes library of goals that can be used to provide inspiration for those individual struggling to identify relevant goals for their role.

Personal Career Plan
Reference should be made to an individual's plan when discussing the development goals, particularly the long-term goals

Feedback
Feedback tends to be backward looking, focusing on what has already happened. You should also look forward to help and encourage an individual make changes or improvements

PDR Step Process & Cascade



Preparation & Conversation

Stage 2 Preparation

- Find out who you are reviewing?
- When and where their review will take place (Book a room / teams call)
- Encourage to look at the system/guidance/e-learning beforehand
- PDRs should be 80% them and 20% you
- Past PDR's are still available on the old system in read only format.

How to prepare – Both to think about

- How have they performed in 2020?
- Remember role profiles are available on Connect and don't forget the self-assessment
- Beforehand share with them some potential ideas for upcoming performance and development goals
- What are the training options to support potential goals?
- Talk about career aspirations
- Talk about wellbeing and anything else they might want to talk about
- Give them a date to submit notes back to you a few weeks before the conversation to review

Performance & Development Goals

Performance goals:

- Goals should reflect the most important aspects of performance in a role.
- All goals should be set using the SMART approach, this will help you to know what is expected and to increase the chance that goals will be met.
- Don’t forget to that goals should be stretching with the aim of improving performance not just continuing to do what is comfortable.

Development goals:

- Aim for 1 long term and 1 short term goal
- A goal has not to be perfect at once
- The employee is owner of the development goal, so encourage him/her to formulate his/her own goals.

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Things to think about…

1. How do they want to contribute to the team goal?
2. What do they want to achieve? Where do they want to be?
3. What new or improved skills do they need?
4. What experience do they need?
5. What support do they need?
6. What is a short-term goal that can help progress to a longer goal?
7. How will you know when they've succeeded?

Specific
Clarify the actions that come under each goal

Measurable
Define what success looks for each goal

Achievable and agreed
Make the goal achievable

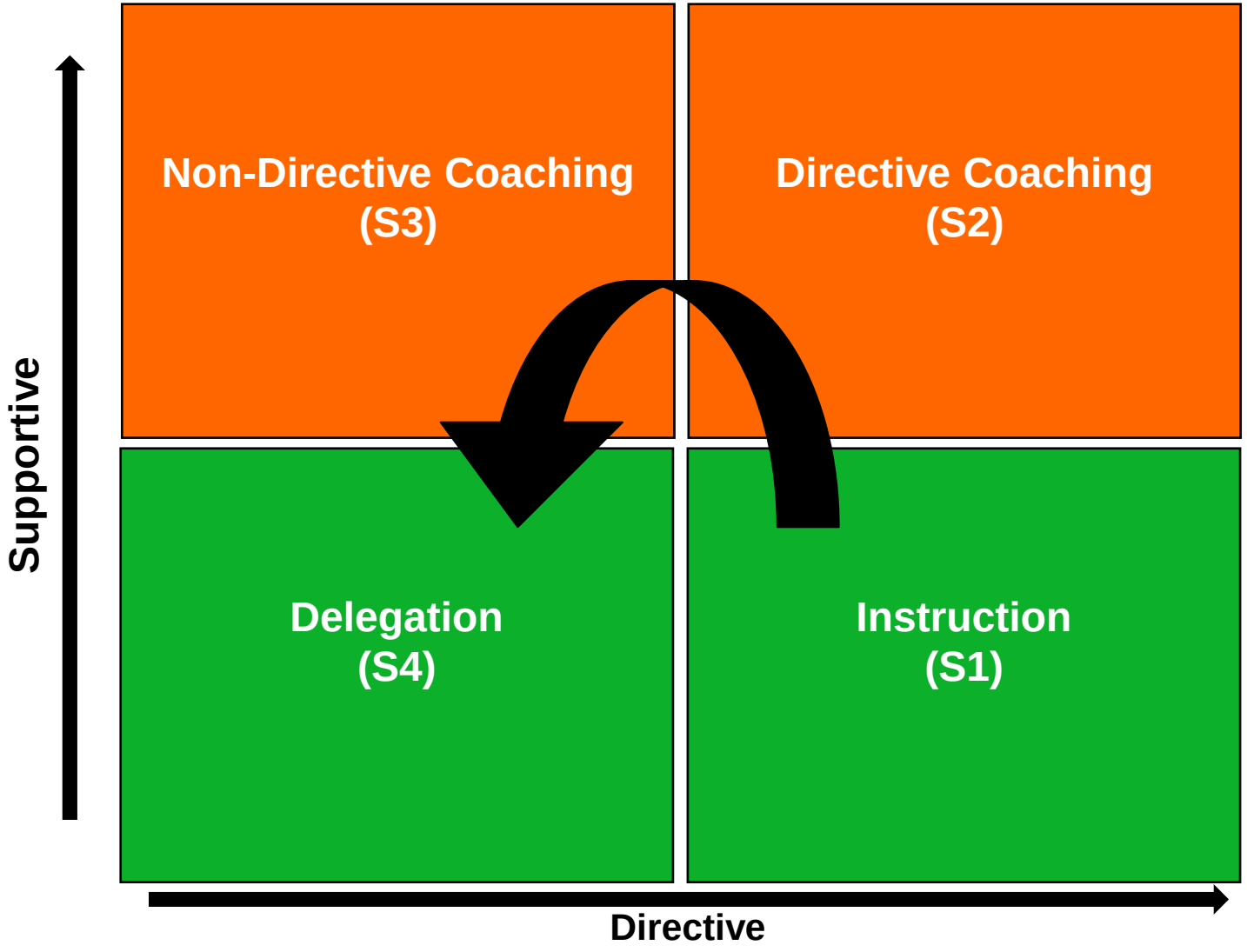
Realistic
Align the goal to BAM's business goals
Align the goal to your interests and aspirations

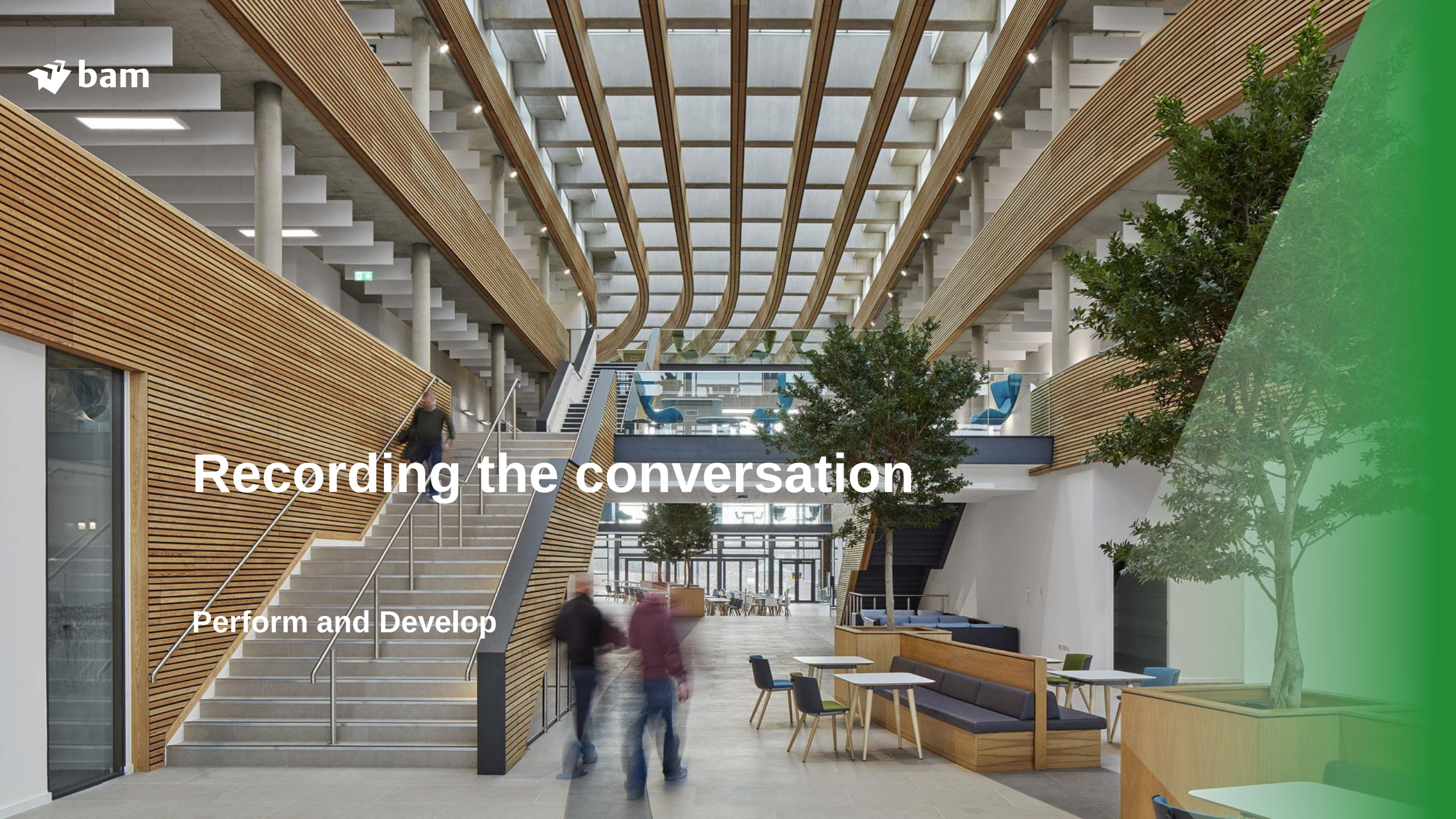
Timely
Assign a deadline to goal achievement or frequency for actions
Include a plan for monitoring progress

What are effective Coaching Skills?

- Building relationships
- Supportive and encouraging
- Challenging and Motivating
- Observing and Analyzing
- Listening
- Questioning
- Providing Instruction
- Providing Feedback

Situational Leadership





Recording the conversation

Perform and Develop

Goal setting by a manager – Team goals

As a manager you guide and support your employees to set goals.
As a manager you can set team (performance) goals or cascade your personal performance goals to other individuals. (This is not possible for Development Goals)

- Add or update goals

NOTE: Difference team goal vs cascade: a team goal is a performance goal that you can set for your team (this goal is not on your own goal plan). When you cascade a performance goal to your employee(s), you need choose a goal from your personal goal plan.

Perform and Develop – BAM People technology

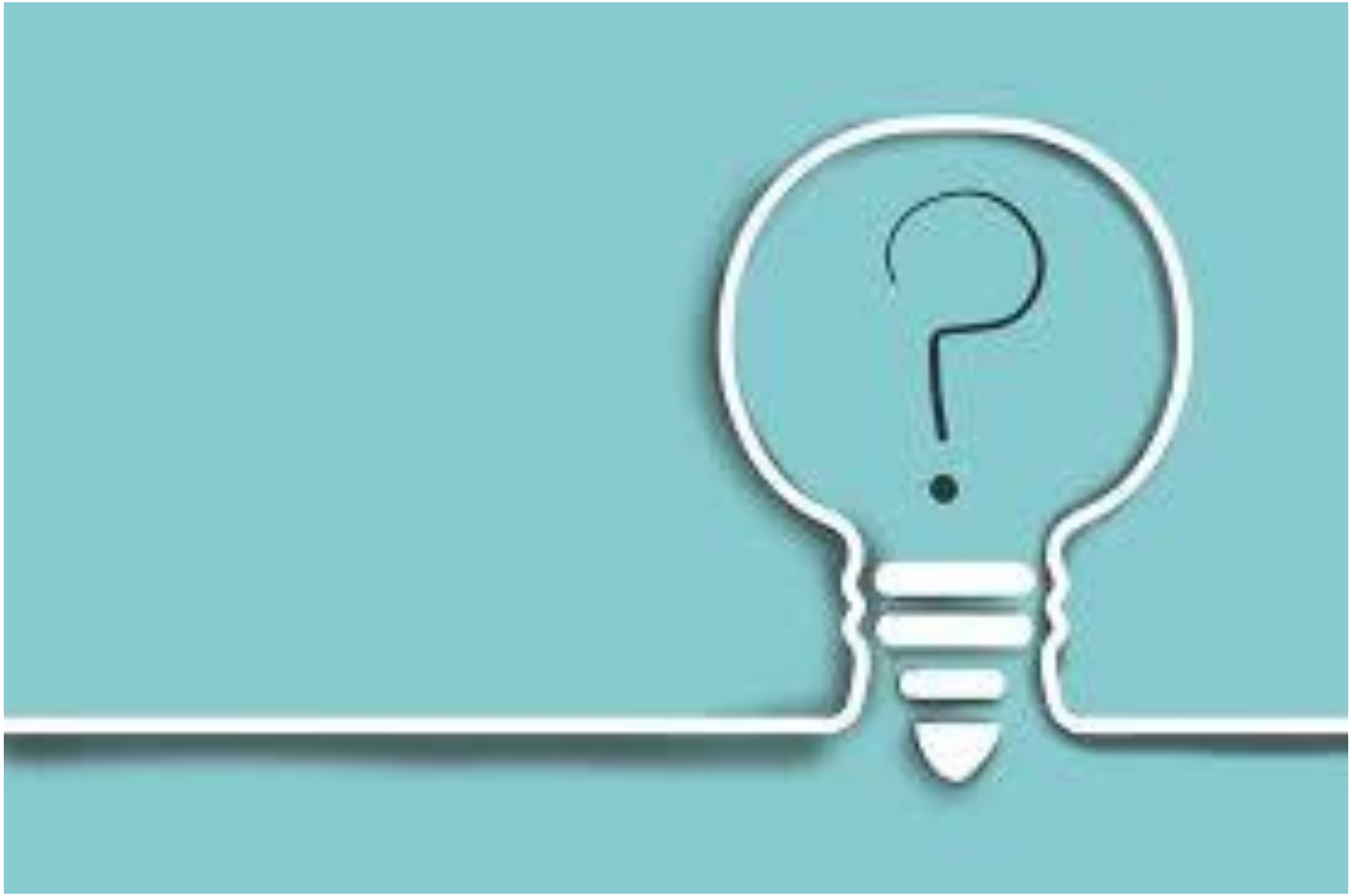
Goals setting by an employee

The first step in the Perform and Develop cycle is setting your goals:

As an employee you can set Performance Goals (goals related to your role) and Development Goals (goals about your short term/long term development goals).

- Add or update goals

Any Questions?



Support & Guidance

Perform and Develop

bam Perform and Develop Cycle

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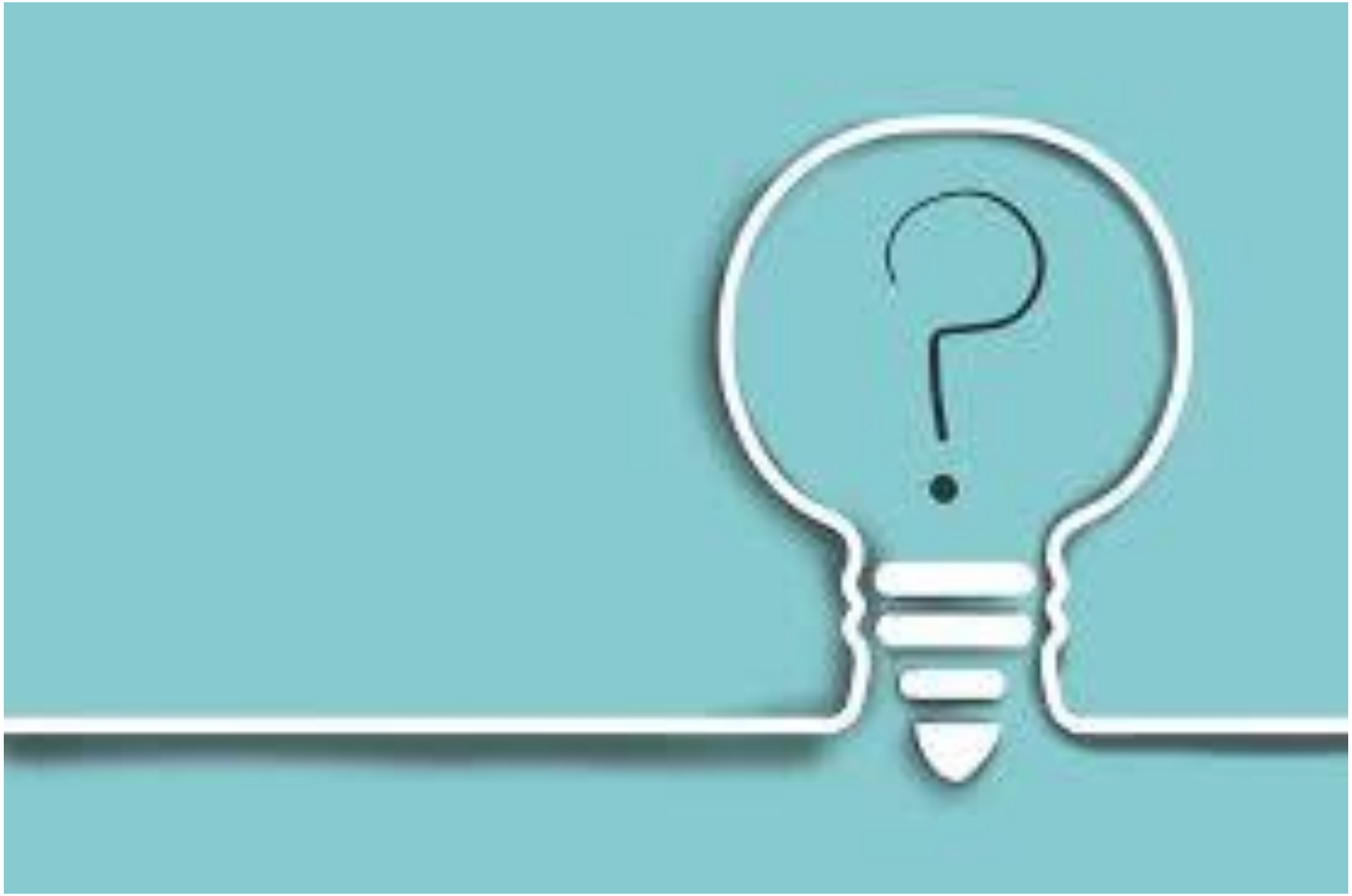
By recording your dreams and goals on paper, you set in motion the process of becoming the person you most want to be. Put your future in good hands—your own.
Mark Victor Hansen
SUCCESS.com

Any Questions?



Complete training evaluation for today

Thank you for your input and involvement