



*Diploma Delegates*



*Performance Enhancement*

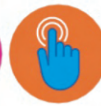
# The Performance Management Cycle

Article - 15 min read



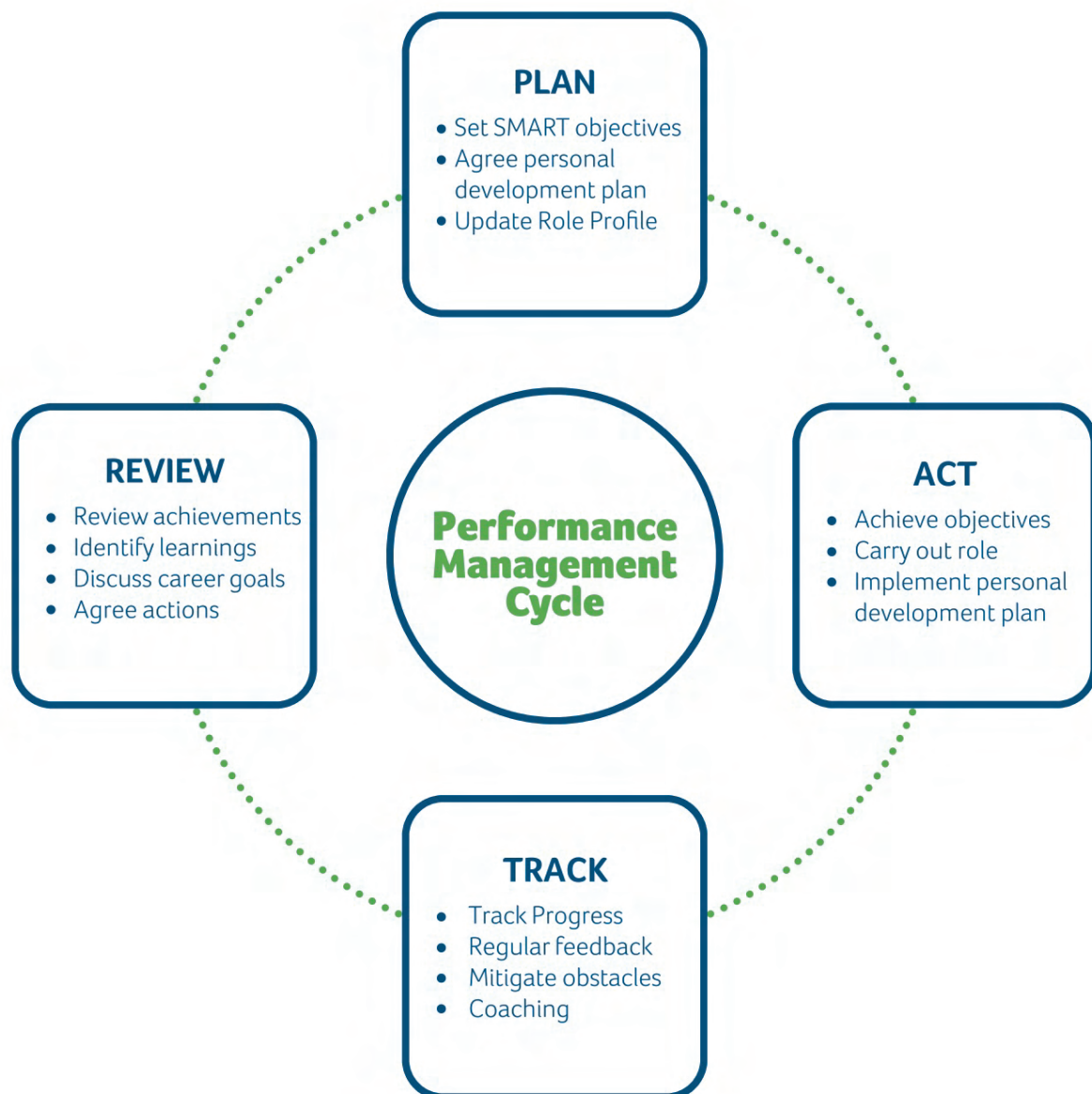
This article provides an overview of the Performance Management Cycle. A better understanding of the Performance Management Cycle will help us to bring more structure & focus to the way we approach performance management activity in our area of responsibility.





## The Stages of the Performance Management Cycle

Possibly the most well known and most used version of a Performance Management Cycle (and the one recommended by the CMI) is Michael Armstrong's Model. It looks like this:





Here are a few ideas to consider about your performance management cycle...

## Is Your Approach Continuous?

In the overall, structured organisational Performance cycle (such as Annual Appraisals and Academic Year-end reviews) have you developed, in collaboration with your team/colleagues/course group, an effective series of consecutive, smaller cycles off the larger aim?

Rather than setting unrealistically large objectives that are managed through one big cycle ("Trying to eat the whole elephant") try spinning off several smaller, 'near-term' performance cycles that can be periodically checked in against and reviewed.

This will allow you overcome obstacles more efficiently, discuss the team member's contribution, give you opportunity to connect day-to-day activity to the wider aims of the University, and give you the space to recognise & praise more effectively. It will also aid employee engagement & motivation within the Cycle.





## Remain Productive

Historically; an emphasis on the larger Performance Cycle for your team can lead to stressful and time-consuming periods in the calendar year – mostly around the period in which the ‘Review’ stage arrives. Attempting to discuss performance and achieve so much at one point in time can be unfeasible and lead to things like “tick the box” behaviour or little meaningful exploration/conversation around performance.

Set up processes that allow you & your team to give adequate time to the ‘Act’ and ‘Track’ elements of the cycle. Accumulate useful insights & data about performance as the Cycle goes on, and hold smaller, yet more meaningful conversations about progress as you “track” the cycle in action. Then, when you come to ‘Review’, you will have a portfolio ready to go and all time can be spent on setting the new Cycle up for success.

## Don't wait for 'Review' to Recognise

As you initiate smaller Performance Cycles within the larger cycle, keep your eye out for opportunities to provide positive feedback and recognition as well as corrective feedback. Make sure that you breed success by giving time to the “little wins” – this will help your team members avoid becoming disengaged and demotivated.



### Further Reading:

For more ideas on using the Performance Management Cycle give Michael Armstrong's book a try:

Armstrong's Handbook of Performance Management: An Evidence Based Guide to Delivering High Performance

