

Strategic Human Resources Management

A Performance Culture

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Strategic Human Resources Management

Should HR abandon micromanagement?

What is Micro-Management?

In business management, **micromanagement** is a management style whereby a manager closely observes and/or controls the work of his/her subordinates or employees. **Micromanagement** is generally considered to have a negative connotation, but it is still commonly observed as an accepted management style world-wide

Strategic Human Resources Management



Elon Musk

- Works 100 Hours a Week
- Is Proud of His Micro-Managing
- CEO Tesla Motors
- CEO of rocket startup SpaceX

Strategic Human Resources Management

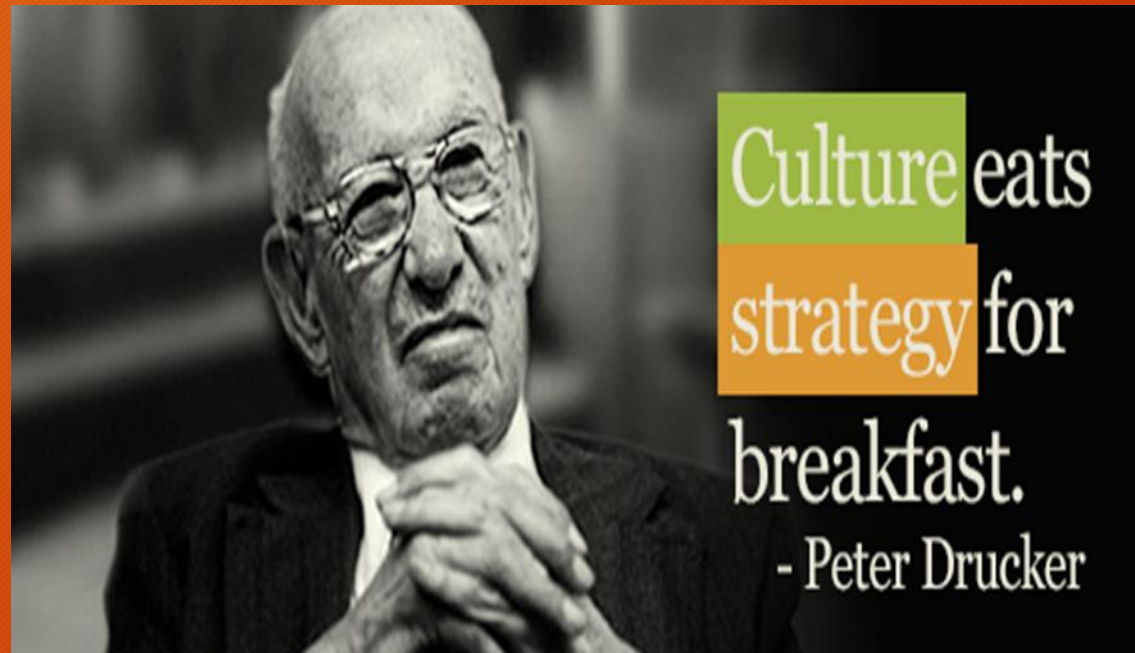
- If you don't understand **PEOPLE** you don't understand **BUSINESS**.
- If you don't understand **CULTURE** you don't understand **PERFORMANCE**.
- **Everything** stands and falls on **CULTURE**

Business Culture

The management of the Culture touches on an *organisation's entire ecosystem*, from strategy, engagement, assessment, communications, implementation, measurement and enablement.

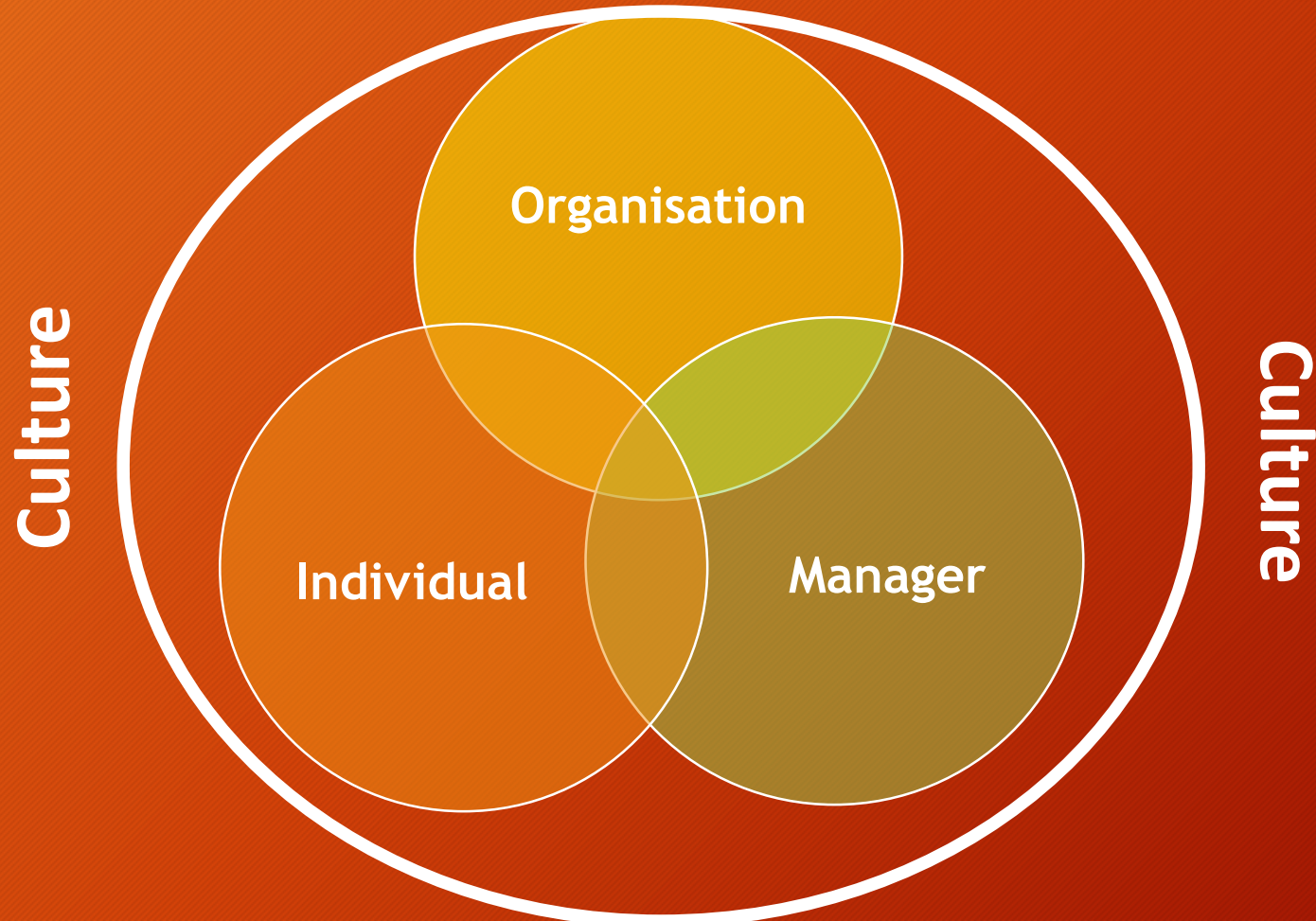
– *CCL LEADERSHIP Akiva Beebe 2016*

A Performance Culture



Culture eats Strategy for Breakfast, Operational Excellence for Lunch and Everything else for Dinner.

A Performance Culture



A Performance Culture



What is Culture?

Broadly, social heritage of a group people (organized community or society). It is a pattern of responses *discovered, developed, or invented* during the group's history of handling challenges which arise from interactions among its members, and between them and their environment..

At the core of our being we need to trust

DNA Journey



People are Social Beings

- Our **SURVIVAL** is based on forming **COMMUNITIES**.
- What is a Community?
- A **GROUP** of people with a **COMMON** set of Values/Beliefs.

People are Social Beings



Performance Culture

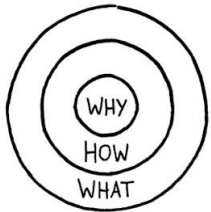
How do you build a high performance culture?

The 5P's of a high performance culture.

1. **Purpose** - Why do you need a high performance culture?
2. **Process** - How will the system work to better your culture?
3. **People** - Who will make the system/culture work?
4. **Product** - What is going to make the system/culture work?
5. **Platform** - When and Where can the system/culture work?

Purpose of a high performance culture.

The Golden Circle



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What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

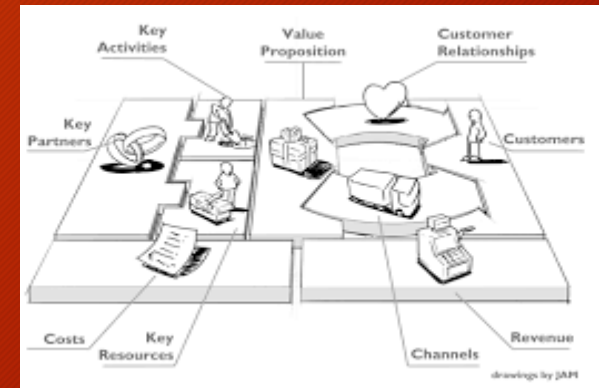
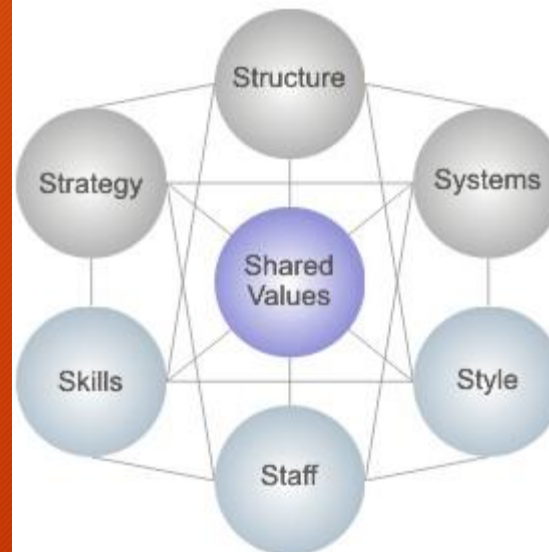
How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

Figure 1: The McKinsey 7S Model



Performance Definition

What is Performance Management?

Performance Management is simply keeping individuals focussed on their **RESPONSIBILITIES**, measuring the results and taking proactive corrective action where necessary.

Purpose of a high performance culture.

Information

Evidence based decision making improves the quality of decisions made.

Integration

Integrating business practices, people information and technology architecture ensures that the whole is greater than the sum of its parts.

Innovation

Human capital practices need to be completely re-thought, not re-engineered.



Insight

Purpose of a high performance culture.

Communication

+

Motivation

- Focus attention
- Easy to understand
- Clear and unambiguous

- Energize
- Incentivize

Process of Performance Management

Process of Performance Management

• **Performance Measurement** - Planning work and setting measures and goals to achieve organizational objectives. Important to define measures that are clear and achievable. Measures and goals need to be communicated to employees.

• **Performance Contracting and Feedback** - Monitoring and correcting performance. Monitoring means consistently measuring performance and providing regular feedback on progress. Progress reviews should take place to improve and / or enhance performance to ensure expectations and goals are met and / or exceeded

• **Performance Improvement (Development)** - During the appraisal period it is important to view the multi-rater feedback to identify areas for development to improve or enhance performance.

• **Performance Appraisal** - The *event* at which a formal discussion takes place between the manager and the employee and final ratings are allocated to the performance measures (an aggregate of the years performance). This provides the organization with an overview of how the company has performed and who their high performers are.

• **Performance Recognition** – Recognizing employee performance and acknowledging their contributions

Process of Performance Management



Individual Performance



Jamaican sprinter **Usain Bolt** smashed his own world record in the men's 100 meters in a time of 9.58 seconds at the world track and field championships in Berlin.

Usain Bolt led from beginning to end, smashing his record of 9.69 seconds which he set at the 2008 Olympics in Beijing.

American **Tyson Gay** finished in second with a time of 9.71 seconds at Olympic Stadium. Jamaican **Asafa Powell** was third in a time of 9.84.

Teamwork Increase Performance.



Jamaican men's 4x100m relay team smashed the OR (37.10) and WR (37.04) Winning team include Bolt, Blake, Frater & Carter.

NWR 36.84

4 x Bolts at his best of 9.58 would have completed the relay in 38.32

4 different individuals working as a team breaks the WR record.

Reverse the Mathematics

$36.84/4 = 9.21$ per 100m per athlete.

People of Performance Management

People within a Performance Culture

The DNA of a High Performance Culture...

Competencies for Breakthrough Performance

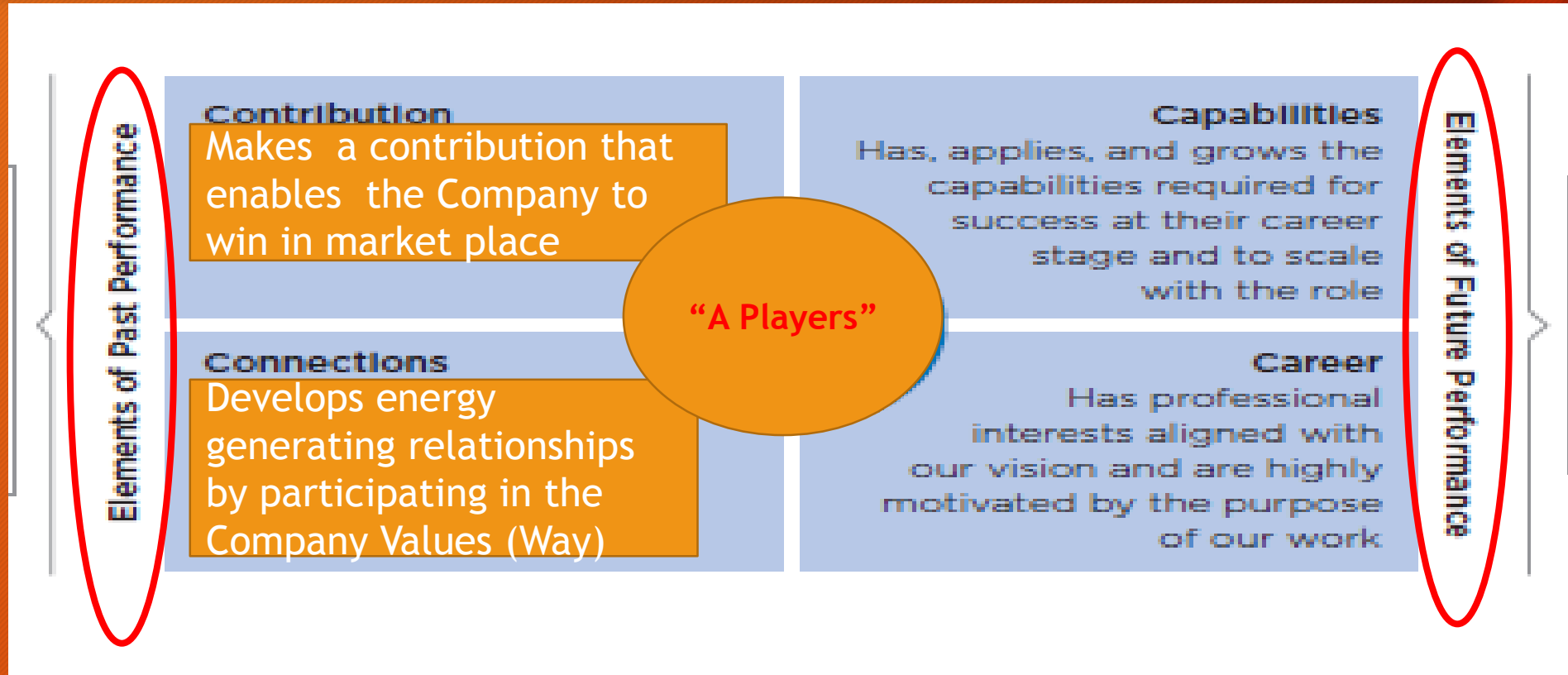
- Prioritization
- Team work
- Org Awareness
- Problem Solving
- Proactivity
- Self awareness
- Influence
- Decision making



People are Social Beings

- Our **SURVIVAL** is based on forming **COMMUNITIES AND CULTURE**.
- Our **SUSTAINABILITY** as business is based on forming better **COMMUNITIES TO WORK IN. TEAMWORK**
- A group/team of people with a common set of Values/Beliefs and KPA's/KPI's.

People are social being



**Feedforward Concept
Marshall Goldsmith**

COMMON VALUES/BELIEFS or KPA's/KPI's

- Trust develops
- Trust is a feeling!
- We all have friends and family - they are useless but we still trust them. Why?
- Because trust is a feeling
- As human being/People we need to trust
- When we trust we take RISKS, EXPLORE, EXPERIMENT, and it okay to FAIL.
 - Innovation
 - Creativity
 - Problem Solving
- People who we trust will help us when we fall, help us when we hurt
- We need to TRUST.

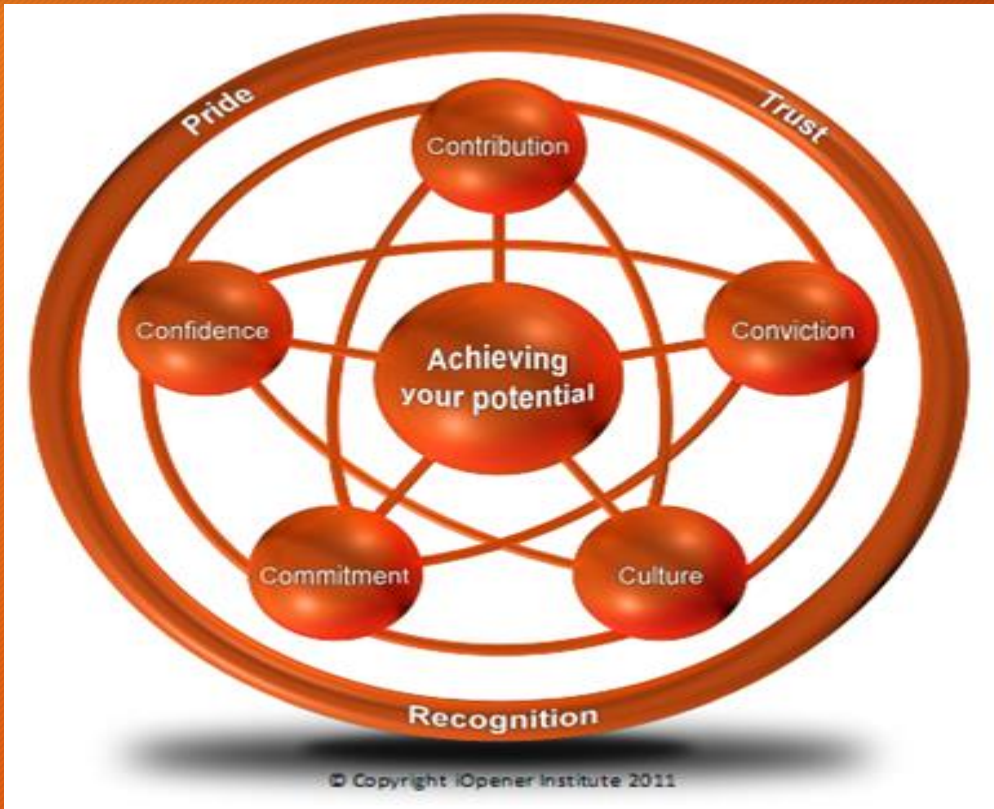
1 is too small a number to be great

- As 1 we are vulnerable
- As a group/team we are damn **AMAZING**
- We all have weaknesses, but as a group we complement each other
- Not filling in for our weaknesses but we **AMPLIFY** our strengths

1 is too small a number to be great

- Even teams are built on trust
- Common values/beliefs and KPA's/KPI's
- In strange situation we look for things that is similar to us, to identify and create a bond with it.
- Bonding is nothing else but trusting

Science of Performance & Happiness



CONTRIBUTION –

is the effort an individual or team makes

CONVICTION –

is your short-term motivation

CULTURE –

is the extent to which you feel you fit at work/anywhere

COMMITMENT –

is your long-term engagement

CONFIDENCE –

is your belief in your own abilities.

These 5C's are all underpinned by TRUST, PRIDE and RECOGNITION



The Product for
Performance within the Culture.

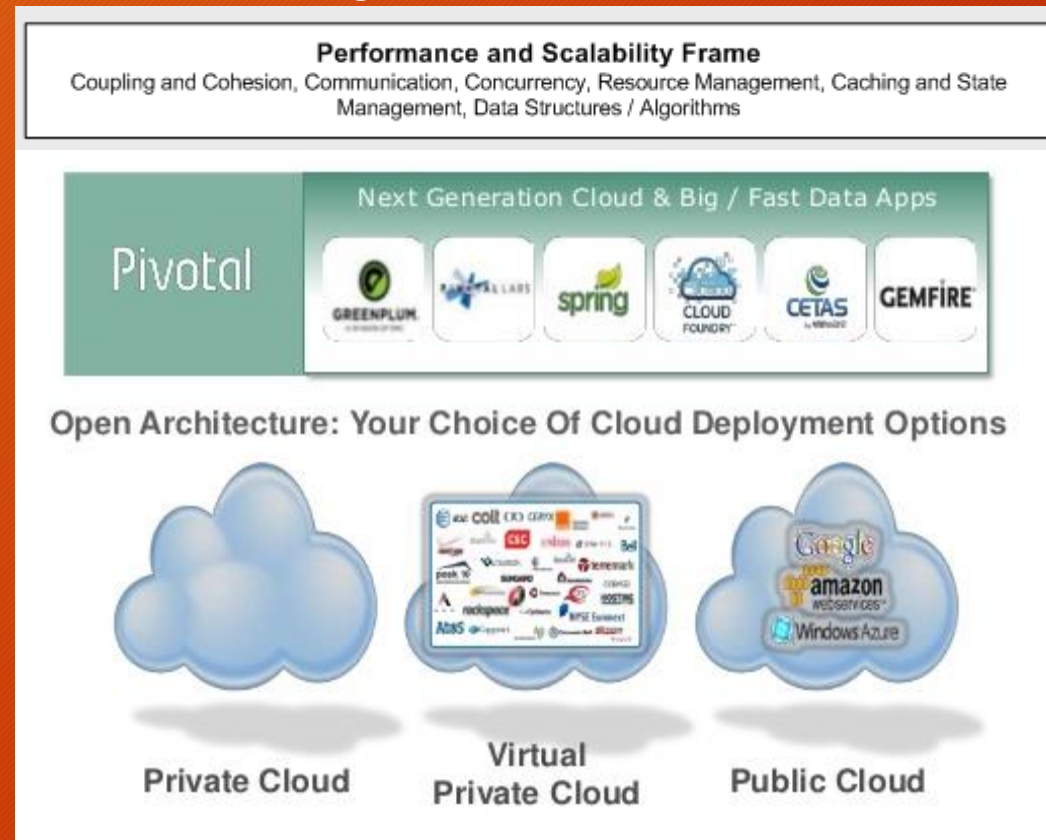
The Product for Performance within the Culture.

Ease of use is the most talked about and least-understood aspect of software design



The Product for Performance within the Culture.

Scalability is the capability of a system, network, or process to handle a growing amount of work, or its potential to be enlarged in order to accommodate that growth.



The Product for Performance within the Culture.

The application of typical elements of game playing (e.g. point scoring, competition with others, rules of play) to other areas of activity, typically as an online experience to encourage engagement with a product or service.

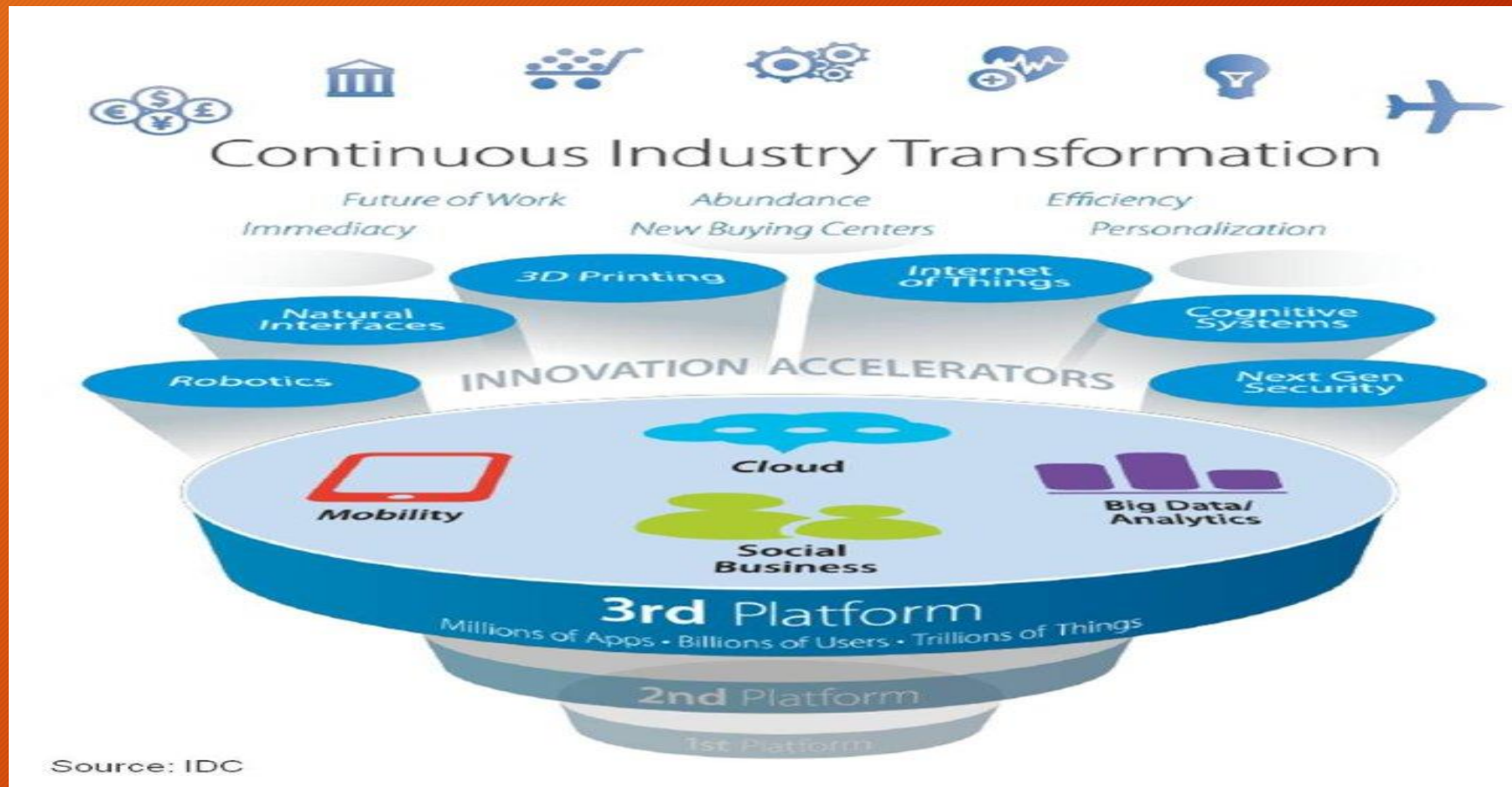


A day with Glass



The Platform for Performance within the Culture.

The Product & Platform for Performance within the Culture.



Conclusion

- Moral of the story.

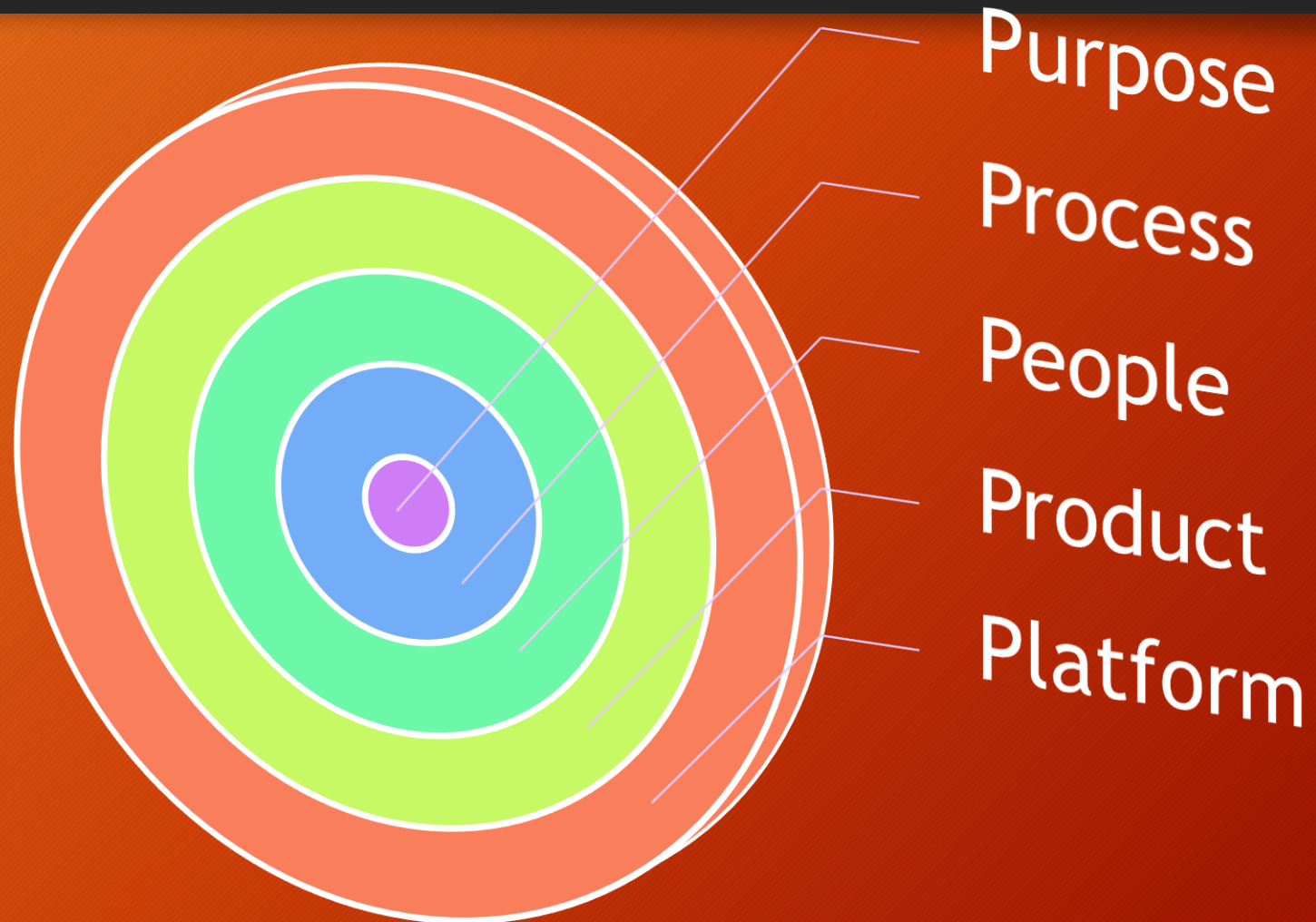
Culture	From	To
Purpose	Commercial Growth	Visionary Growth
Process	Linear Process	Agile Process (Project teams)
People	Managers	Makers
Product	Build to last	Built to Evolve
Platform	Close system	Open Systems

Conclusion

Should HR abandon micromanagement? YES
Build a High Performance Culture

A PARADIGM SHIFT IN (MIRCO) MANAGEMENT	
<u>FROM MICROMANAGEMENT</u>	<u>TO A PERFORMANCE CULTURE</u>
Command and Control	Commitment and Engagement
Past Performance	Building Future Capability
“Carrot & Stick”	Self Mastery & Development
Manager Judges and Evaluates	Manager Coaches, Mentors and Guides
Driven by Manager	Shared Responsibility
Passive and Reactive	Outcome and Accountability Focused
Activity Focused	Employees support their own Performance
Top Down Communication	Two-Way discussion/360-degree collaboration

Conclusion



THANK YOU.



Contact Details

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