



# Managing People, Driving Performance

18 January 2022

Introduction

WEBINAR

# MANAGING PEOPLE, DRIVING PERFORMANCE

Tuesday 18 January, 10am



# Speakers



**Aisling Teillard**  
Chief Executive Officer  
Our Tandem



**Eoin Leonard**  
Chief Executive Officer  
i3PT



**Larissa Feeney**  
Chief Executive Officer  
& Founder  
Accountant Online



**Lola Ade-Onojobi**  
People & Management Specialist  
Enterprise Ireland

# Agenda

- Introduction, Context and Overview
- The Building Blocks of Performance Management
  - Evolution of Performance management
  - Key Trends in the Space
  - Frameworks to Consider
  - Top Tips
- Panel Discussion
- Enterprise Ireland Supports
- Questions & Answers
- Wrap-up

# The Building Blocks of Performance Management



## Appreciation

Regular and generous



## Real Time Feedback

“Feedback comes from all directions and is balanced with both positive and negative



## Development

Having a clear path for development and growth conversations



## Check ins

Purposeful regular meetings addressing performance, well being and development



## Performance

Mid year/End Year Accountability



## Goals

Built for relevance and outcome, can be shorter term



# Key Trends in the Space

FROM



TO

Goals



Agile & Linked to team and organisational purpose

Annual review



Continuous and frequent check ins

Manager as judge



Think Sports Coach!

Simplicity is King



Avoid complex ratings and compensation scales where feasible

Performance Review



Performance check ins

Systematic focused on labels



Human, focused on the individual



# Top Tips

- Every manager has their own style and needs. Bring clarity to what experience you intend to create (how often should check ins happen, how often should people expect to receive feedback, do we use ratings etc but provide **Freedom within a Framework** that provides flexibility.
- Don't think process, **think experience**. Take a persona from your organisation, and centre what experience should they have when going through your performance management interventions.
- Check in meetings should have clear purpose, provide clarity on agenda
- Feedback is great, make sure it moves beyond positive only. 5:1 ratio can be helpful!
- Keep agendas flexible. Employees sometimes need to raise challenges/work life balance/mental health. You need space for this to happen.



# Panel Discussion



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# Enterprise Ireland Supports

- **Managing People, Driving Performance: A Good Practice Guide**
- **Range of other supports**
  - People & Management Specialists
  - Business Growth Advisor/HR Consultancy Support
  - eLearning Solutions
  - Leadership & Management Development Programmes
- **Speak with your Development Advisor**

# Questions

**Thank You**

