

***Tourism Expo
Performance
Improvement
30 May 2013***

***PwC Human Resource
Services (HRS) Namibia***

Overview

DC2

Performance Improvement and HR Consulting

**Consulting:
Performance
Improvement**

Performance Planning

Performance Clarification

Performance Management

Performance Measurement

**Organizational
Development
&
Human Resource
Policies and
Procedures**

Client Consultation

Compliance

Benchmarking

Policy Formulation

Organizational Development

Performance Management

- The **introduction** of a performance management system does not automatically imply its **implementation**
- Performance management is founded in a **particular work ethic**
- It is a **psychologically strenuous** journey for the participants
- A high level of personal **conviction and commitment** is required
- There is a difference between the introduction of a 'Performance Management **System**' and the entrenchment of a 'Performance Management **Culture**'
- It calls for a '**culture change**' that challenges many of our personal and socially held paradigms

What are the Core Principles?

- Formulation of **goals and objectives** (based on strategic plan)
- **Participative** management (agreement on outputs)
- Measurement of performance (**results**-focus)
- Continuous **performance dialogue**
- Personal Development & Performance **support**
- **Team** management
- **Integrated** into daily operations (alignment)

The Scope of Performance Management Consultation

Vision, Mission & Strategic Goals

- Alignment with high level statements and strategic intent

Values

- Sharing and living the organizational values

Policy Frameworks & Other Source Documents

- Policy alignment, structures, JDs, management plans

Individual Performance Agreements

- Stated individual results
- KPAs / KPIs

Personal Development Plans

- Performance support

Performance Cycles

- Aligned with financial year

Performance Verification

- Company performance assessment

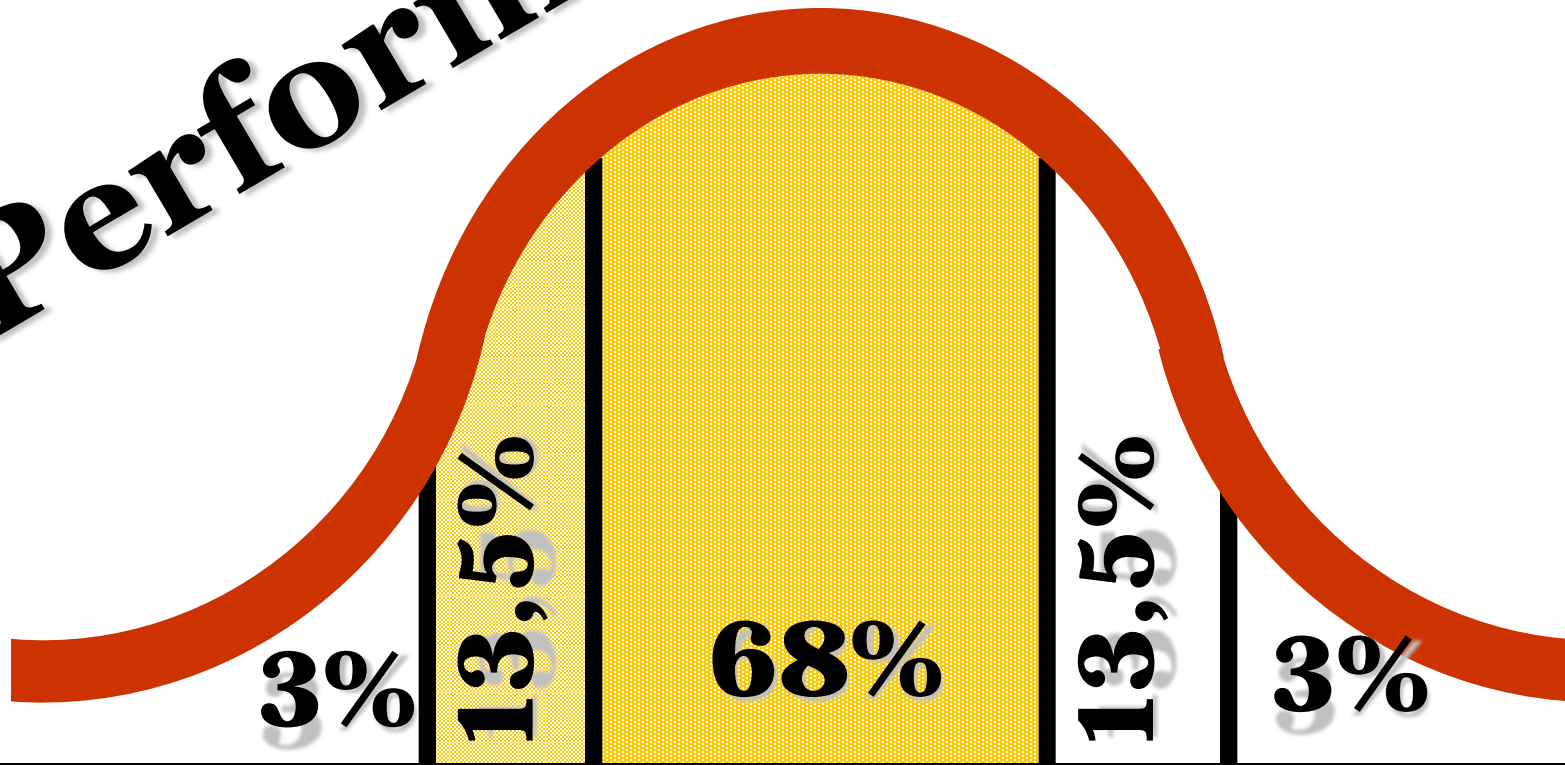
Performance Recognition

- rewards and sanctions

Performance Assessment

- Individual & Team performance assessment

Performance



Alignment

- **The Namibian Constitution**
- **Vision 2030**
- **NDP 4**

National High Level Statements

- **Millennium development Goals**

- **Vision**
- **Mission**
- **Values**

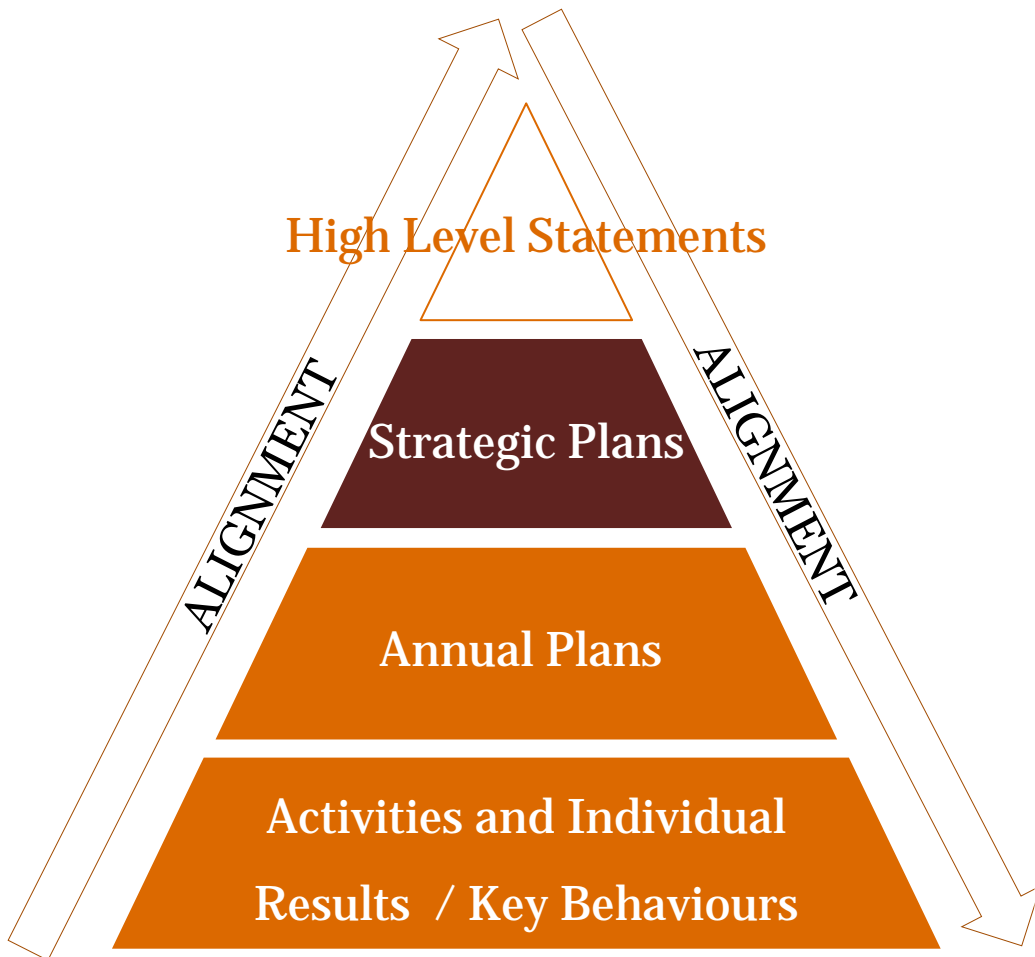
Company High Level Statements

- **Strategic Plan**
- **Annual Management Plan**

Planning

- **Operational and Action Plans**

Alignment



- **Vision, Mission and Values**
- **Strategic Plan**
- **Annual Management Plan**
- **Activity Plans**
- **Individual Results**

Strategy into Action

Identify key behaviours:

- ***Behaviours*** are not mere KPAs / KPIs
- Only behaviours can change strategy into ***action***
- ***Relationships***, not brand will determine success

Identify key talent:

- How to do things ***differently*** in the market place
- Technical ***capability and passion***
- Did you ***delight*** your customer today?

Differentiation

- Differentiation is the root cause of **competitive advantage**, and a major driver of relative profitability among businesses
- Do we truly **understand** what our source of differentiation is and is there consensus?
- **80%** of senior executives are convinced that their offerings are deeply differentiated, only **8%** of their customers agree