

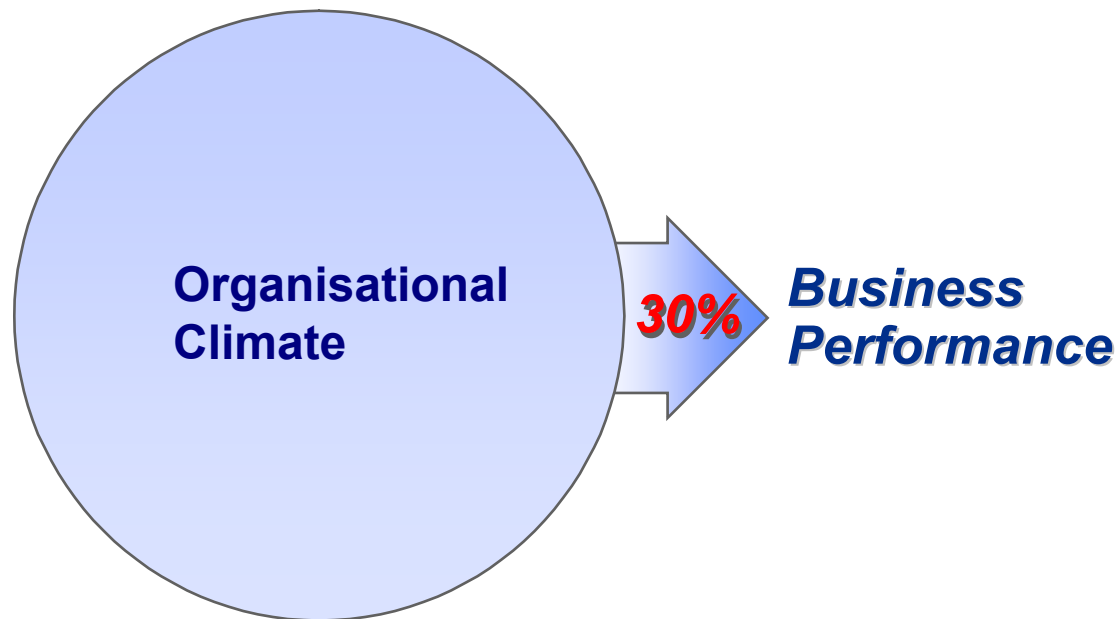
Organisational and Individual Effectiveness

How the corporate culture and a high performance work environment lead to improved overall service delivery

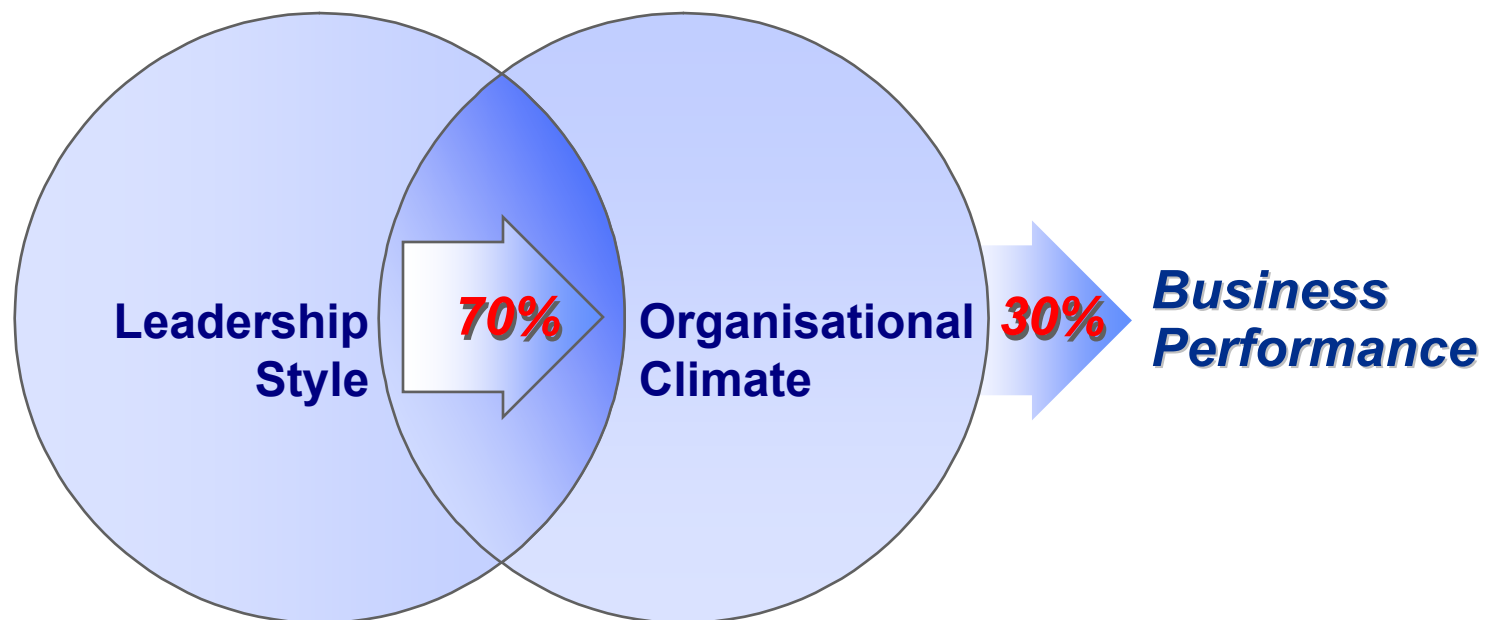
Declan Kearney - 22 November 2007



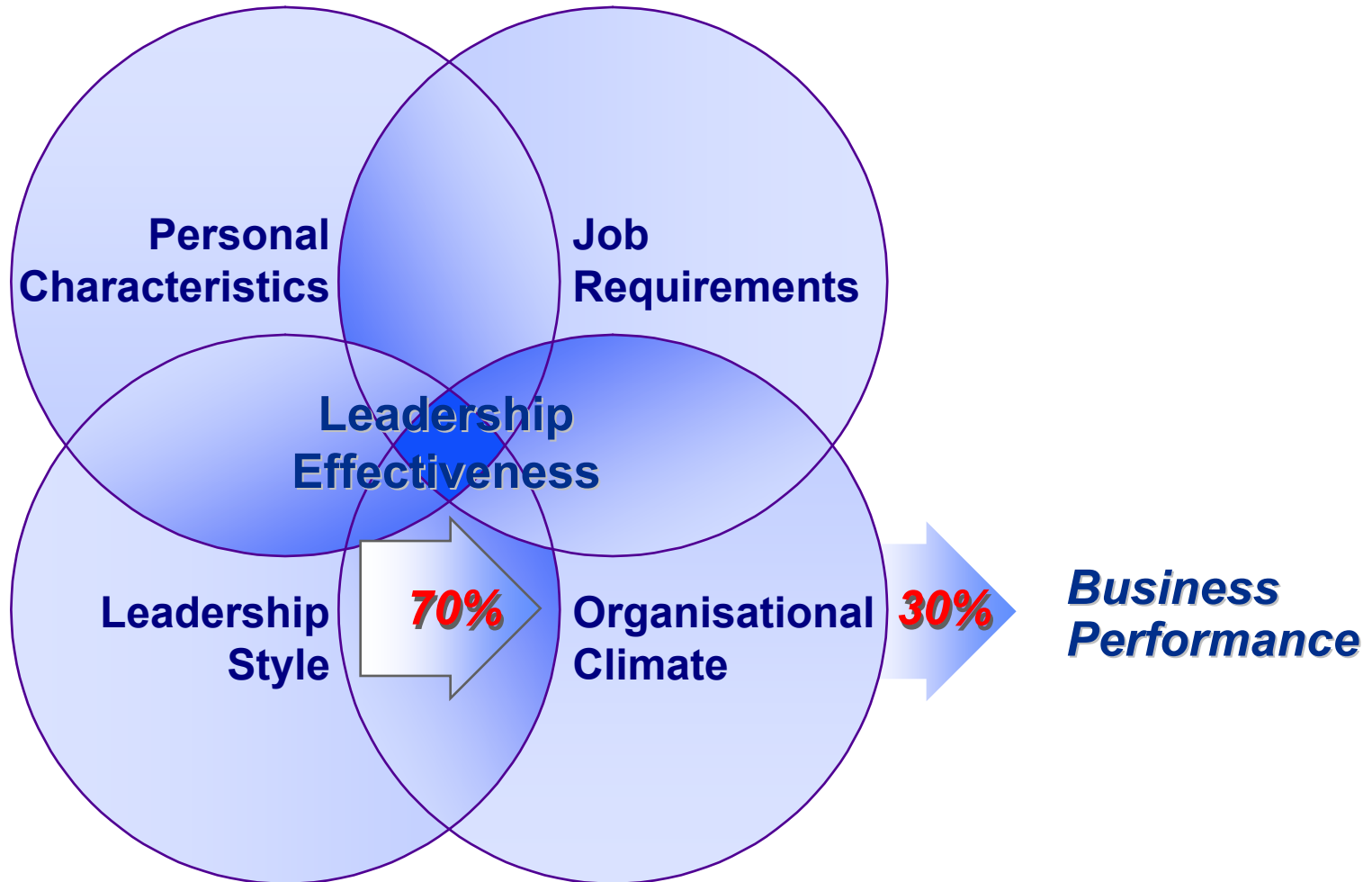
What creates Business Performance?



Creating the environment so that others can perform



A model of organisational performance



Organisational Climate



Organisational Climate is a perception of how it feels to work in a particular environment.

It measures aspects that directly impact employees' abilities to do their jobs.

Organisational Climate has a direct impact on an organization's performance.

Accounts for 25 - 30% of the variance in efficiency and customer service quality.

Evaluation of PMDS in Local Authorities - Highlights

Where successful (1)

- Active and full commitment and involvement by senior and middle management – at the initial stage and also, equally important, in ensuring that strong support is maintained throughout the process.
- Active and full commitment and involvement of union representatives, both locally and nationally.
- Allocation of the required resources, expertise and time by all concerned particularly in the early period of the system's full introduction.

Where successful (2)

- Consistency and clarity in relation to the model and its links to other systems/initiatives.
- Clarity around issues of confidentiality.
- The quality of the trainers and their authority/status within the organisation.

Where successful (3)

- The importance of team leaders, supervisors and managers having the skills needed to facilitate meetings effectively and carry out fair, meaningful and participative personal development conversations and their willingness, with the necessary support, to accept ownership of the system.
- Going for early successes, thereby showing evidence that the system is being taken seriously and working.
- Making sure reviews happen and that the system is kept alive and is evolving.
- Ensuring that there are clear linkages and interactions at the different levels, across teams and between team players and individuals.

Where less successful (1)

- Placing too much emphasis on form filling and not enough on the process itself which is one of promoting discussion and consultation
- The high level of some Corporate plans made it difficult to link them with team development plans and personal development plans.
- Not all senior managers are committed to implementing the system.

Where less successful (2)

- A need to develop and support the competence of managers in the area of people management.
- Not communicating in a range of different ways to ensure full understanding and clarity about what the system involves.
- Not meeting development needs identified or communicating decisions on development needs.

Benefits identified (1)

- Increased clarity about the tasks of each job.
- Increased understanding about what the team leader and the organisation expect of each job.
- Increased sense of involvement.

Benefits identified (2)

- Increased understanding of the priority of the organisation and its purpose.
- Increased recognition for the contribution of each staff member.
- An opportunity to give opinions on the work and the way it should be done.

Benefits identified (3)

- An opportunity to air concerns about work.
- A clearer structure for the planning and organisation of work.
- A real opportunity to identify training needs and to discuss career aspirations.
- An opportunity to forge a link between the Corporate Plan, Business Plans and the work of all employees.