Contents

About the authors vii

Introduction 1

1. Managing people 15
   Who is the approach for? 15
   Key features 16
   A purpose-built approach 21

2. Getting started 25
   Establishing clear expectations 26
   The development process – code of conduct 32
   The development process – performance standards 35

3. Preparing to coach people 41
   Setting the scene for workplace coaching 41
   Job design/work organization 44
   Performance-based selection 45
   Induction 46
   What is a workplace coach? 46

4. Operating as a coach on the job 53
   Providing informal feedback on the job 55
   Key features 56
   The quality and integrity of evidence 57
5. Operating as a coach during a formal review
   Providing formal feedback off the job 63
   A: Designing a structure for a formal review (feedback) 65
   Preparing for a formal review 70
   B: Conducting a formal review 72

6. Developing coaches for managing people
   A: Learning design 85
   B: Training design 96
   Summary 106

7. The road to goodbye: when dismissal is the only solution
   Background 109
   Conduct and capacity to perform 110

8. A risk management approach to people management
   Analysis of approaches to people management 124
   Identifying the risks 124
   Developing treatments for identified risks (an insurance policy and a driver for continuous improvement) 127
   The costs 129

9. Preparing your workplace
   Barriers to improving people management 136
   Getting started 137
   A reminder of the nine principles 139
   The last word 142

   Appendix 1: Terminology 143
   Appendix 2: Case study in the production sector 145
   Appendix 3: Case study in the service sector 151
   Appendix 4: Managing and rewarding the performance of senior managers 157

   Index 171