



THE 2024 PERFORMANCE IMPROVEMENT CONFERENCE

THE FUTURE OF PERFORMANCE IMPROVEMENT

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A Case Study – The Value of a Systemic
Performance Management System

Case Study Presentation

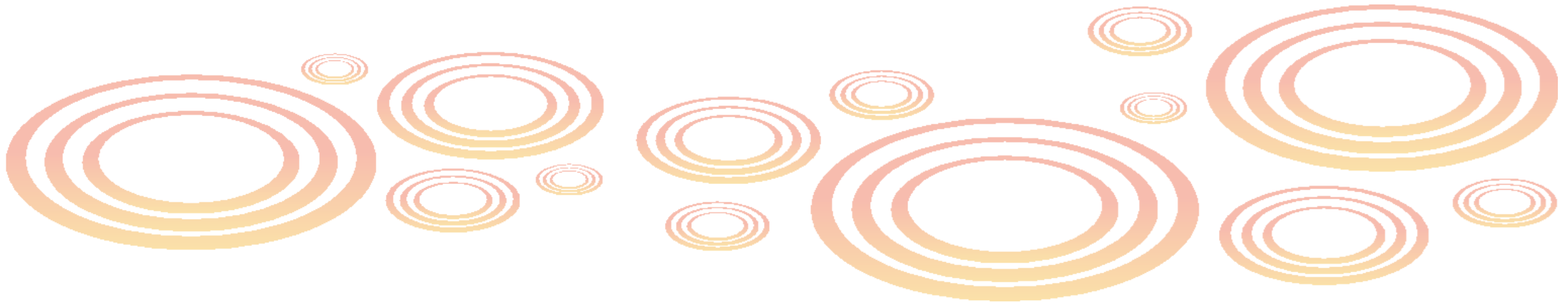


The Value of a Systemic Performance Management System

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The Client

Motor Industry Bargaining Council

The mission is to create and maintain industrial peace and stability in the motor industry.





taking care of our own



MOTOR INDUSTRY STAFF ASSOCIATION



THE INTELLIGENT ALTERNATIVE | WWW.MISA.ORG.ZA



Dispute Resolution Centre

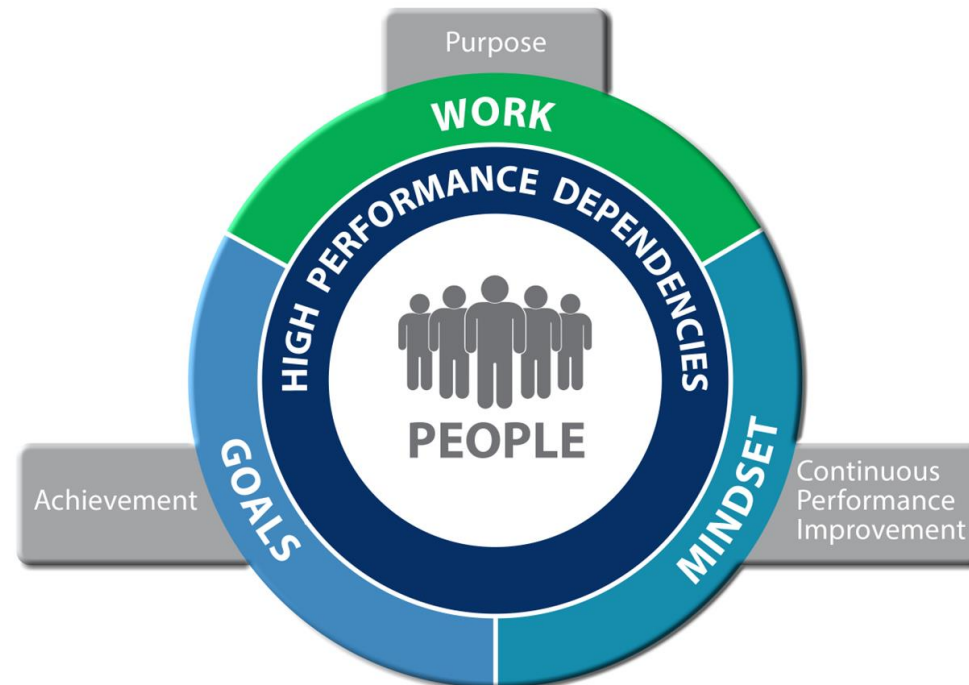


Overview of the Industry

The motor industry in South Africa is undergoing a significant transformation amidst global shifts towards sustainability and technological advancements. With a history deeply rooted in manufacturing, South Africa has long been a key player in the automotive sector on the African continent. However, the industry faces global demand fluctuations, rising production costs, and the need to align with stricter environmental regulations.

Mandate

To create a results-driven and systemic Performance Management System aligned with the organisational Strategic Plan to create internal and external value.



Success Indicators



Systemic Thinking Approach



Project Process Start-up



Pre-project activities

- ❑ MIBCO Strategic Plan
- ❑ Culture assessment
- ❑ Leadership and Organisational Strengths Index

Current Performance Situation

Confirm current Performance Management baseline

Identify the barriers and enablers by:

- Workshopping with management and exco

- Staff survey

- Management questionnaires

Current Barriers and Impact

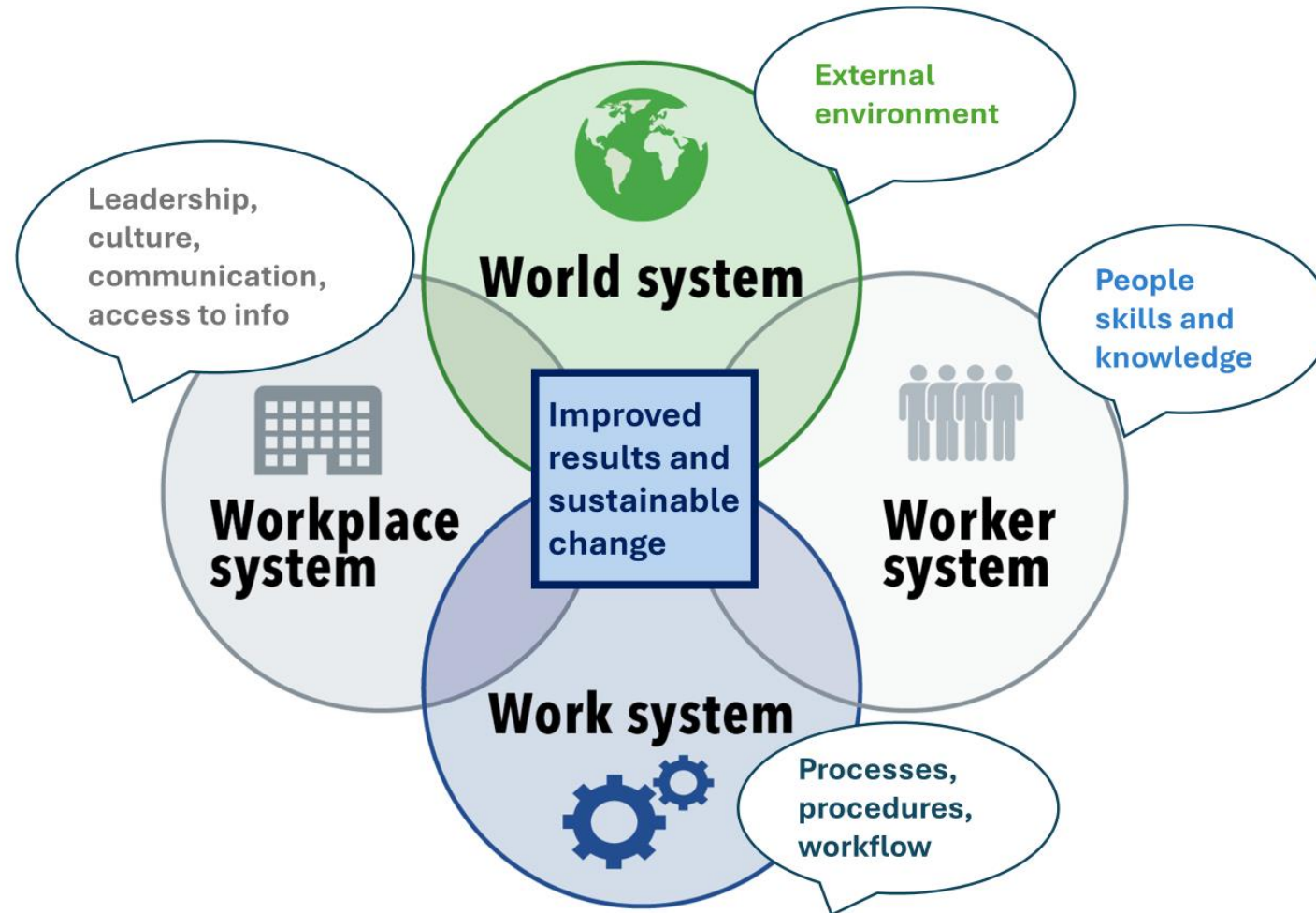
Barriers

- Management's poor uptake of their role.
- The toxic culture drastically impairs employee performance.
- Inefficient leadership accountability affects performance improvement.
- A lack of transparent communication leads to confusion.
- Lack of a PM strategy and structure leads to disengagement.

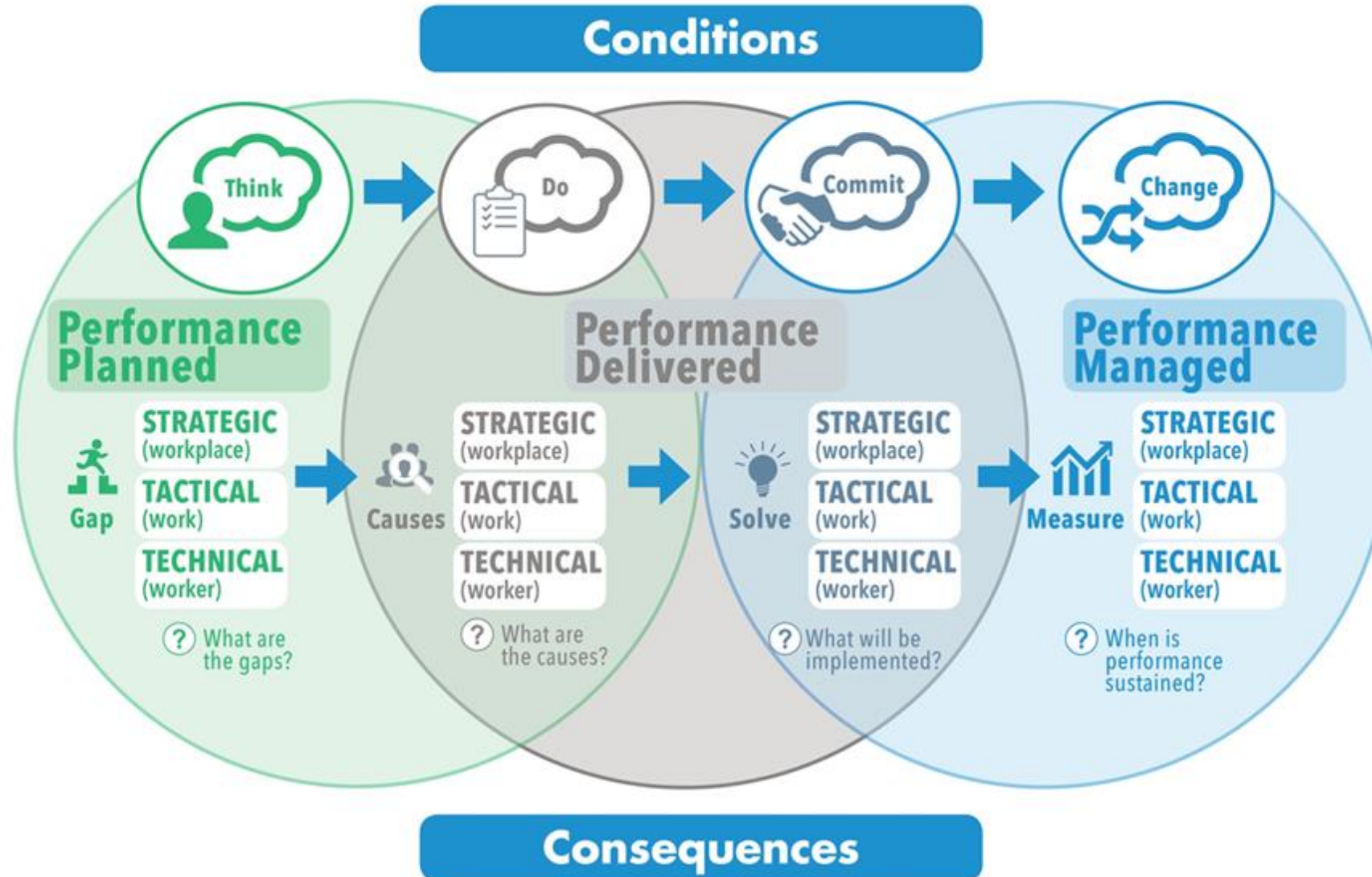
Impact

- Leadership lacks the performance drive necessary for results.
- High rate of grievances fuel mistrust.
- There is limited buy-in from management.
- High level of silo practices.
- Inefficient strategy and structure impact performance standardisation and results.

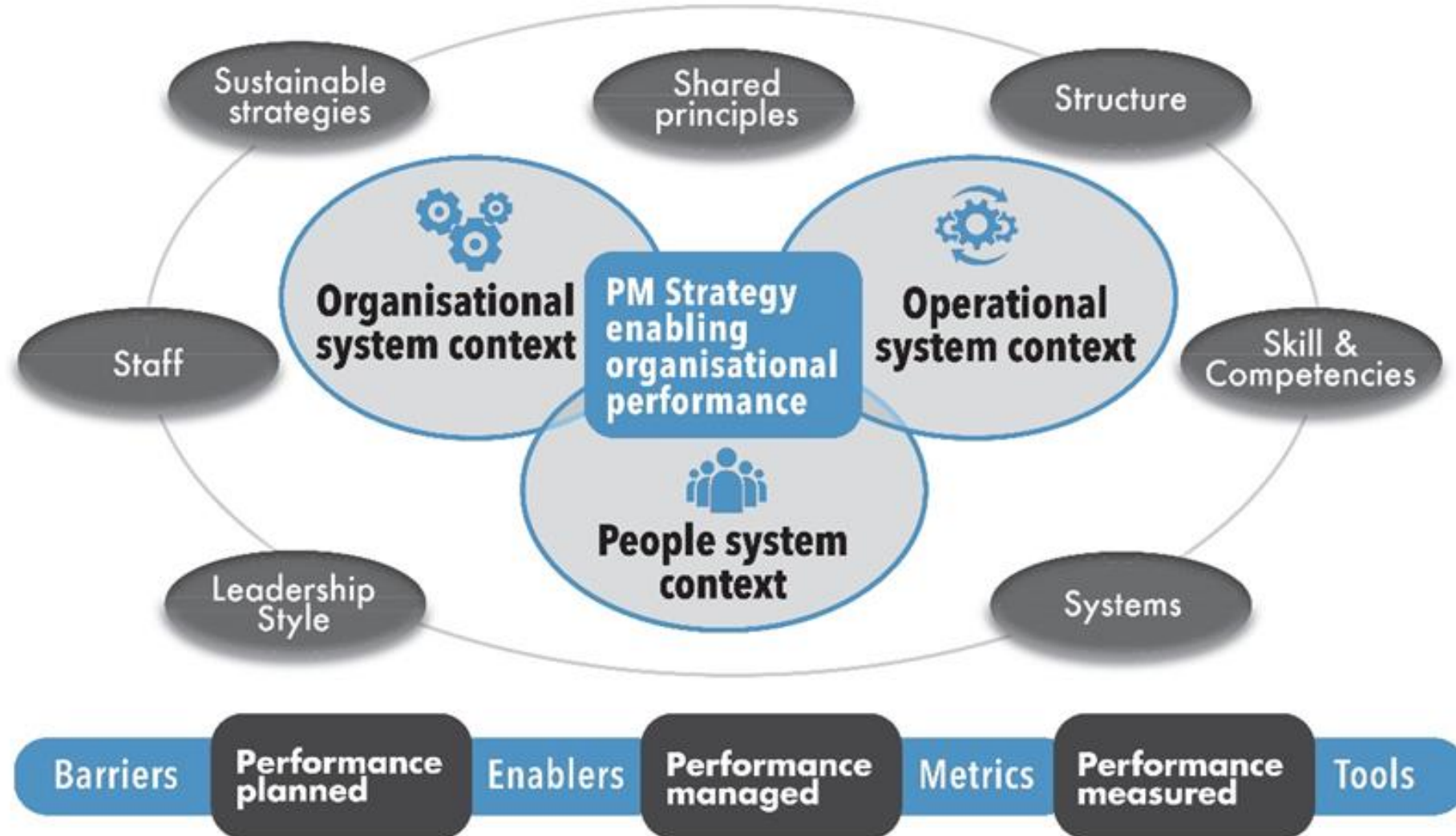
Approach and Methodology



Simplistic view of Systemic Performance



Enable Systemic Performance Management







Principles and Practices

Identify Barriers
Facilitate Enablers
Build Behaviours







Identify Barriers



	Performance Planned	Performance Managed	Performance Measured	Conditions and Risks	INPUT
 Strategic Organisational System (WORKPLACE)	Strategy Vision Values	Process and application	Governance and risk		
 Tactical Operational System (WORK)	Functional and technology	Misalignment of processes and procedures	Compliance		
 Technical People System (WORKER)	Capacity and workforce plan	HR technology enablement	Rewards and recognition		





Facilitate Enablers



	Performance Planned	Performance Managed	Performance Measured	Agile and systems interconnectivity	PROCESS
 Strategic Organisational System (WORKPLACE)	Strategic alignment	Collaborative resources and quality data	Sustainable customer focused performance change		
 Tactical Operational System (WORK)	Standard and policies	Streamline performance tools simplified	Value chain alignment responsiveness		
 Technical People System (WORKER)	Worker people impact	Business partnering performance mindset	Work-life and wellbeing		

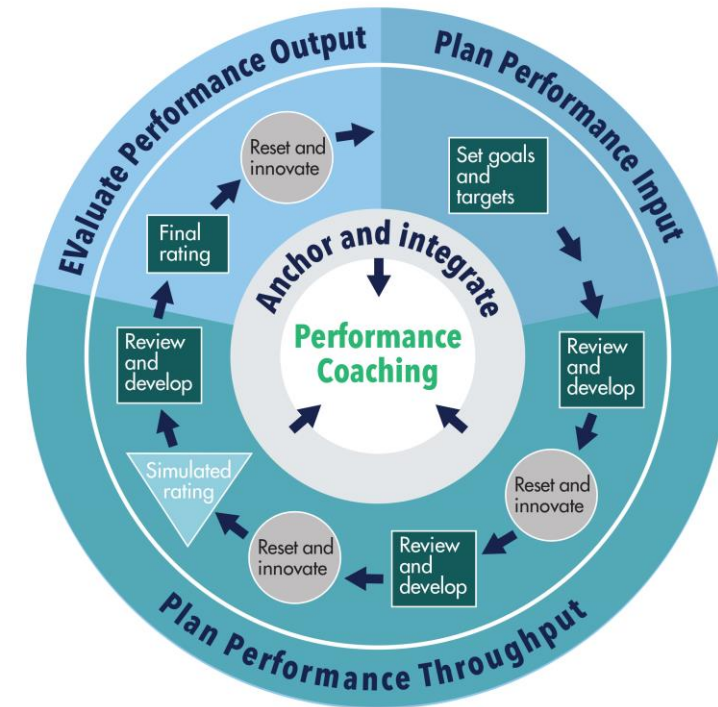
Develop Behaviours



	Performance Planned	Performance Managed	Performance Measured	Impact, service delivery and sustainability	OUTPUT
 Strategic Organisational System (WORKPLACE)	Culture focused values	Strategic performance mindset shifting	Engaged employees		
 Tactical Operational System (WORK)	Ethical practices	HR technology and digital savvy	Quality mindset		
 Technical People System (WORKER)	People and talent management in Future-fit learning and 4IR world	Performance management and agile team partnering	Service delivery impact		

Design Process

- Design PMS Policy
- Design a PMS Strategy
- Design a PMS Implementation Guide
- Work with the technology provider to create the approach and cycle



Next Steps

Restructure the Human Capital function

Roll out roadshows by the Human Capital Executive

Conduct workshops to teach Systemic Performance Improvement as the foundation of the new Performance Management System

Create sustainable practices

Capacitate the Performance Management Business Partner with the Certified Performance Technology credential issued by ISPI.

Create a learning organisation for MIBCO through embedding the principles and practices.

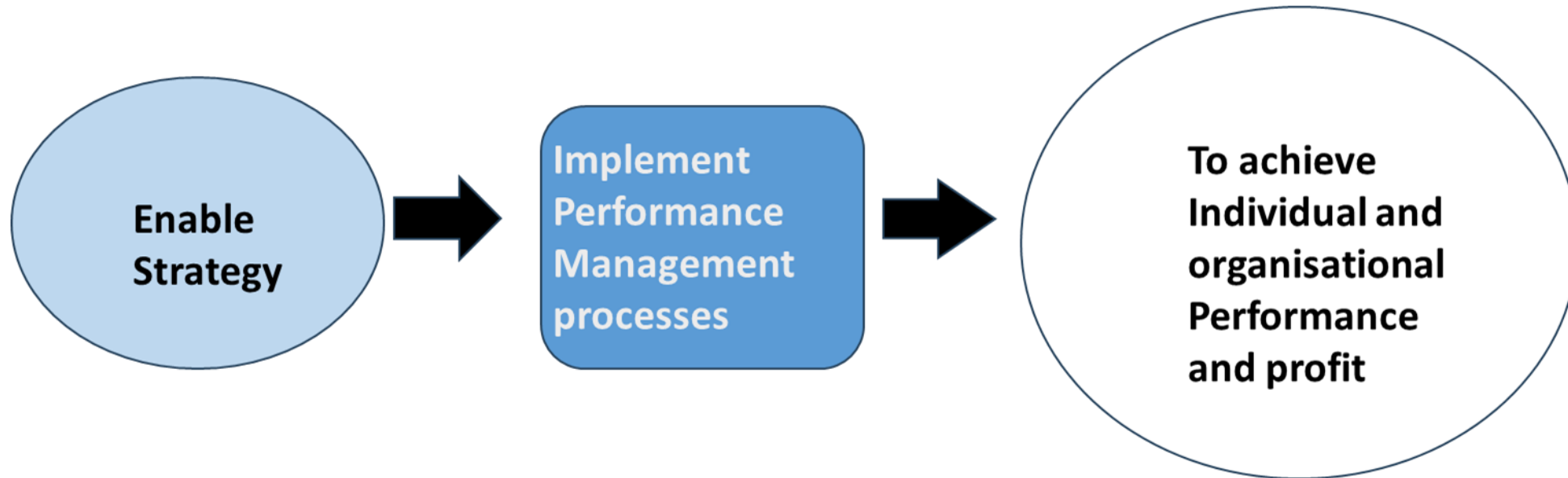
Establish a Community of Practice internally to share successes and failures.

Create an internal service delivery mindset.



Evaluation

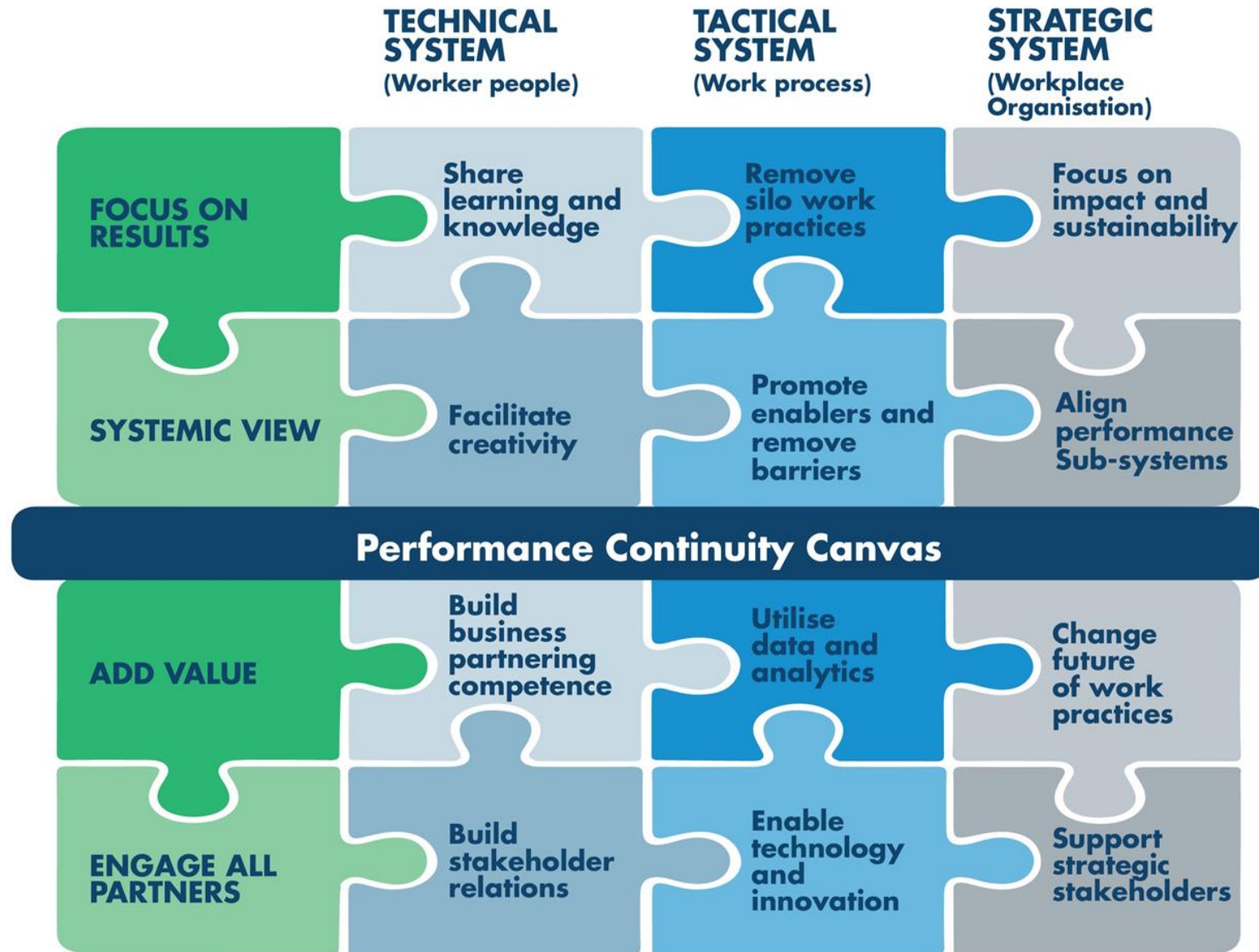
Conduct evaluation against baseline performance management uptake.



Potential Risks

- The HC executive does not support the skills development of the HC team.
- Management does not implement change management according to a systemic performance view.
- Leadership does not accept their changed role of accountability and authority.
- Management does not maintain a performance culture change.
- A poor technology system uptake.
- Poor planning and implementation of communication sensitisation.
- Senior management does not support performance feedback and coaching training.

Sustainable Success Indicators



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