

START MEASURING THE "SOFT" ISSUES AND WATCH HOW PEOPLE PERFORMANCE IMPROVES

American quality guru Philip Crosby coined the phrase "What gets measured gets done." Although this may overstate things there is a lot of truth in the statement. For evidence of this we need look no further than the behaviour of people, at all levels, in organisations.

The sales manager will give high priority to his/her key measurement - sales achieved, the quality manager to compliance with quality measurements and the production worker to productivity measurements.

The above are all examples of *hard* measurements, things normally associated directly with commercial or business performance.

Whilst the use of these measurements and the setting of targets against which performance can be assessed is to be applauded it is equally important that *soft* measurements are given similar emphasis. Such things as how effectively people are managed, how they work together in teams and work groups and how personal preferences, motivations and aspirations are understood and accommodated.

These sort of things that have a high impact on people performance but are frequently neglected because they are more difficult to measure.

To help organisations address this issue and to thereby maximise the performance of people CERT has developed a number of key *soft* measurements and the means to measure performance against benchmarks or targets for each.

Some examples of the soft issues which CERT helps organisations measure are shown below.



MANAGER EFFECTIVENESS MEASURES

- P Management style
- P Delegation
- P Defining and communicating what is expected of subordinates.
- P Reviewing performance
- P Supporting personal development

TEAM EFFECTIVENESS MEASURES

- P Leadership style
- P Team processes and procedures
- P Meeting effectiveness
- P Team balance
- P Decision making

DEPARTMENT AND ORGANISATION EFFECTIVENESS MEASURES

- P Understanding of strategic objectives, values and vision
- P Employee communication
- P Human resource management practices
- P Work culture
- P Morale and motivation

Although the above list is by no means exhaustive it does provide an indication of some of the *soft* measurements CERT can help you adopt to pinpoint strengths and weaknesses. You can then use these to set performance targets, or you can adopt our benchmarks to measure progress, and make a quantum leap in enhancing the performance of people in your organisation

To find out how CERT can help you measure the soft issues contact:

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