

IMPACT

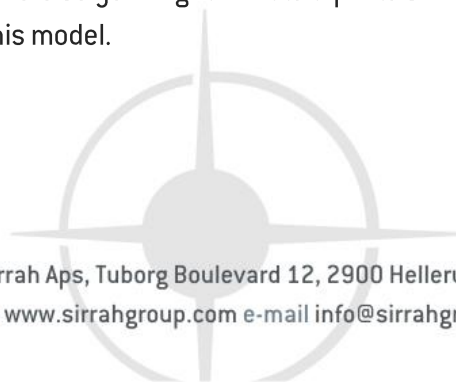
- Enforces accountability for good leadership
- Provides true overview of your organisations' leadership talent
- Drives focus towards developing better leaders

OVERVIEW

The key difference between a traditional performance appraisal system and the dual performance appraisal system is that the dual performance appraisal system uses two discrete appraisal ratings to measure leaders' performance; one rating for their business result objectives and one rating for how well they execute their leadership role.

The business result objectives arise out of the annual organisation goal-setting process including financial measurements. The measurement of how the leaders execute their leadership role is anchored in the organisation's leadership competence model and explicitly defined for each leadership level. By rating leaders separately on their leadership performance you support them in their own transition into effective leaders.

However, the key to success does not lie in just having a discrete rating for leadership. It lies in measuring the leaders at each leadership level on "the job that has to get done" rather than on wishful thinking about what the perfect leader looks like. Reality is that a good leader can be defined in various ways depending on whether he/she is leader of others, leader of leaders, functional leader etc. Consequently, you must define "the job that has to get done" in accordance with the Leadership Pipeline concept. Rather than starting on a blank piece of paper on this exercise you might want to tap into Sirrah's generic model and expertise in customising this model.



ENFORCES ACCOUNTABILITY FOR GOOD LEADERSHIP

Our experience from the Leadership Transition Programmes® is that many leaders unconsciously consider their leadership role as something that comes on top of their job rather than as an integrated part of their job. Indicators of this issue is that budget, sales meetings etc. are booked well in advance in the calendar whereas performance reviews are always conducted in the last minute before deadline.

General developments in the market can influence the leaders' business results significantly. And if sales leaders do not meet the target is it then due to low performance or is it because the product development team did not provide them with a product in demand? There are many interdependencies in a company but one thing that leaders almost solely influence is how they lead. This is something you can hold them distinctively accountable for.

PROVIDES TRUE OVERVIEW OF YOUR ORGANISATIONS' LEADERSHIP TALENT

By differentiating the performance appraisal you create visibility into links between the leaders' performances as leaders and their delivery of business results. A talent pool should consist of leaders that both deliver the numbers and perform their leadership role.

Further, a good leader at one leadership level is not necessarily a good leader at another leadership level. This will become visible using a dual performance appraisal system thus supporting your framework for securing a free flow of talent to continually fill your leadership needs.

DRIVES FOCUS TOWARDS DEVELOPING BETTER LEADERS

Based on the business adage "what is measured is improved", we suggest that by rating leaders separately on their leadership performance you support them in their own transition into becoming effective leaders. When measured, leaders will be more likely to strive for adjusting their work values and time application. And they will start valuing leadership work more and dedicate the necessary time to it.

Furthermore, a separate rating on leadership performance combined with the organisations' leadership competence model provides the leaders of leaders with powerful input for personal development discussions with their direct reports. Thus, dual performance appraisals represent a cornerstone in an integrated framework for securing a pipeline of ready-now leaders.