PEOPLE AND PERFORMANCE

HR TOOLS FOR TISIs PERFORMANCE IMPROVEMENT

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International Trade Centre

Contents

People and Performance

The role of HR Management and Organisational Development in improving TISI performance

Overview

At every step of the improvement journey for a TISI, there is impact on people. They need to be informed, motivated and energised by the opportunity, and they need new skills, processes and technologies to support the change. Performance Improvement must be people-centred to succeed. There are many useful websites and tools available. This document integrates these into the performance improvement process.

This module integrates HR tools into the performance improvement process

The TISI Strengthening Programme of ITC focuses on building the capacity of Trade and Investment Support Institutions (TISIs), in order to improve outcomes for internationalising SMEs and deliver economic and social impact. The programme benefits from tools and methodologies that help TISIs (with the support of ITC technical specialists) to assess their current state, understand what good practice looks like, commit to a programme of improvement and implement change.

To complement the core Benchmarking and Performance Improvement Roadmap methodologies, specific modules have been developed to support the work of ITC staff and consultants at every stage of the process to build awareness and knowledge, and commit to and act on the change programme.

These modules feed into a framework of learning and improvement. We have learnt that it is vital to build the critical interlinked foundations of institutional capacity first before leveraging this to deliver exceptional value to businesses. Building and leveraging this foundation is likely to be a never-endering process of iterative learning.

Central to this framework is the involvement of people:

This means that at every stage of the Performance Improvement process, it is important to involve the HR team, and take advantage of the significant body of knowledge on organisational design and development.

This module

This module is designed to integrate HR tools and templates into the process of performance improvement to ensure that the critical people-centric perspective on change is not lost. [1].

It highlights the tools, templates and frameworks that are already available in the public domain, but with specific reference to the needs of TISIs. It therefore incorporates the perspectives and insights of ITC technical advisors in this area.

This guide is separated into each of the six steps in the performance improvement journey, with a brief explanation and links to useful tools, articles and templates[2].

People and …

1. … **Governance**
2. … **Strategy**
3. … **Organisational Development**
4. … **Performance**
5. … **Customers**
6. … **Service Delivery**
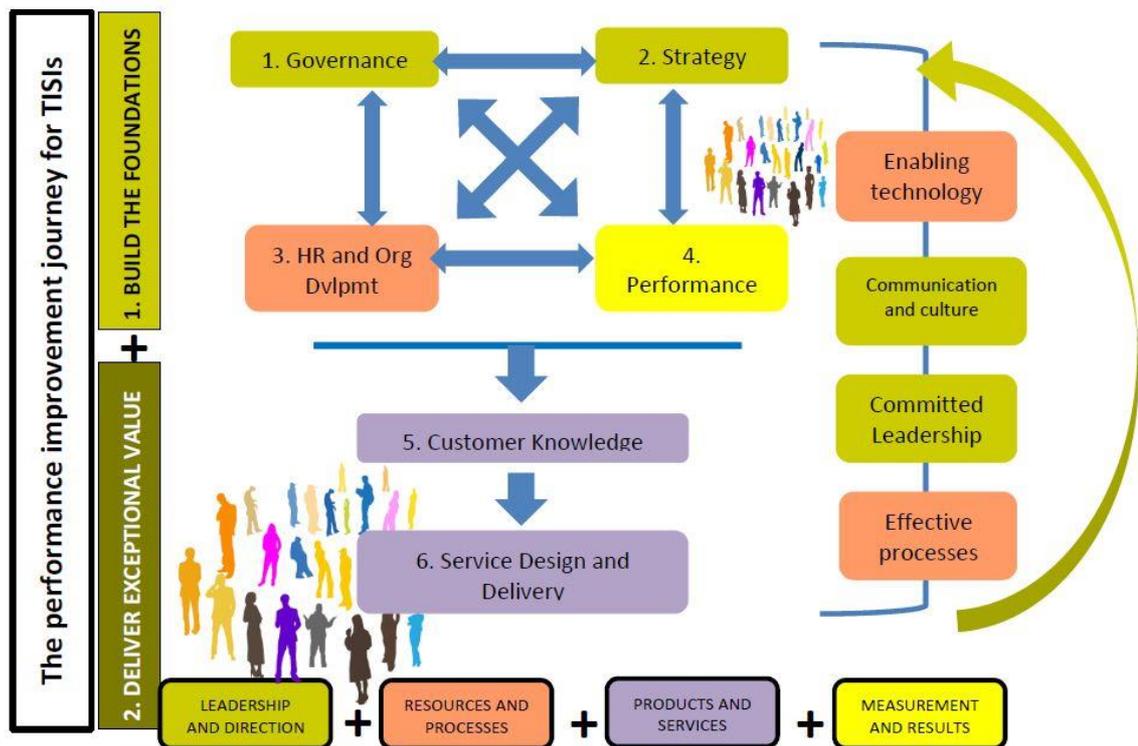
Key to areas of ITC Benchmarking

ITC does not promote or sell any specific approach or consulting theory. There are many websites that deal with these topics. Two non-commercial websites that are definitely worth a look and will be referred to often are: www.cipd.co.uk *and* www.hrcouncil.ca

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[1] https://www.cipd.co.uk/hr-resources/factsheets/change-management.aspx

[2] There are almost no resources specific to TISIs apart those published by ITC. The links and tools suggested here are a mix of private sector and non-profit examples. The core principles are broadly applicable to TISIs.

Section 1: People and Governance

Getting the right governance structures and a representative board in place is positively correlated with TISI effectiveness. There are a lot of legal, political and process aspects to establishing and reviewing a Board, but there are many things that require a more people-centric approach.

What	Why	Tools and Tips[3]
Selecting the board	A good board will make all the difference. It should fairly represent and connect to the stakeholders. A recent study confirms that good private sector representation on the board is correlated with high performance for a TISI	Article on shareholder representation by the board of listed companies. Replace shareholder with stakeholder and it is relevant to TSIs. http://www.financierworldwide.com/the-board-selection-process-assembling-the-right-pieces-for-a-dynamic-effective-and-balanced-board/#.Vm7n52Zwa70 ITC/University of Geneva Study on TISI performance: http://www.intracen.org/publication/Investing-in-Trade-Promotion-Generates-Revenue/ A detailed selection process for a publicly funded organisation http://www.leadershipacademy.nhs.uk/wp-content/uploads/2012/10/NHSLeadership-BoardDevelopment-BoardRecruitmentForNonExecAndIndependentDirectors-2012.pdf Useful article about board selection for small non-profits http://smallbusiness.chron.com/choose-board-directors-nonprofit-organization-911.html TOOLS: A range of tools for non-profit boards including board selection https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities
Relationship Chair-CEO	This must be a mutually trusting and supportive relationship, allowing the	Why having a non-executive chair makes a difference and the characteristics of a good Chair- CEO relationship

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[3] There are almost no resources specific to TISIs apart those published by ITC. The links and tools suggested here are a mix of private sector and non-profit examples. The core principles are broadly applicable to TISIs.

What	Why	Tools and Tips[3]
	CEO to be open with the board, including with bad news when necessary. A breakdown between Chair and CEO must be acted on immediately.	http://iveybusinessjournal.com/publication/together-at-the-top-the-critical-relationship-between-the-chairman-and-the-ceo/ http://www.russellreynolds.com/insights/thought-leadership/essential-elements-of-an-effective-ceo-board-relationship How to structure regular Chair-CEO meetings including a standard agenda. http://www.joangarry.com/nonprofit-board-chair-ceo-relationship-agenda/
Board review process	A regular review of the board keeps engagement levels high and ensures that Board skills can support the strategy.	A reminder about the need for regular Board review. Check out the additional resources including an online Board health check survey, and some great templates to improve Board performance. http://www.effectivegovernance.com.au/is-it-time-to-review-your-board-processes/ Article on how to overcome board reluctance to accept review http://sectorsource.ca/sites/default/files/resources/files/beth_deazeley_may_2010.pdf A similar set of useful tools focusing on non-profits https://knowhownonprofit.org/leadership/governance/improving-your-governance-practice/governance-reviews
Succession planning	A healthy board has a transparent process to replace the Chair on a regular basis	Article on Board, Chair and CEO succession planning, including a set of key questions. https://www.spencerstuart.com/research-and-insight/succession-planning-for-the-board
Managing conflict	A good board will have robust debate over critical strategic choices. It is important that Board members can express their concerns and contribute their expertise.	Tips for dealing with conflict within a Board, including audits, checklists etc. http://www.diycommitteeguide.org/resource/dealing-conflict-what-do-when
Board diversity	Diversity (including gender, age and race) leads to improved outcomes by bringing a range of perspectives, and connections to different	Article on the importance of diversity, starting with how to include more women on boards. http://www.egonzehnder.com/leadership-insights/board-diversity-how-to-get-there.html

What	Why	Tools and Tips[3]
	stakeholder and customer needs.	
Conflicts of Interest	Effective boards will have well established processes for recognising and declaring conflicts of interest	A broad set of resources, including a sample Conflict of Interest policy. https://www.councilofnonprofits.org/tools-resources/conflict-of-interest Alternative sample policy for a charity http://www.ag.state.mn.us/pdf/charities/ConflictInterestPolicy.pdf Conflict of Interest policy for a Chamber of Commerce. https://www.oakvillechamber.com/policies/conflict-of-interest-policy-for-directors-and-committee-members/

Note: ITC has a specific module on board governance for TISIs.

Section 2: People and Strategy

A good strategy is derived by the organisation, for the organisation, harnessing the knowledge and thinking skills from all levels. And implementing strategy means leading a change process that has the potential to profoundly affect people at all levels and the jobs that they do. As strategy transforms into action, role clarity is critical.

What	Why	Tools and Tips
Strategic thinking skills	Including people with good strategic thinking skills in a strategy formulation group will ensure that the conversation rests at the right levels	Reflections on the importance of strategic thinking skills for leaders. https://hbr.org/2014/02/develop-strategic-thinkers-throughout-your-organization Good suggestions on how to create occasions for strategic thinking through a range of methodologies. http://www.ceo.com/leadership_and_management/5-ways-to-develop-more-strategic-thinking/ QUOTE: *"In strategy, it is important to see distant things as if they were close and to take a distanced view of close things"* Miyamato Musashi – samurai.
Global analytical skills	Equally, it is important to include those with the knowledge and skills to analyse detailed information and deliver relevant intelligence.	VIDEO Interview with transcript http://knowledge.wharton.upenn.edu/article/leveraging-global-trends-growth/
Valuing difference	With different skills sets around the table, there needs to be a culture of respect and openness, or the important voices will not be heard and the strategy will be weaker.	Sophisticated academic article including some multi-dimensional decision-making tools and methodologies http://www.rand.org/content/dam/rand/pubs/rgs_dissertations/2010/RAND_RGSD260.pdf
Managing group discussions	Good facilitation skills need to be available, either internally or externally, to support the strategy formulation process	A quick review of disruptive personalities in group discussions and how to deal with them. http://sixminutes.dlugan.com/group-discussions-personas/ Tips on how to structure a strategic formulation workshop http://www.simply-strategic-planning.com/workshop-facilitation.html

What	Why	Tools and Tips
		10 years on, this is still a great article from HBR on incorporating strategic decision-making into executive meetings
		https://hbr.org/2004/09/stop-wasting-valuable-time
Leading change	A strategy review implies change and this needs to be faced early on in the process with clear and consistent communication from senior leadership that recognises the needs of people inside and outside the organisation	Many years on, the Kotter 8-step process is still valid.
		http://www.kotterinternational.com/the-8-step-process-for-leading-change/
		A brief reminder of the steps to support people to implement strategic change.
		http://www.mce-ama.com/strategy-execution-expertise/leading-implementation-of-strategy-and-change/
		http://www.cipd.co.uk/hr-resources/factsheets/change-management.aspx
Aligning structure and strategy	Built into the strategy implementation process should be a review of the structure. This implies a time and cost investment, but unless the structure is aligned with the strategy it will very difficult to implement it and performance measurement frameworks will be ineffective.	A rich and detailed guide to alignment between structure and strategy including information about different organisational models.
		http://www.strategy-implementation.24xls.com/en301
RASCIs	Successful implementation also requires role clarity and team work. Establishing RASCIs can help with this. (RASCI = Responsible Accountable Supporting Consulted Informed)	A guide on different role matrix models and how to apply them. Links to online tools
		http://www.bawiki.com/wiki/techniques/responsibility-matrix-raci-rasci-and-more/

Note: ITC has a specific module on strategy design, development and implementation.

Section 3: People and Organisational Development

Implementing performance improvement means leading a change process that has the potential to profoundly affect levels of employee engagement and the skills that employees need. The structure needs to reflect the strategy and this means rethinking job descriptions, reporting lines, core competencies, recruitment and induction, staff development and training. Good process design in parallel with a supporting organisational culture will help to facilitate the change process.

What	Why	Tools and Tips
Organisational structure	Right sizing the organisational structure and aligning it with strategy are critical factors for sustained results.	A rich and detailed guide to alignment between structure and strategy including information about different organisational models. http://www.strategy-implementation.24xls.com/en301
Competency frameworks	Focusing on the core attributes of character beyond the trainable skills, give an organisation flexibility, coherence, and career planning; as well as improving recruitment and retention of key staff.	http://www.cipd.co.uk/hr-resources/factsheets/competence-competency-frameworks.aspx The Leadership Architect© competency cards from Korn Ferry are very effective, pragmatic and fun.
Job descriptions	A good job description will support recruitment, link individuals to the organisation purpose, provide guidance on their mandate and accountability, and a basis for performance evaluation.	http://www.hrcouncil.ca/hr-toolkit/right-people-job-descriptions.cfm
Talent Management	Anticipating and shaping the people-needs of the organisation is critical to the success of the strategy and should be an integral part of the change process. Talent Management is a generic term coving a lot of the more specific actions set out below.	A great set of practical information and guides http://www.cipd.co.uk/hr-topics/talent-management.aspx
Recruitment	As an organisation shifts its focus, it also needs to recruit (and retain) critical	http://www.hrcouncil.ca/hr-toolkit/right-people-recruitment.cfm

What	Why	Tools and Tips
	skill sets. High performing TISIs seek out private sector skills and business acumen, as well as the ability to operate globally and within a politicised environment. This is a rare set of skills and the recruitment brand and HR strategy needs to be designed to support the recruitment process.	Tips and templates for defining criteria, selecting recruitment channels, writing job descriptions https://knowhownonprofit.org/how-to/how-to-write-a-job-description-and-person-specification
Organisational culture	*"Culture eats strategy for breakfast"* Unless people do the right thing when "no-one is looking" performance improvement programmes will fail. Culture is driven by leadership, communication, tradition, informal networks, norms, symbols, metaphors, reward systems… and it is all about people and what is important to them.	https://knowhownonprofit.org/leadership/change/organisation/copy_of_culture An interesting case study of cultural change at the World Bank. http://www.forbes.com/sites/stevedenning/2011/07/23/how-do-you-change-an-organizational-culture/#1db6c10f3baa Check out the discussion on organisational tools to change minds – through inspiration, information and intimidation
Employee engagement	High employee engagement benefits an organisation by providing the energy for great performance and reduced risk of churn, fraud or process failure. During a change programme good employee engagement makes a significant difference, yet everyone will feel threatened by the change. Employee engagement surveys help but only if the understanding they bring is acted on.	http://www.hrcouncil.ca/hr-toolkit/keeping-people-employee-engagement.cfm http://www.cipd.co.uk/hr-resources/factsheets/employee-engagement.aspx Check out the presentation and book by Dan Pink on intrinsic motivators – Mastery-Autonomy-Purpose https://www.youtube.com/watch?v=avnHUxSVfVM
Diversity	Increasingly a diverse workforce is seen as an advantage. Making the most of diversity means overcoming unconscious bias and ensuring that processes are fair.	http://www.hrcouncil.ca/hr-toolkit/diversity-at-work.cfm http://www.cipd.co.uk/hr-resources/factsheets/diversity-workplace-overview.aspx
Mapping skills gaps	Change sometimes means needing a new set of skills and competen-	A detailed an sophisticated competency framework describing pathways and steps for career development

What	Why	Tools and Tips
	cies. Competency mapping supports a recruitment and development strategy to fill the gaps	https://www.gov.uk/government/publications/civil-service-competency-framework TISIs have successfully adapted the standardised competencies derived by Korn Ferry as part of their Leadership Architect©. The competency cards are a very effective tool. http://www.kornferry.com/products/korn-ferry-leadership-architect/kfla-overview
Personal development	The opportunity for personal development is a powerful motivator. A structured and transparent approach to development improves engagement	http://www.hrcouncil.ca/hr-toolkit/learning-overview.cfm http://www.cipd.co.uk/hr-resources/factsheets/helping-people-learn.aspx
Succession Planning	Employees will be more engaged and willing to take on the risks of a change programme if they see it in the context of broader career planning	http://www.hrcouncil.ca/hr-toolkit/planning-succession.cfm http://www.cipd.co.uk/hr-resources/factsheets/succession-planning.aspx
Induction	"On-boarding" well builds communities, connects people and purpose and reduces risk	http://www.hrcouncil.ca/hr-toolkit/right-people-orientation.cfm
Tight-Loose-Tight	The approach that provides absolute clarity and focus from the top, flexibility and delegation of resources and accountability to the front line, and tightly-managed performance measurement to reinforce the right behaviours is very effective in driving change.	Old but still good: In search of Excellence: Lessons from America's Best-Run Companies Thomas J. Peters, Robert H. Waterman (1982) Book review http://www.jstor.org/stable/pdf/2393015.pdf?acceptTC=true
Embedding processes	Processes often assume everyone behaves badly if given the chance, and therefore create restrictions that are unnecessary most of the time. And yet they provide important information and help deliver consistent high quality and transparent decision-making. How do you get the balance right?	http://www.forbes.com/sites/stevedenning/2011/07/23/how-do-you-change-an-organizational-culture/#1db6c10f3baa Three types of tools need to be balanced to change the culture and behaviour – Inspiration, Information, Intimidation

What	Why	Tools and Tips
Codes of Conduct and Conflict of Interest	Setting boundaries clearly and early. Ensuring that firing offences are fully understood and procedures are in place to support compliance.	Example of code of ethics and code of conduct can be found here: http://www1.gildan.com/corporate/IR/popup/man_ethic_code_en.pdf Sample Conflict of Interest Policies from the Council: http://www.cof.org/sites/default/files/documents/files/Sample-Conflict-of-Interest-Policies-From-the-Council.pdf
Writing an HR Strategy	Aligning your plans for HR and Organisation Development with the overall strategy of the organisation.	http://www.hrcouncil.ca/hr-toolkit/planning-strategic.cfm
Compliance with legislation	Is there ever an excuse for non-compliance? When should you do more than comply?	Although referring to Canadian legislation the basic concepts are universal http://www.hrcouncil.ca/hr-toolkit/policies-overview.cfm

Note: ITC has a specific module on change management and can support TISI organisational development.

Section 4: People and Performance

Performance is more about people than about numbers. People will deliver results when they derive benefit from doing so, including via intrinsic motivators. Expectations about both "hard" targets, and "soft" behaviours need to be crystal clear and people leaders need to be skilled in shaping their teams through the performance review and feedback process.

What	Why	Tools and Tips
Cascading KPIs	Assigning KPIs to teams and individuals is most effective when roles are clearly defined within a culture of accountability and performance	Four Keys to Cascading Company KPIs to Individuals: http://staceybarr.com/measure-up/four-keys-to-cascading-company-kpis-to-individuals/ Plus links to lots of other very useful information about KPIs Very detailed assessment of KPIs, cascades, impacts. Wayne W. Eckerson (2009). Performance management str ategies. Tdwi best practices report. Co-sponsored by IBM, Pp.9: http://businessfinancemag.com/site-files/businessfinancemag.com/files/archive/businessfinancemag.com/files/misc_file/IBM-effective-metrics.pdf
Impact of measure-ment on behaviour and culture	A measurement framework, well cascaded, is a powerful tool to shape behaviour both positively – by connecting individuals to the purpose, and negatively by driving unhelpful competition	http://www.walkingthetalk.com/how-to-measure-culture-change-in-your-organisation/ Peter Lok, John Crawford, (2004) "The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross- national comparison", Journal of Management Development, Vol. 23 Iss: 4, pp.321 – 338
Performance review process	A formal performance review process emphasises the need for personal accountability for results, but is not always effective in improving performance and behaviour.	http://www.hrcouncil.ca/hr-toolkit/keeping-people-performance-management.cfm http://talentsnapshot.com/wp-content/uploads/2012/11/The-Why-What-and-How-of-Performance-Management.pdf
Giving and receiving feedback	Timely and appropriate feedback can support nimble learning, self-awareness and rapid performance improvement.	Two brief but highly relevant blogs. http://www.10mmt.com/2013/constructive-criticism/performance-feedback-examples-of-how-to-give-criticism/

What	Why	Tools and Tips
		http://www.10mmt.com/2012/performance-review/performance-appraisal-how-to-share-not-give-performance-feedback/ http://www.forbes.com/sites/kevinkruse/2014/08/12/how-to-receive-feedback-and-criticism/ http://www.inc.com/stanford-business/how-to-get-better-at-giving-and-receiving-feedback.html
Balancing "what" and "how"	Cascaded KPIs need to be balanced with clear expectations about behaviour	A brief blog, with some useful additional embedded links and videos http://www.10mmt.com/2012/performance-review/performance-management-the-what-and-the-how/
Recognition and rewards	Good performance is reinforced with recognition. *If the local culture will support it,* making this recognition visible helps set the standard and inspire others.	http://www.hrcouncil.ca/hr-toolkit/compensation-overview.cfm A quick read, to note in particular the comments about non-monetary recognition programmes http://www.inc.com/encyclopedia/employee-reward-and-recognition-systems.html
Intrinsic motivators	We are motivated by more than money. You can build engagement and improve performance by considering how to improve "mastery, autonomy and purpose"	VIDEO: Drive, by Daniel Pink. Animated talk https://www.thersa.org/discover/videos/rsa-animate/2010/04/rsa-animate---drive/
Managing poor performance	If poor performance is not dealt with then high performers will be demotivated. Dealing with poor performance requires managerial courage and coaching frameworks.	Although referring to Canadian legislation, the basic concepts are universal http://www.hrcouncil.ca/hr-toolkit/keeping-people-termination.cfm The uses and approaches for effective coaching http://www.cipd.co.uk/hr-resources/factsheets/coaching-mentoring.aspx

Note: ITC has a specific module on performance measurement for TISIs.

Section 5: People and Customers

For many TISIs success depends on deeply understanding internationalising businesses. This means gathering, sharing and using information about customers, in order to segment them, understand their needs, design solutions, and evaluate and report on impact. What is needed is a balance of technology, culture and skills, all of which require engagement and input by people.

What	Why	Tools and Tips
Implementing technology /CRM	Implementing a CRM system well takes the right mixture of training, culture and technology.	5 Keys to Preparing for Your CRM System Implementation http://www.crmsearch.com/crm-implementation-report-software.php
Customer relationships	Businesses will be reluctant to engage and share information unless they are dealing with a person and an organisation that they deeply trust.	The importance of trusted relationships for customer excellence, and a lot of related links. https://en.wikipedia.org/wiki/Customer_service
Business acumen	In order to understand business needs, front line staff need knowledge of business models, finance, and the challenges of internationalisation.	http://smallbusiness.chron.com/strong-general-business-acumen-21849.html https://en.wikipedia.org/wiki/Business_acumen The Business Acumen Imperative: Five Critical Steps To Developing World-Class Business Acumen Throughout An Organization http://www.bts.com/news-insights/articles/the-business-acumen-imperative/
Advisory skills	Sometimes the most valued service of a TISI is the advice given by customer facing staff, rather than any specific service line. These advisory skills also need to be developed and recognised	A brief reminder of the necessary skills and how to build them http://andrewsobel.com/articles/how-to-tangibly-improve-your-advisor-skills/
Culture of knowledge sharing	The very best CRM technology will fail if there is no culture of sharing information, and no internal trust around confidentiality and recognition.	http://data-informed.com/five-steps-create-culture-knowledge-sharing/ http://www.dbkay.com/culture/how-to-create-a-knowledge-sharing-culture-part-1-of-2

Note: ITC has a specific module on knowledge management for TISIs. ITC has a specific module and an e-learning module on customer relationship management

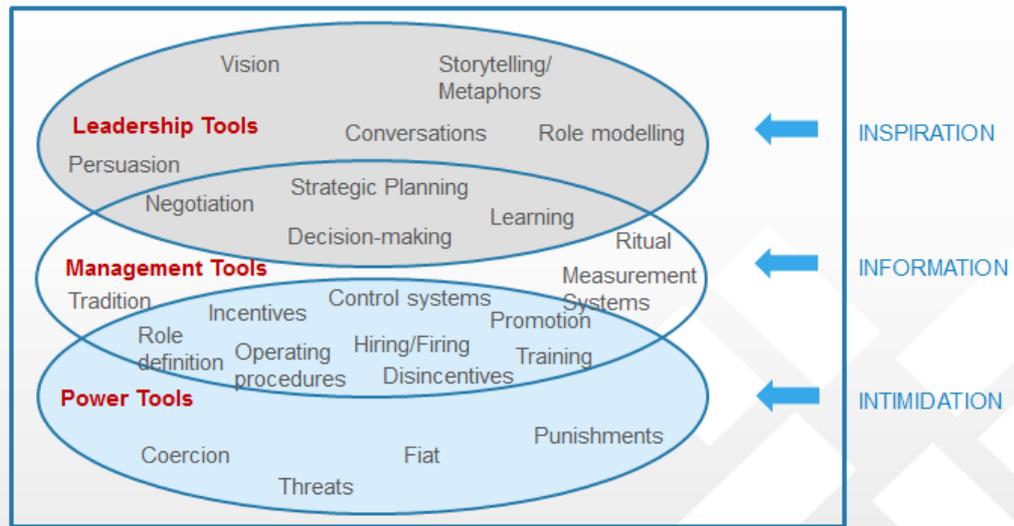# Section 6: People and Service Delivery

Once good levels of customer data are available, designing and delivering solutions for customers may take a different set of skills, including questioning and listening, market research, event management and project management. Standard operating procedures are useful, but must be designed with care to deliver consistency and clarity of expectation, without cramping the innovation and customer centric flexibility of front line staff.

What	Why	Tools and Tips
Culture of innovation	Without innovation a TISI cannot adapt to the needs of its customers facing a rapidly changing world. This requires a culture in which ideas can bubble up, be tested and resourced, and a positive attitude to learning through failure.	A useful reminder of some useful approaches http://www.fastcompany.com/3031092/how-to-create-a-culture-of-innovation-in-the-workplace
Design-thinking	Services that are designed based on a deep empathy of a specific customer need, co-created, prototyped and delivered	Executive summary and brief video https://hbr.org/2008/06/design-thinking A good summary and lots of additional links and references https://en.wikipedia.org/wiki/Design_thinking A 6-minute read to refresh your knowledge http://www.fastcompany.com/919258/design-thinking-what
Cultural intelligence	An organisation that supports internationalisation requires high levels of cultural intelligence to support businesses entering new and unfamiliar markets.	A very practical approach to CQ, how to assess and improve it, and why it makes a difference. https://hbr.org/2004/10/cultural-intelligence Useful especially the brief section on Diplomacy and international negotiations https://en.wikipedia.org/wiki/Cultural_intelligence A great set of perspectives. Take the time to watch the TedX video clip. http://commonpurpose.org/knowledge-hub/all-articles/what-is-cultural-intelligence/
Market analysis skills	Whether carrying out market research for internationalising businesses or advising businesses how to do this	https://www.mymajors.com/career/market-research-analysts-and-marketing-specialists/skills/ A description of competencies and their im-

What	Why	Tools and Tips
	themselves, good market intelligence skills are an important part of the service offering for a TISI	portance for a market research and analysis role.
Project and event management skills	For many TISIs, services are delivered via key events and projects. This requires recruiting and/or developing specific skills	Top 5 qualities of the successful event manager http://www.eventmanagerblog.com/top-5-qualities/#SKtDvlkg0ZclisjU.97 (Note the link only works as a copy/paste into your search engine) Refers to sports events, but a useful reminder of core competencies that are relevant to trade events also http://www.leoisaac.com/evt/top076.htm
Designing and using standard operating procedures	Providing consistency and setting high standard helps drive results, but so does customisation, and the flexibility to deliver fit for purpose solutions that provide the best return on limited resources. These things can be in conflict.	A brief set of steps for creating a procedure http://smallbusiness.chron.com/create-standard-operating-procedure-1973.html Useful analysis of a good SOP as well as other useful links http://www.writingassist.com/resources/articles/the-well-written-sop-critical-for-continuous-improvement/

Note: ITC has a specific module on service portfolio development.

Appendix: Organisational tools for changing behaviour