FIPA GLOBAL

PEOPLE • IDEAS • A STRONGER TOMORROW

TRAINING AND ADVISORY DIVISION

Performance Improvement Practice

Better performance, by design

The cause of poor performance is rarely the obvious one. What looks like attitude may be an unclear procedure, a badly set target or missing training. We look at the whole system before judging the person, so the fix holds.

We offer two kinds of support: training for supervisors and managers, and advisory services for specific needs, from recruitment to performance assessment. Many clients use both.

Tell us where performance is slipping, and we'll help you find out why.

Who we serve

We work with organisations of every size.

In a large organisation, one underperforming role can be absorbed. In a team of fifteen, it cannot. Every person carries more of the load, so every improvement is felt more quickly: in service, in output and in morale.

Smaller organisations also tend to have fewer resources. Many have no human resources department, no written procedures and no formal performance system. Managers are often promoted for their technical skill and left to learn people management on their own. We can provide that capacity when it is needed, and help the organisation build its own over time.

Larger organisations come to us for the same reasons on a different scale: an independent view, specialist skills, and training that their managers can apply the following week.

Training: Managing Performance

A programme for supervisors and managers who are responsible for other people's performance. It is built on one diagnostic question:

> **Could the employee do the job if their life depended on it?**
>
> **If not,** the problem lies in skills or systems. **If so,** it lies in expectations, feedback or motivation. Often it is a mix of the two.

The programme has two short courses, which may be taken separately or together.

Setting People Up to Perform

The systems side of performance: setting targets, designing key performance indicators (KPIs) and avoiding their common pitfalls, structuring on-the-job training, and documenting procedures so that work is done consistently.

Managing the Human Side of Performance

The people side of performance: setting expectations, giving feedback that changes behaviour, giving work meaning, handling resistance and holding the performance conversation. Every session covers what not to do as well as what to do.

Advisory services

Our advisory team works directly with an organisation on a specific need. Engagements may be a single task, such as a round of interviews, or a longer piece of work.

Recruitment and selection

- Designing structured interviews and scoring guides
- Conducting or sitting on interview panels
- Assessing candidates for supervisory and management roles

Job analysis and job design

- Analysing what a role actually requires
- Writing or revising job descriptions and person specifications
- Clarifying reporting lines and responsibilities where roles overlap

Performance assessment

- Assessing individual and team performance
- Designing or reviewing appraisal systems
- Diagnosing the causes of a performance problem before money is spent on the wrong solution

Performance systems

- Setting targets and designing KPIs
- Reviewing existing KPIs for unintended effects
- Designing structured on-the-job training
- Developing procedural manuals

Codes of Conduct

- Drafting or revising Codes of Conduct
- Aligning conduct standards with performance expectations
- Helping managers and staff apply the Code in daily work

Where advisory work shows a training need, we can design training for that organisation alone.

How we work

1
Diagnose

We find out what is actually happening, and why, before recommending anything.

2
Design

We shape a response that fits the organisation's size, budget and culture.

3
Deliver

We carry out the work, or train the organisation's own people to do it.

4
Measure

We agree at the start how success will be judged, and check the results.

Why FIPA Global

FIPA Global has served the Caribbean since 1917. Our guiding principle is 'Clear Thinking, Responsible Leadership'. The Performance Improvement Practice is led by Dr Angela Ramsay and Georgia Donaldson, MSc.

We bring rigour in measurement and a real understanding of people, because performance depends on both.

Working with us

To discuss a training enquiry or an advisory need, contact us at fipafamily@gmail.com or angela.ramsay@fipaglobal.com or visit **fipaglobal.com**. An initial conversation carries no obligation.