Individual Achievement Mirror

SKOPOS Performance Management System

I AM SKOPOSIAN / I AM TEAM

Introduction

The SKOPOS Individual Achievement Mirror (IAM) is a tool provided for Skoposians to organize and communicate their goals and achievement based on the premise that with the complexity and uniqueness of each of one of us, only each individual can tap into the unique repertoire of qualities that can contribute significantly to performance. Hence, we adopt self regulation as the core philosophy of SKOPOS performance.

IAM focuses on core motivational elements present in Self Regulated Individuals; Continuous development, Empowerment and Achievement.

Beginning with the mission of SKOPOS, a strategy is developed and organizational goals are set; through the different roles in the organization, each individual sets their goals which meets the guidelines in their functional and organizational role and ultimately achieves the SKOPOS mission.

Objectives

1. Supports the SKOPOS Vision, mission, goals, and Strategic Plan.

2. Emphasizes the embodiment of SKOPOS’s values in everything that we do.

3. Establishes Company-wide performance management system that ensures alignment with the company’s goals, focuses on accountability for results, and effectively differentiates between high and low performance.

4. Provides ongoing communication and constructive feedback between the functions and people with various responsibilities and ensure that each person understands how he/she contributes to achieving the company’s goals.

5. Is fair, simple, and relevant.

Common Critical Competencies of Self Regulated individuals

Individuals have certain competencies that are critical to maintaining a high level of self regulation; these competencies need to be developed within each Skoposian in order to successfully use IAM. These competencies are as follows:

* Self awareness and control / emotional maturity; having the ability to be aware of your behaviors, your thoughts and your feelings and understanding the underlying reasons of your emotions.
* Self learning / development; building a high level of curiosity and finding answers to your questions.
* Strong sense of mission ; believing in a higher purpose

These competencies usually exist in Skoposians, as they are part of the competencies looked for during the recruitment process, but can be further developed through mentorship and feedback.

Roles & Responsibilities (Prerequisite for IAM)

Before using the IAM tool, every Skoposian must develop their Role and Responsibilities, both in their functional area and in the organization as a whole. Roles and Responsibilities are set during specially designed workshops where individuals share the list of their responsibilities and receive input on what others expect from them also. These workshops create a forum where openness, alignment and shared understanding are built between individuals in different functions and teams. Separate documentation is available for a more detailed overview.

IAM TEAM / IAM SKOPOSIAN

The Individual Achievement Mirror is applied to both self defined goals and team goals.

Team goals will cover 3 dimensions; Team Delivery, Team Development and Team Culture. Meeting the goals within the 3 dimensions will be dependent on the whole team working together as one entity.

Self defined goals will cover 5 dimensions; Delivery, Development, Personal & Family, Community Development, and Culture.

Critical Dimensions

Delivery, Development and Culture are considered critical elements and achieving the goals in these dimensions will be the foundation to the rating of the overall Achievements.

Meeting with Team to develop the IAM TEAM

Setting the team goals is done with the participation of your team. The team goals do not have to be the same for each team member, but they have to be agreed upon by the rest of the team, and they need to be aligned to satisfy the overall objectives of the team work.

Teams of self regulated individuals need to engage in processes of:

* Exploration of areas of synergy / conflict / deficiency, etc.
* Design of work processes (work and load assignments, communication, etc) and team dynamics that maximize synergies
* Setting and monitoring of team performance results (outputs/ outcomes/ impacts) that match the uniqueness of team members and the synergy they build

Meeting with an IAM Champion to align and dialogue the SKOPOS strategy

A key component for setting proper individual goals, is to match them to organization goals and strategy while also taking into consideration your passion and skills. IAM champions are functional leaders that can provide insight into the goals of each specific function. A meeting with an IAM champion is highly recommended to dialogue and align on the Skopos strategy and high level goals. Individual goals can then be set which will help meet the organizational goals leading us to be all working in one strategic direction. IAM Champions initially are the Management team.

Meeting with Mentor to develop the IAM SKOPOSIAN

The most critical meeting will be with your mentor to discuss your goals and prioritize them. Your mentor will help you in the actual setting of the goals and working with the IAM template, making sure that objectives are SMART, and the measurements are feasible. The mentor should not provide you with your goals.

Progress Reviews

A minimum of 1 progress review needs to be held after 6 months of setting the goals, but based on the fast-paced changes that occur in SKOPOS, it is recommended that 3 progress reviews be held during the year, making the final review the 4th meeting. Focus on discussion & dialogue is key. Updates and changes in direction & strategy of SKOPOS need to be clarified and changes in roles and responsibilities need to be reflected in IAM updates.

Sources for measuring achievement of Goals

**Internal SKOPOS Perspective**

* Feedback, 360
* Quality Assurance
* Observation
* Physical delivery
* Focus Groups
* Discussions

**Client Perspective**

* Surveys
* Meetings or other methods that provide for customer input or involvement

Setting your SMART Goals

Each goal must be defined properly and must be SMART;

* Specific - What is being measured (i.e., the expected result) is easily understood.
* Measurable - A target can be established; data to support the metric is available and quantifiable.
* Ambitious - The target, established at the Meets Expectations performance level, is challenging and significant but not so challenging that it is not really achievable.
* Results oriented - Identifies the expected accomplishments (a product or service) described as a noun (not an activity or task described as a verb).
* Time based - Identifies a specific time frame for the achievement of the target.

In some cases, performance is not easily measured or the measures cannot be tracked in terms of quantities or physical deliverables. When quantity measures cannot be used, describe observable, verifiable performance expectations, identify who will evaluate the work was performed well enough to achieve the Meets/Exceeds level, and identify the factors the person will consider.

SKOPOS Feedback System

We are all required to hold at least 2 formal feedback sessions every year. The data from the feedback session can be used as a source to measure the success of meeting our goals. It is important for the Mentor to always be present during any feedback session in order to capture this data and provide it to the individual to include as a source for the rating.

Uploading your I AM to the Intranet

Uploading your file to the intranet to share it with others will create awareness to others on what you may be working on and it allows for others to find areas where they can help you achieve your goals. Like everything else in SKOPOS, you have the choice not to share your IAM with everyone else, but rather decide to only share it with specific individuals or teams.

Reviewing other people’s I AM’s

Reading other people’s goals allows us to recognize and appreciate each other’s work and efforts in building SKOPOS. We need to all look for opportunities to help each other when we see a status marked RED. It is only when we work together as a group that we can reach closer to perfection; using each other’s strengths to support our areas that we may be struggling in.

Impact of IAM on Performance Appraisal

The Management at SKOPOS will have the opportunity to use the IAM tool to provide rewards and recognition to Skoposians who demonstrate high levels of achievement and to take corrective action on low achievement. It is the Management’s role to decide if they would use this tool or not in the appraisal for bonuses, rewards, recognition or other activities.

Rating Yourself

If IAM was done correctly and the measurement criteria were clearly stated, the rating should be easy to carry out. At the end of the year or after achieving any of your goals, you will meet with your mentor to review your achievements and rate yourself on how well you have achieved the goals that you have set for yourself. You may need to hold feedback sessions or carry our surveys to collect the data needed to provide you with the results of the measurement (see ***Sources for measuring achievement of Goals)***. The deadline for year-end reviews is 30 days after the end of the 1 year cycle of IAM. In general, 1 year cycles of IAM begins on January 1 and ends on December 31st.

Ratings Definition

|  |  |
| --- | --- |
| DIMENSION RATING | |
| SIGNIFICANTLY  EXCEEDS | Performance that consistently exceeds the performance standards to an exceptional degree for the dimension. |
| EXCEEDS | Performance that consistently exceeds the performance standards to a high degree for the dimension. |
| MEETS | Performance that fully and consistently meets the performance standards identified for the dimension. |
| NEEDS IMPROVEMENT | Performance that does not fully meet the performance standards for the dimension. |
| FAILS TO MEET | Performance that fails to meet the established performance standards for the dimension. |

|  |  |
| --- | --- |
| SUMMARY RATING | |
| DISTINGUISHED | Performance when all dimensions are rated  **SIGNIFICANTLY EXCEEDS**. |
| ACCOMPLISHED | Performance when all dimensions are rated no lower than **EXCEEDS EXPECTATIONS**. |
| FULLY SUCCESSFUL | Performance when no dimension is rated below **MEETS EXPECTATIONS**. |
| NEEDS IMPROVEMENT | Performance when any dimension is rated  below **MEETS** and no critical dimension is rated **FAILS TO MEET**. |
| UNACCEPTABLE | Performance when any critical dimension (Delivery, Development or Culture) is rated **FAILS TO MEET EXPECTATIONS**. |

Suggested I AM Reward System (Skopos Management Decision)

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| --- | --- | --- | --- | --- | --- |
|  | Distinguished | Accomplished | Fully  Successful | Needs  Improvement | Fails to Meet |
| Monetary Award | 1 month Salary PLUS 1 week paid vacation for family or friends (Transportation + accommodation) | 1 month Salary OR 1 week paid vacation for family or friends (Transportation + accommodation) | ½ Month to 1 Month Salary | Not eligible | Not eligible |
| Non Monetary Award | Paid holiday  (4 weeks) | Paid holiday  (2 weeks) | --- | --- | --- |
| Action | Eligible for immediate salary review / adjustment | --- | --- | * Counseling | * Counseling * Reassignment * Removal |

Reference Material & Program tie-in

* + Standard Functional Roles Definition for:
    - Resident consultants
    - Consultants/experts in defined spheres/fields
    - Functional specialists
    - Leaders
    - Managers
  + Mentorship Program
  + On-boarding
  + Development Program
  + Quality Assurance
  + Total Rewards & Recognition