

Building Links with Syngenta – Inclusive Performance Management

Definition of Management

- The coordination and administration of tasks to achieve a goal
- Motivating, measuring, driving, and developing people

6 Approaches to People Management

1. Directive: seeks compliance from employees
2. Authoritative: gives overall vision rather than specific instructions
3. Affiliative: promotes harmony and aims for positive relationships with staff
4. Participative: leads by consensus
5. Pacesetter: sets high standards and leads by example
6. Coaching: equips staff with tools, knowledge, and opportunities for them to fully develop themselves

Definition of Inclusive Leadership

- Galvanizes the various strengths of the team to inspire the greatest amount of investment in achievement
- Structures the way of working and empowers employees to pursue individual and team success
- Harmonizes the strengths and interests of the team to align on and pursue a shared goal, next or end state
- Has a tendency to grow people

6 Traits of Inclusive Leadership

1. Relationship Building
2. Recognition
3. Empathy
4. Fostering Social Connection
5. Encouraging Participation
6. Alignment

Strategies for Driving Development Centered Performance Management

Step 1. Self-Awareness for the People Leader

Underlying Elements of People Leadership

- Power Dynamic: Pressure to “know the answer”, acting as a company representative, managing multiple agendas, control over resources
- Social Dynamic: Balancing approachability with authority, having grace as opposed to leaning into leniency bias, listening vs. telling + coaching vs. directing
- Personal Dynamic: Your social identities, your comfort with power, your past experiences, your levels of trust with others

Step 2. Re-Framing the Purpose & Texture for the Performance Management Conversations

From Reactive Approaches:

- Sees performance management as a formality
- Enters the conversation with a rating already in mind
- Sees performance management as the definite culmination of an employee's potential
- Sees the performance management conversation as the tipping point in one's career

To Proactive Approaches:

- Sees performance management as way to align and inspire
- Derives a final rating after seeing an employee's self-assessment
- Sees performance management as a snapshot of one's impact over a set amount of time
- Sees performance management as the catalyst to greater aptitude in one's career

Deepen Your People Leadership Skills

Reflect on your lenses and relationship to power:

What do I value?

What is rewarded?

How is it rewarded?

Do I value performance if it manifests in a way that I wouldn't do it?

Get specific about language, expectations and re-align, regularly:

What was the shared goal?

What did I ask them to do, specifically?

Were instructions/expectations clear?

Did I affirm or course correct regularly?

Focus on your team's collective and individual needs and be consistent + patient:

What are the needs of the team?

What are the needs of the individual?

How do I leverage strengths in the team to support others?

How am I measuring growth?

Is my timeline for growth realistic?

Development Centred Approach to People Management

- **Empathy:** Actively listen and show compassion in understanding, respecting and supporting personal circumstances that might impact productivity and performance
- **Feedback:** Seek feedback from multiple stakeholders and different sources of data in assessing performance to avoid amplifying biases when work is remote and virtual
- **Flexible:** Continuously review and flex (priorities) according to changes in personal and/or business circumstances
- **Supportive:** Embrace new (virtual) ways of working and attend to employee needs when they arise
- **Celebrate:** Boost morale through (formal) moments of appreciation, and recognize efforts such as resilience, learning agility, teamwork, and support for others ('how')



BUILDING LINKS
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