Most traditional people management systems have typically focused on the annual review. While annual reviews are clearly important, they can become a mechanical chore if they are not anchored in a culture of coaching.

The traditional role of a manager in an organization has not included the development/continuous improvement of his/her people.

We would be rich if we pocketed a dollar for every time someone in the workplace complained about the lack of feedback on performance or the lack of opportunity to receive further development. Traditional forms of supervision differ from workplace coaching because they focus on communicating with people only when they make mistakes.

As a manager with a strategic view, you can see the weakness in being a “once a year” coach or a workplace police officer responding mainly to problems, mistakes and lapses in performance. Paying attention to the development of your team and the individuals who make it up looks a lot more like this:

Good performance management is simple, straightforward and natural in that it becomes part of the everyday life and existence of the individual and team. Good performance management becomes a habit of successful workplaces.

It means acting in a way that demonstrates interest and enthusiasm, with an eye and ear for excellent performance and for assisting each individual in a productive way where underperformance is noted and acted upon.

It is about building relationships, bringing employees up to excellence with a clear realization that the coach has an inspirational role.