

Innovation and Performance Management

A way of involving everybody

There are good reasons why most companies are organized as hierarchies, pyramidal organizational structures that are tasked to design things and make them happen in various ways. The pyramids can have various shapes and they can be complemented by horizontal or matrix-type accountabilities and more, but commenting on these is not our object here: we shall look at performance management, a fundamental aspect of the hierarchy and organizational life.

Managing performance - setting objectives, giving feedback, monitoring and evaluating results is one of the most fundamental functions of management. Managers should be doing these things all the time with their direct reports. Over morning coffee, between meetings, on the phone, at the canteen, in project meetings etc. In many organizations, once in a while, there are formal reviews in standardized formats defined by the organization, so that these may be processed in a homogeneous way over the longer term careers of people. The process will only work if managers make a good job of it and the system to support it is reasonably good. It is very useful for these formats to formally incorporate a section on innovation. This asks the questions: "What new ideas do you have for your work or for our department or company? What are the new things you will be working on over the next twelve months?" and leads to setting an agreed innovation objective for each person in the organization. Targets can include individual projects or the employee's participation in teams that are working on new projects and change. To improve the impact of this system and avoid overlap, managers should discuss their people's innovation objectives among themselves and be aware of what is happening in other departments. They should also share ideas that may be useful to other departments or the whole company to undertake.

This system forces a systematic dialogue on innovation between manager and employee and enables target-setting and monitoring of new ideas throughout the organization. It can also reduce the judgmental element of all evaluations (the system after all divides people into the judges and the judged) which some people find disagreeable. It is also easily adaptable to 360 degree systems, peer reviews and it is possible to have team variants. This system can also work in



Performa News

Summer Seminar Series 2015, 7th July, University of Patras, Greece

Dimis has been invited to address the "Summer Seminar Series 2015" organised by the Innovation and Entrepreneurship Unit (IEU) of the University of Patras, Greece.

See: www.upatras.gr/en

IEU was established and operates as part of the Operational Program "Educational and Lifelong Learning", which is co-funded by the European Union (European Social Fund) and National Resources of Greece,

See [here](http://ps.innovation.upatras.gr/en/home) (<http://ps.innovation.upatras.gr/en/home>).

The Seminar series will be held in early July, at the University of Patras Campus, and is targeted towards graduates, undergraduates and postgraduates of the University, with the theme of Innovation and Entrepreneurship.



Creativity Cool & More...

"God, Sex, Revolution and You" - a solo show by Dimis, 15th July, Theatre Ena, Nicosia

"God, Sex, Revolution and You" - Songs, magic and musings with Dimis (his views may not coincide with yours)

see flyer [here](#)

A solo show by created by Dimis Michaelides in Greek and English, with readings from Andreas Embeirikos, and also Kavafis, Lorca, Lennon (not Lenin), Aragon, Savvopoulos, Theodorakis, Hadjidakis, advice on how to lead an authentic life and the first public presentation of the Cyprus Trilogy - magic tricks based on Cypriot folk traditions.

Venue: the Foyer - Teatro ENA, Nicosia
Wednesday, 15 July 2015 at 9 pm
Ticket EUR 8
Reservations 22 348 203

“network” type structures in those organizations that claim to have no pyramid.

It is certainly one tool for establishing accountability on innovation and therefore increasing the probability that innovation happens and that it comes from everyone.