

Continuous performance improvement – Action planning

At the end of the day, the most important thing about collecting feedback is the actions you then take. Using the reasons identified during your analysis, the team must develop detailed action plans to address the causes of the identified gaps between the goals/expectations and the feedback results. Typically these action plans are developed, discussed and agreed as part of a regular monthly Scores on the Board team meeting. Teams and individuals should use one monthly action plan to cover all the agreed performance areas.

Where more than one performance area is being monitored, teams may decide to focus on one action per performance area, per cycle. The important thing is that the action plans are manageable – too many actions will lead to dispersed effort and confusion amongst the team members. One, two or at the most, three actions per month is what is generally considered measurable, attainable and realistic.

Remember:

- A good action plan is owned by the team, because the team decides what it wants to fix during the next period.
- The team should prioritise the action and focuses on 2-3 issues for the period.
- The action plan is specific – How much of what, by when and by whom.
- The team develops suggestions and solutions to tackle identified issues.
- All team members are encouraged to develop personal action plans.
- Team members volunteer to take ownership of specific actions.

Objectives

Having presented the feedback to the team members and completed a detailed analysis of the possible causes for any gaps in your results and goals/expectations, you are now in a position to complete an action plan to overcome these gaps/shortfalls in performance. The objectives of the Action Planning process are to:

- Discuss possible actions that address the identified causes of the performance gaps.
- Prioritise and select the actions to gain the most beneficial outcome.
- Determine if the agreed action is to be completed by the team or by an individual member.
- Allocate responsibility for the completion of the agreed action.
- Agree on a time frame for the completion of the agreed action.

Methodology



Step 1: Discuss possible actions

Confirm with the team the causes that they agreed to develop an action plan for and invite them to suggest what actions the team or individuals could take to overcome the identified causes.

Step 2: Prioritise and select actions

Ask the team to prioritise the actions that they believe would have the greatest impact on the team's performance and outputs. This is done by asking the team members to select an action that they believe would deliver the greatest benefit to the team. The action that is deemed the most important is put into play.

Step 3: Determine level of action

Once the team has agreed on the most important action to be addressed, ask the team if the action can be achieved by the team as-is, or does it need to be broken into a number of individual tasks. If the action is to be broken into a number of individual tasks then you should seek the assistance of the team to identify these individual tasks and note them on the whiteboard.

Step 4: Allocate responsibility

Following the confirmed team and individual actions, ask the team to consider who should be responsible for each action. Encourage the team to volunteer for the tasks. If a volunteer is not provided for each task, ask the team to offer suggestions on who may be best able to complete the task and then allocate the task to the most appropriate member of the team. Record the actions and person responsible on the team scoreboard.

Notes:

Team Actions – working on actions or problem solving as a team is motivating for those who enjoy collaboration and teamwork as it provides a sense of connectedness.

Personal actions – for those of us who are more independent we enjoy establishing personal actions for continuous improvement or contribution towards the purpose. If we are team orientated, personal actions also help to motivate us through linking individual actions to those in the team.

Step 5: Agree on timeframe

Following the allocation of the actions, ask the team and the person responsible for the action to consider an appropriate timeframe for the completion of the agreed action plan. Record the agreed due date on the team scoreboard.