

Executive Leader Performance Management

The principles

Our flexible service helps you to shift to a continuous, strategy-led approach to executive leader performance management that focuses on growing your leader to meet the demands of their role. Key principles on which this approach is based are:

- A school or trust is only as strong as its executive leadership.
- Investing in your leader's development and wellbeing is vital for them to be successful in their role.
- It is time for executive leader performance management to evolve from a yearly appraisal to an ongoing, growth-focused process.
- The executive's performance management should be aligned with the organisation's strategy
- Performance management should be focused on professional growth of the executive

Our new performance management support service is designed to support boards to help your CEO or headteacher to develop their leadership skills to meet the needs and vision of their school or trust.

How it works

Our consultants works with the board to help them evolve their current executive performance management approach to one which is more aligned with the strategic cycle for the organisation and reflects the expectations of the executive's role, thus focusing more on supporting the professional growth of the executive.

It is based on our LEAD framework, which recognises the key elements of effective executive performance management.



Support options

We provide a flexible range of options to meet the needs of the board.

1. Baselining your current approach

The start of any improvement journey is baselining where you are today. Our consultant works with the board to explore how performance management of the executive is currently delivered and the effectiveness of the elements that support the executive LEAD framework.



The NGA consultant works with the board to develop the right eco-system to grow and support their executive leader by reviewing the effectiveness of components of culture, relationships and policies and practices that exist today and develop a bespoke action plan for the board to better support the executive leader.

2. Implementing the new performance management process

During the first year we coach the board throughout the annual performance management cycle to implement the Executive LEAD Framework so that by the end of the year all components of the eco-system are in place. This means moving to termly performance management meetings, with the first meeting taking place as soon as the strategy for the year is agreed, ideally in late summer or early autumn.



Meeting	Description
<p>Meeting 1: End of year review (appraisal meeting)</p>	<p>The NGA consultant guides the board to review the executive’s performance for the previous year, reviewing the executive’s workload and wellbeing and supports the setting of initial objectives and development targets for the executive leader.</p> <p>This includes:</p> <ul style="list-style-type: none"> i. Initial preparation/briefing phone call (30 mins) This takes place ahead of the appraisal meeting to agree the schedule for the day. <p>On the day of the appraisal:</p> <ul style="list-style-type: none"> ii. Meeting with the executive leader (1 hour) To discuss with the executive their view of their performance for the previous year and thoughts for their targets for the coming year, including one professional development target. iii. Meeting with the executive performance management committee (1 hour) To discuss their views on the executive’s performance and guide them on considerations when setting the executive’s targets for the coming year and the pay award decision. iv. A joint meeting between the executive and the committee (45 minutes) Facilitated by the consultant, this meeting will provide the executive with the committee’s appraisal feedback and agree the executive’s objectives for the coming year. The feedback should reflect the context of the organisation, its strategy and the expectations of the executive leader’s role (referencing national standards). <p>Written evidence is provided of the appraisal and the agreed performance management objectives (SMART) set for the coming year. We can either use your performance management forms or ours – whichever you prefer.</p>
<p>Meeting 2: In-year review</p>	<p>The consultant will support the board to review progress based on evidence to date and reviews the executive’s performance against pre-agreed aspects of their job with a focus on development.</p> <p>If you have selected a 360-degree review for the executive the focus for this will be agreed at this meeting and the respondents selected.</p>
<p>Meeting 3: In-year review</p>	<p>Our consultant supports the board to review progress to date and explore other aspects of the executive’s performance against different aspects of their role, again focusing on supporting further development of their skills.</p> <p>If 360-degree feedback has been requested this will be reviewed at this meeting.</p>

In subsequent years our consultant support can be reduced to supporting the end of year meeting, which should ideally take place in the late summer or early autumn term once the organisation strategy is set.

3. 360-degree review

A 360-degree review is a common tool using in performance management. The education sector has started to see the benefits of this for self-reflection by executive leaders and assisting in self-development. It can reveal blind spots and provide a richer picture of leadership effectiveness.

Benefits

- A psychologically safe environment for the executive leader
- An improved reflective learning culture
- Greater transparency of the executive’s effectiveness and impact
- Evidence-based justification for the executive’s pay

Impact of 360-degree review for executives		
For the executive	For the board	For school staff
A safe space to reflect	Evidence of executive leader effectiveness	Improved learning culture across the organisation
Reduced emotional load	Wider perspectives	Increased staff morale
Targeted professional development	Greater transparency	Improved stakeholder trust

This is another option in our flexible service, which can be added to the executive’s performance management cycle (see meetings 2 and 3 above) or as an add on to a traditional performance management cycle.

Our consultant works with the board and the executive to develop foci for the 360 review and the respondent group. Foci for the review are typically based around aspects of the executive’s role, leadership style, the organisational culture and relationships. The 360 review is tailored to meet the needs of the board and the executive.

The consultant develops and coordinate the review expertly summarising the feedback into professional strengths and professional development themes for the executive. A follow-up meeting is facilitated with the board and executive to agree development objectives.

If 360 review is added to LEAD framework it is established in meeting 2 and reviewed in meeting 3. (See above)

Other support

Our sector-wide influence means we can signpost your board to other services to further support your executive leader.

We can direct you to support with executive coaching, pay benchmarking and wellbeing from our trusted partners.

- [Education Support](#)
- [Forum Strategy](#)
- [HeadsUp4HTs](#)
- [Pay in Education](#)

Fees

Element	Members fee	Non-members fee
1. Baselining your current approach to executive performance management	£500	£530
2. Implementing the new approach (without 360-degree review)	£1,350	£1,500
3. 360-degree review	£500	£530
4. Complete package (1,2&3)	£2,200	£2,400
5. Annual appraisal meeting only	£899	£1,045
6. Mid-year review	£500	£530
7. Salary benchmarking (with NGA's strategic partner Pay in Education)	Discounted rate	

Next steps

Please contact us at consultancy@nga.org.uk to discuss how we can help you enhance the support and impact of your executive's performance management.