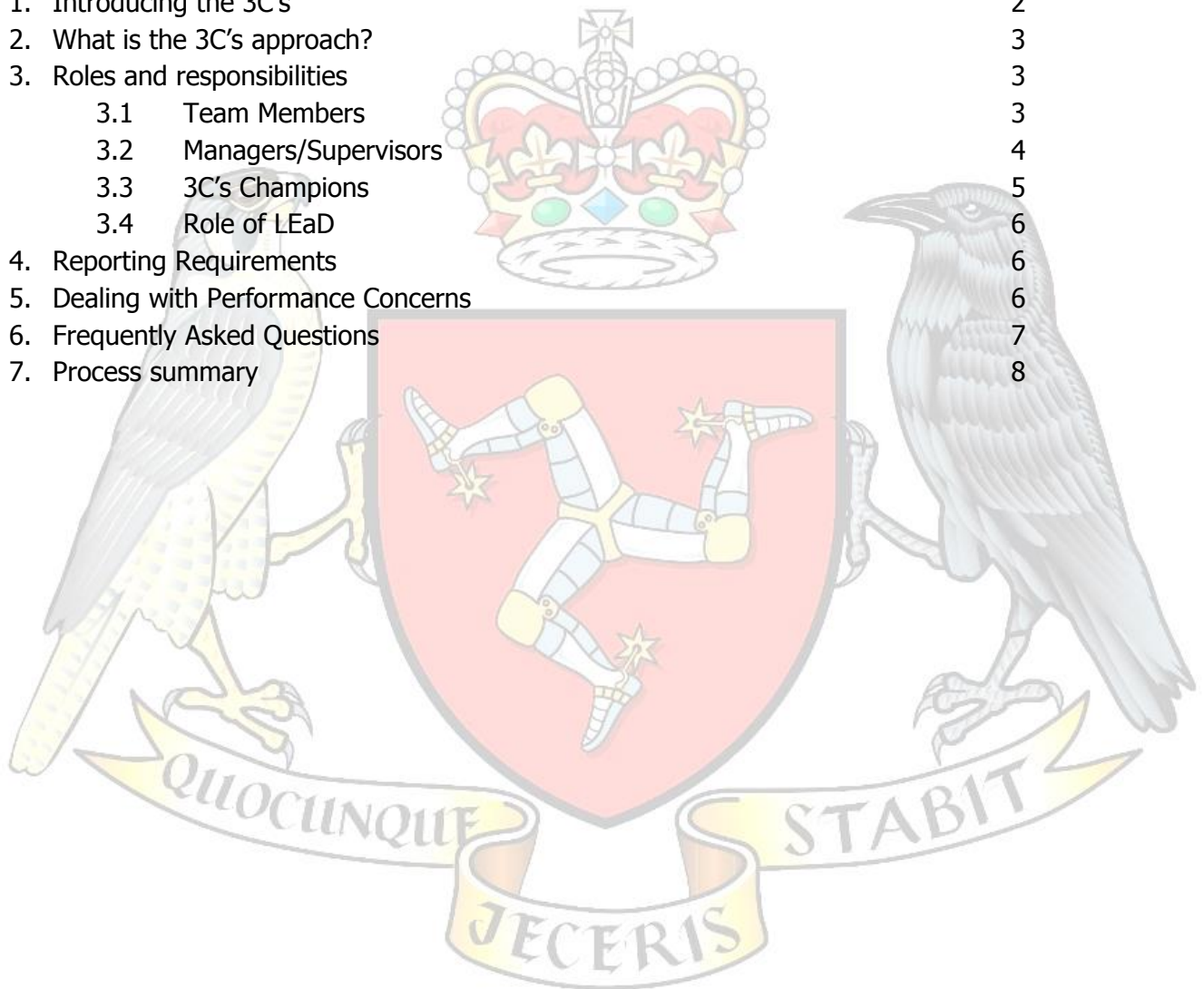


INSPIRE · MOTIVATE · DEVELOP**3C's Conversational Framework – Enhancing Performance**

This procedure has been written to provide a high-level introduction to the 3C's approach.

1. Introducing the 3C's	2
2. What is the 3C's approach?	3
3. Roles and responsibilities	3
3.1 Team Members	3
3.2 Managers/Supervisors	4
3.3 3C's Champions	5
3.4 Role of LEaD	6
4. Reporting Requirements	6
5. Dealing with Performance Concerns	6
6. Frequently Asked Questions	7
7. Process summary	8



INSPIRE · MOTIVATE · DEVELOP**1. Introducing the 3 C's:**

Welcome to the 3C's – a simple conversational approach designed to enhance your performance, by focussing on the 10 outcomes associated with the People Qualities of **Credibility**, **Capability** & **Character**.

Credibility - *The quality of being believed in; having positive standing and authority*

Outcome:

1. Has open conversations :
2. Addresses the Issues:
3. Builds supportive relationships:
4. Professional and credible:

Drivers:

respect; clarity; shares positive outcomes; conflict; fairness influence; feedback; network personal responsibility; impact; customer focused

Capability - *The extent of an individual's ability; their capacity and potential*

Outcome:

1. Future focused:
2. Makes considered decisions:
3. Encourages innovation & supports change:

Drivers:

align; monitor; personal development balanced; ethical; timely improve; flexible; proactive

Character - *The way a person thinks, feels and behaves; their personality and level of emotional intelligence*

Outcome:

1. Trusts and is trusted:
2. Inspires, motivates and empowers:
3. Positive energy and drive:

Drivers:

reliable; honest; believe praise; role model; personal resilient; urgency; passionate

The People Qualities are fully aligned to the various competency frameworks that operate in all areas of Government, and are designed to provide both a frame of reference, and a benchmark to ensure all colleagues are aware of the actions, attitudes and behaviours that the Organisation expects from all its members. By adhering to these Qualities, we can all ensure that we create a working environment that will enable Isle of Man Government to achieve its vision and strategic objectives.

These Qualities should underpin everything we do.

INSPIRE · MOTIVATE · DEVELOP**2. What is the 3C's approach?**

There has been an increasing acknowledgement that traditional approaches to Performance Management are failing to deliver the desired results and outcomes for individuals and the wider Organisation.

Fundamentally, the only real value that has been felt from the appraisal process is in the appraisal conversation itself. Based on this knowledge, the 3C's conversational framework has been designed to encourage regular discussion between the manager/supervisor and their team members.

Managers/supervisors will:

- Agree to have meaningful development conversations with their people for a minimum of 15 minutes.
- Have an open, two-way documented conversation centred on one of the 10 specific desired outcomes under the 3 Qualities of **Credibility (4 outcomes)**, **Capability (3 outcomes)** & **Character (3 outcomes)**

Following the conversation, simply use the attached template to:

- Capture key discussion points in bullet form
- Capture any identified actions and development points ensuring target dates for completion

Finally, ensure that:

- All actions or development points are completed within the agreed timescale
- All actions are reviewed and discussed during the next conversation

3. Roles and Responsibilities:**3.1 Team Members:**

Your manager/supervisor will be working with you to explore your performance against the 3 C's – the People Qualities. You will be meeting with them either monthly or every other month. Please ensure you speak with your Manager/Supervisor to agree who is expected to book the meetings and ensure these are scheduled for the year.

In preparation for each meeting:

- Review the people qualities and behaviours applicable to your grade
- Ensure you understand what these mean to you in your role and department
- Prepare any questions you may have with respect to the People Qualities or any of the specific drivers
- Give consideration to any of the specific outcomes you would like to discuss during your meeting

You will be meeting with them regularly (e.g. monthly or bi-monthly) to discuss:

- What the Qualities mean to you in your role
- What areas of the Qualities you feel you perform well in

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- What areas of the Qualities you may struggle with or may need some support, development or guidance on
- What actions could you take in order to increase your effectiveness in demonstrating the Quality
- Is there any training that you feel you would benefit from in order to increase your personal effectiveness with respect to the 3 C's

After the meeting:

- Capture key discussions points on relevant template
- Capture relevant actions and development points with timescales on relevant template
- Send completed template to manager for any additional comments/thoughts
- Ensure that any actions/development points are progressed in line with the agreed timescale
- Ensure that you are prepared to review the actions/development points undertaken, with your manager in the next meeting

3.2 Managers/supervisors:

Will meet with team members to explore performance against the 3 C's – the People Qualities. As a minimum, these meetings should be held bi-monthly, although you may wish to meet more frequently with some/all of your team. At the start of the process, you should agree with each of your team members who is responsible for arranging the 3 C's meetings, you or they, and ensure that calendar appointments and room requirements are scheduled.

In preparation for the meeting:

- Clarify with the team that it is their meeting and they are invited to consider which of the Qualities they would like to discuss
- Review the people qualities and behaviours applicable to each of your team members' grade
- Give consideration as to what your expectations are for them in their role
- Give consideration as to any of the specific outcomes you would like to discuss during your meeting
- Be prepared to be flexible in your approach; refer to the Question bank for ideas on how to approach a specific development need and commence the conversation

You will be meeting with them regularly (monthly or bi-monthly) to explore:

- What the Qualities mean to them in their role?
- What area of each specific Quality you feel they perform well in?
- What areas of each specific Quality you feel they may struggle with or may need some support, development or guidance on?
- What actions they could take in order to increase their effectiveness in demonstrating the Quality?
- What training may be required to assist them in their development
- Ask them to capture the key discussion points in bullet form and any actions and development that may be required on the appropriate template, together with target dates, and forward the document to you for review.

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After the meeting:

- Review the completed template and ensure that key discussion points and associated actions and development has been recorded
- Add any comments or observations that you feel would be beneficial
- Ensure that you complete any development or action points for which you are responsible.

3.3 3 C's Champions:

The Champion will provide support to managers and staff in the implementation and operation of the 3C's performance enhancement programme, and to act as key contact points and liaison between LEaD and the wider Organisation.

Responsibilities :

- To be fully conversant with the 3C's framework
- If required - draft training material and presentation briefings to support the implementation of the approach
- To ensure familiarity with and document the specific approach being undertaken in each area, including frequency of conversations, in which they are acting as champion
- To establish a series of regular touch points with managers/supervisors to review progress and ensure any support that is required is identified and provided
- To document and report quarterly on frequency of conversations versus plan
- To set up half yearly and yearly conversation outcome meetings with each of their area's managers/supervisors to gather outcomes from the conversations, establishing:
 - General morale across the team
 - Who the talent is
 - Which individuals are under-performing
 - What actions have been taken
 - What development has been identified
 - Has the development been programmed
 - How effective are people finding the approach
 - Are there any issues or problems with the process
 - Are actions that have been identified at each meeting being undertaken/completed
- To capture issues identified in outcome meetings
- To facilitate and coordinate local SMT meetings in order to encourage peer review and share findings/themes/issues being found in teams
- To provide a forum for discussion of progress and exchange of ideas and share examples of good practice

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The Learning and Development team have produced the People Qualities and the 3C's Framework and are committed to ensuring that staff and managers get the most from the 3C's framework. We are therefore on hand to provide any support, guidance, coaching or training around the process. In addition, the Learning and Development team are there to provide, and source training solutions to meet any development needs that have been highlighted from the conversations being undertaken within the 3C's framework. There are currently 150 courses available.

For further information, please Download our [Prospectus](#) or view our courses at [eLearn Vannin](#)

Reporting Requirements:

The People Information Platform (PIP), will provide the ability for all conversations to be held centrally and on-line. Ultimately, therefore, this will mean that we will have the ability to generate reports on all aspects of the 3C's Framework. In the interim, however;

- On start-up, Managers should indicate to LEaD and to their nominated 3 C Champion:
 - The specific approach being undertaken by their team
 - The frequency of conversations they will be having
- Managers will be required to submit regular stats determining actual number of conversations held versus plan.
- Managers will meet with their 3C champion and will be expected to discuss:
 - General morale across the team
 - Who the talent is
 - Which individuals are under-performing
 - What actions have been taken
 - What development has been identified
 - Has the development been programmed
 - How effective are people finding the approach
 - Are there any issues or problems with the process
 - Are actions that have been identified at each meeting being undertaken/completed

Dealing with Performance Concerns:

The 3C's framework is about enhancing individual performance and the standard template should be adequate to capture all elements of performance – good or not so good.

However, for individuals who appear to be struggling to consistently meet some specific **minimum expectations** for performance, please refer to the Capability Procedure.

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No – the system is based on value-adding, on-going dialogue and performance enhancement. The documented discussions should contain all relevant discussion points and any associated development or performance concerns. There is therefore NO appraisal window, although it is recognised that the meetings will be cyclical and there will be an end point.

2. What documentation needs to be submitted?

Managers should indicate their planned approach, (i.e. Pure 3C's; 3C's with objectives; 3C's + 9 Box Grid) and the frequency of meetings agreed with staff.

3. Where do the competencies fit in?

The People Qualities have been cross referenced to the various competency frameworks which currently exist across the Isle of Man Government.

4. How does the approach lend itself to progression?

Where someone is struggling with demonstrating any of the positive traits associated with each people quality, or are demonstrating behaviours that are less than effective, there is the opportunity for development. For hard-skills or technical development, the capability quality can be referenced to draw that out.

Incorporation of the 9 box Grid tool will also identify development opportunities.

5. How many conversations?

It is part of our responsibility as managers to ensure that we have regular, focussed touch points with our staff. The documentation requirements are minimal – the important part of this approach is the conversation.

6. How will we know if the Conversations are happening?

3C's Champions will be collating data from Managers and Supervisors, and there are various reporting requirements that Managers will need to complete. We will also be working with staff to obtain anecdotal feedback on their conversation timetable.

7. How will we know if this is effective?

- Increased Staff Engagement Scores
- Reduced sickness absence
- Improved individual performance
- A better customer experience
- Increased staff morale

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7. Process summary

