

Checklist: Understanding the five elements of good performance

As outlined in the [CIPD guide on effective performance management](#), managers may need support and development to become effective managers of performance. This checklist helps aid understanding of what leads to good performance through the concept of 'the five elements of good performance'. Use the checklist to consider the actions that need to be taken to ensure these elements of good performance are in place.

Element of performance	Definition / description
Role clarity	Staff understand the missions/goals of the organisation as a whole, their team and their own role. They each understand their job purpose, key areas, objectives and standards.
Competence	Staff have the aptitude and ability to perform well.
Feedback	Staff have accurate, timely and helpful information which they use to continually improve their performance.
Opportunity	Staff have the right resources for the job. Staff have time to perform to the right quality standards. Anything hindering performance is addressed.
Motivation	Goal achievement is attractive to staff. Staff want to do well. Staff use their initiative and are not unduly put off by minor setbacks. Continuous improvement is regarded as normal.

Consider the managerial behaviours listed below and tick which of the five elements each action would help stimulate.

Action	Role clarity	Competence	Feedback	Opportunity	Motivation
Communicating mission and goals to staff	☐	☐	☐	☐	☐
Giving regular, frequent and constructive feedback	☐	☐	☐	☐	☐

Performance management and appraisal tools

Action	Role clarity	Competence	Feedback	Opportunity	Motivation
Giving recognition to individual and team successes	☐	☐	☐	☐	☐
Agreeing action plans with staff	☐	☐	☐	☐	☐
Appraising team and individual performance	☐	☐	☐	☐	☐
Briefing staff on the purpose of actions you assign them	☐	☐	☐	☐	☐
Encouraging self-monitoring and evaluation of own performance	☐	☐	☐	☐	☐
Facilitating communication about what the team needs and wants to know	☐	☐	☐	☐	☐
Agreeing who does what to get the job done	☐	☐	☐	☐	☐
Addressing issues that hinder staff motivation	☐	☐	☐	☐	☐
Redeploying persistent under-performers	☐	☐	☐	☐	☐
Tailoring the degree of supervision to each individual and the task they are working on	☐	☐	☐	☐	☐
Ensuring that staff have the resources they need	☐	☐	☐	☐	☐
Promoting activities (both work and social) that stimulate team feeling	☐	☐	☐	☐	☐

Performance management and appraisal tools

Action	Role clarity	Competence	Feedback	Opportunity	Motivation
Using informal feedback to fine-tune performance and behaviours	☐	☐	☐	☐	☐
Developing staff outside their current role	☐	☐	☐	☐	☐
Agreeing job purpose, key areas, objectives and standards with staff	☐	☐	☐	☐	☐
Addressing factors external to the team that hinder their performance	☐	☐	☐	☐	☐
Developing staff in their role	☐	☐	☐	☐	☐
Assessing aptitude before selecting staff	☐	☐	☐	☐	☐

Access practical guidance and links to more tools to support your performance management processes in the [CIPD's guide](#)