

The Performance culture checklist – originally developed for the IDeA publication, *Making Performance Management Work*

"Traditonal culture"		"Performance orientated" cutlture
Lead members and top managers focus on tasks and operational service issues.		Lead members and top managers focus on strategic issues, service quality and citizens needs, lead with clear vision and manage by values.
New ideas are not encouraged. The motto is: don't fix it if it's not broken.		New ideas are constantly sought and tried.
Members and top managers are resistant to internal and external challenge to services and plans: the status quo prevails.		There is an openness to external challenge and a willingness to take and stick to tough decisions and tackle difficult problems.
Managers only care about their own department or function.		Managers focus a lot of energy and emphasis on setting what is done in the context of the council's vision and corporate objectives.

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Members and top give best value reviews a low priority.		Members set overall best value policy, outline challenges, make key decisions; chief officers sponsor reviews; and senior managers lead reviews. Council leadership is committed to continuous improvement.
It is hard for people to see how their efforts contribute directly to realising community aspirations.		People see a direct connection between what they do and how it benefits the community through a clear performance management framework.
Managers use meetings for one-way communication from themselves to employees.		Managers facilitate discussions at meetings on how performance can be improved and invite questions from their employees. Meetings are designed to encourage two-way communication.
Improvement programmes like Best value are isolated from services, local people and staff.		Improvement programmes like Best value are integrated with other council performance management processes – not treated as an add-on.

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Boundaries between departments interfere with working towards achieving cross-cutting or quality of life targets.		There is a lot of cross-functional working and interdepartmental communication.
Only a few people at the very top of the organisation feel personally responsible for how well the authority performs		Everyone has a sense of responsibility for the performance of the authority and accountability for results is clear.
Best value review or other performance review outcomes are unconnected with service management, and so are hard to implement		Staff and senior management central to the implementation of review recommendations are involved throughout the review.