



**NEW TRENDS IN**

**PERFORMANCE**

**MANAGEMENT**

**How can we embrace it?**



**Microsoft**



AWARDS 2014

Category: Large Enterprises

WINNER of Microsoft Code For  
Honor 2014 Large Enterprise Software

**//CODiE//**

**2014 SIIA CODiE FINALIST**

Best Human Capital / Talent  
Management Solution



# Latest News on Performance Management

Adobe abolishes Annual Performance Review

*Source: Business Insider*

Microsoft axes its controversial employee ranking system

*Source: theverge.com*

How Deloitte is Redesigning Performance Management

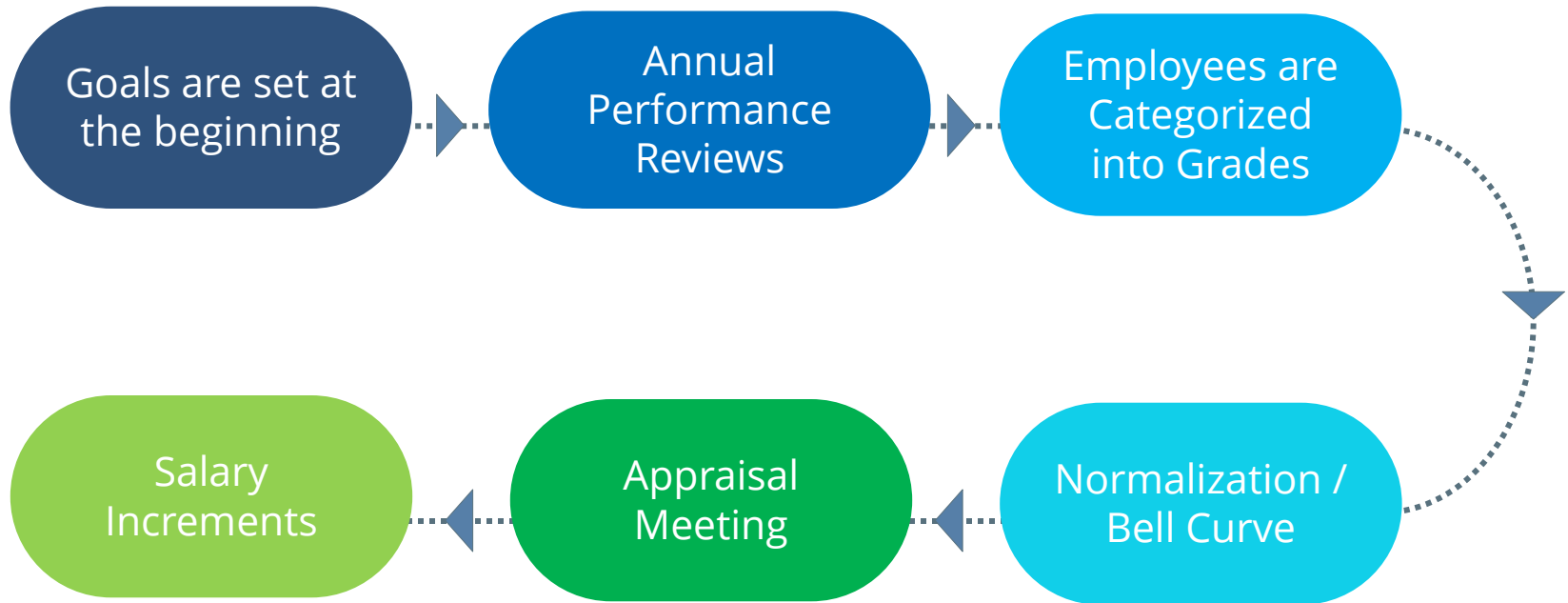
*Source: HBR*

In a Big Move, Accenture will get rid of Annual Performance Reviews and Rankings

*Source: washingtonpost.com*



# Traditional Performance Management Process





# Problem With the Current Performance Management Process...

In a survey that was conducted by Deloitte, more than half the executives questioned (58%) believe that their current performance management approach drives neither employee engagement nor high performance

- ☆ Recency
- ☆ Surprise element between managers and employees.
- ☆ Ranking employees and fitting them in predefined bell curve is a de-motivator.
- ☆ Too much paper work and time gets wasted on filling forms, normalizing etc., with no real “Performance” benefits .
- ☆ Performance reviews have become more like an annual ritual.. A check mark that it has been completed. Performance cannot be driven by just giving feedback once a year.



# Can you throw-away your Annual Reviews?

## No. You cannot throw away.

You need some mechanism for classifying your employees into superstars, stars and not-so stars. You need to do “pay for performance” in some way.

What you need to do is to overcome the negativities of annual reviews.

Negativities are towards “lack of effectiveness” of annual reviews. Organizations are trying to bring in “effectiveness” and “higher level of employee engagement”.



# What are Organizations doing about it?

- ☆ Focus on Goals (KRA and KPI)
- ☆ Introduce Continuous Feedback and have managers coach their team members
- ☆ Introduce Periodic Reviews (more than once in a year)
- ☆ Remove force fitting of the employees into a pre-defined bell curve



# What are Organizations doing about it?



Focus on Goals (KRA & KPI)



# Define Smart Goals and track the Achievement

[Home](#) | [People](#) | [Performance](#) | [Continuous Feedback](#)

Manage Goals for Sheena

Template Name : Sales

Designation : DMS Data Entry

WorkRole : DMS Data Entry

Status :

Primary Manager : SHEMIMON YOUSUF

Department : SALES

Organization Unit : SALES

Level :

Track :

Performance Appraisal Plan

Expand All

Collapse All

Export to Excel

Save

Submit

Functional KRAs

+

Target achievement

+

Accessories performance

-

EW performance

▶

EW Platinum achievement

Target

25

✓

Achieved

▶

EW Gold achievement

Target

50

✓

Achieved

▶

Feedback for EW Performance

Target

✓

Achieved

Privacy Policy | Terms of Service | Contact Synergita

© 2015 Synergita.com. All rights reserved.

Powered By Synergita



# Define Smart Goals and track the Achievement

**Update Achieve Target for Sheena**

Template Name : Sales	Designation : DMS Data Entry	WorkRole : DMS Data Entry
Status :	Primary Manager : SHEMIMON YOUSUF	Department : SALES
Organization Unit : SALES	Level :	Track :

Performance Appraisal Plan

Expand All Collapse All Export to Excel Save Submit

### Functional KRAs

Add Goal / Choose from Library

#### Target achievement

Retail target achievement

Target	Achieved
56	55

Save Cancel

Booking target achievement

Target	Achieved
65	65

Save Cancel

Enquiry target achievement

Target	Achieved
100	100

Save Cancel

Feedback for Target achievement

Target	Achieved

Save Cancel

Add Goal / Choose from Library



# Define Smart Goals and track the Achievement

Home

People

Performance

Continuous Feedback

Approve Goals for Palvancha Narmada

Template Name : Engineering\_Software Engineer

Designation : P & M

Designation : Software Engineer

Primary Manager : Mahesh H S

Department : Engineering

Department : Engineering

Performance Appraisal Plan

Expand All

Collapse All

Export to Excel

Comments

Save

Approve

Send for Changes

Goals

Add Attribute / Choose from Library

Business Goals

Name

Schedule adherence

Description

100% Scope and Schedule adherence as per project plan .

Save


Cancel

Name

Work product quality

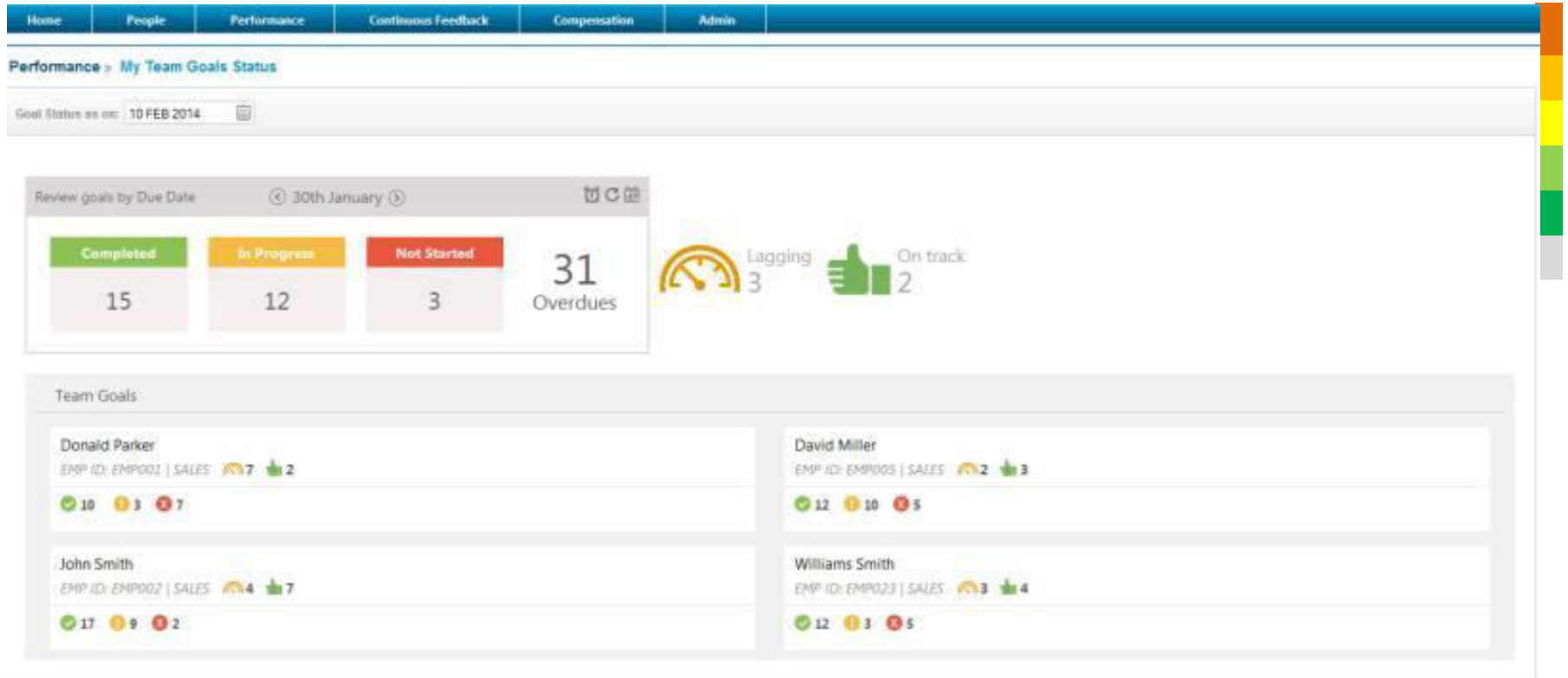
Description

Synergita.com





# Define Smart Goals and track the Achievement






# Define Smart Goals and track the Achievement



Sense of satisfaction



Better employee engagement



Aligned with organizational goals



# Continuous Feedback



# The Value of Conversations

40%

If a manager primarily ignores a team member the team member's chances of being actively disengaged are 4 in 10 or 40%.

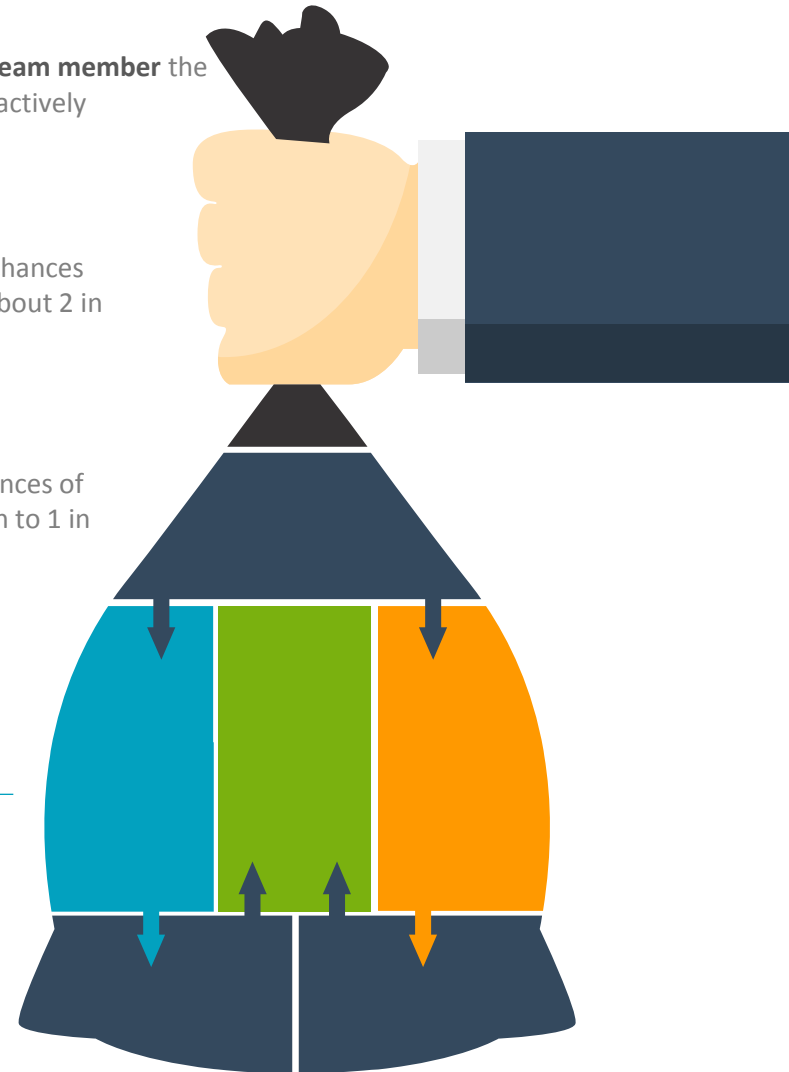
22%

If a manager primarily focuses on **weaknesses** the team member's chances of being actively disengaged are about 2 in 10 or 22%

1%

If a manager primarily focuses on **strengths** the team member's chances of being actively disengaged go down to 1 in 100 or 1%

Focusing on strengths reduces disengagement





# Why Continuous Feedback?





# Benefits of Continuous Feedback





# Principles of Effective Continuous Feedback & Coaching



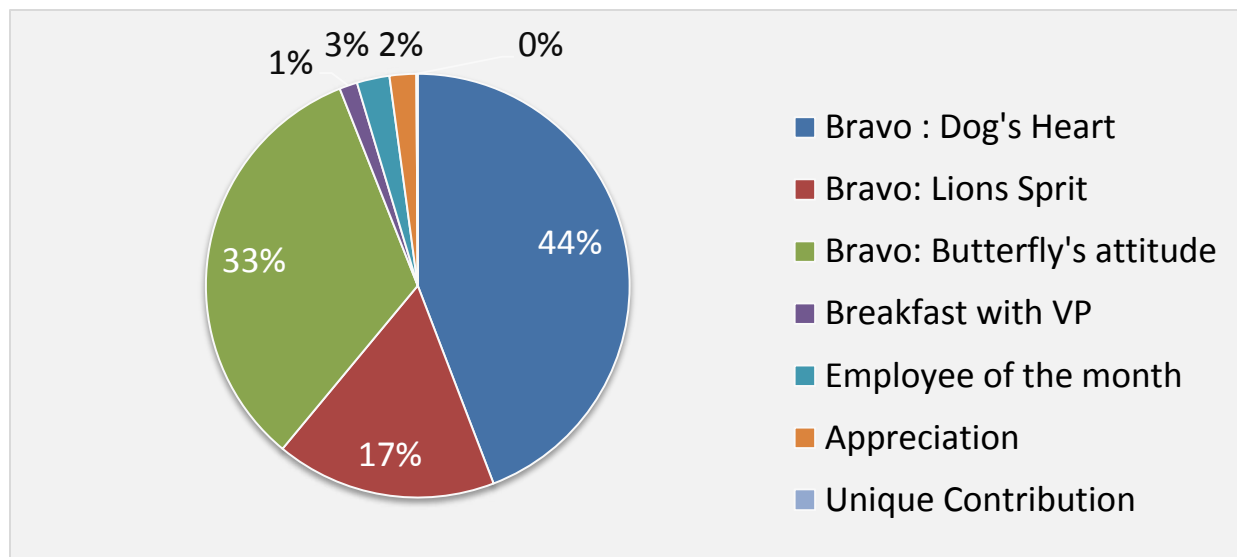


# Continuous Feedback Statistics at Radisson Blu GRT



**Radisson Blu GRT** is a five star hotel in Chennai. They have a very efficient continuous performance culture and rewards mechanism for their employees.

Employees can give Bravo award to other employees. Each reward has points and once they have points accumulated they can redeem them.



Total number of awards provided in the past 12 months: 2850



# Continuous Conversations...

Home

My Profile

Manage Performance


Reports

Manage Rewards Program

Continuous Feedback

Quadrant Report

Profile



Joseph Stalin

Project Manager

joseph@abt.com

(917) 555-5555

Chennai, India

Archives

2012

2011


2010

2009

Customize Period

Synergita Outlook Plugin

You can post your continuous feedback comments right from your Outlook




Will support for outlook 2007 & 2010.

Download Now

Search :

Recent Posts


Total Points: 150



Bernard Shaw

Primary Manager


Jim continues to be a valued member of our crew and is a person we are able to count on. Jim's focus to his attendance and punctuality has made our core group operate significantly better over the past 12 months. [More](#)



Dominic Chawla Shaw

Co - Manager


Jim continues to be a valued member of our crew and is a person we are able to count on. Jim's focus to his attendance and punctuality has made our core group operate significantly better over the past 12 months. [More](#)



Richardf Stallman

Co - Manager

Jim continues to be a valued member of our crew and is a person we are able to count on. Jim's focus to his attendance and punctuality has made our core group operate significantly better over the past 12 months. [More](#)



Steave John

Co - Manager

Need improvements in certian area

Hi Joseph,

Jim continues to be a valued member of our crew and is a person we are able to count on. Jim's focus to his attendance and punctuality has made our core group operate significantly better over the past 12 months. [More](#)


GO TO:  [«](#) [<](#) [1](#) [2](#) [3](#) [4](#) [5](#) [6](#) [7](#) [>](#) [»](#)


Add Continuous Feedback

Select Category

Awards

Select a Award

Role Star


Innovative

Comment

Publish

Cancel

Synergita.com





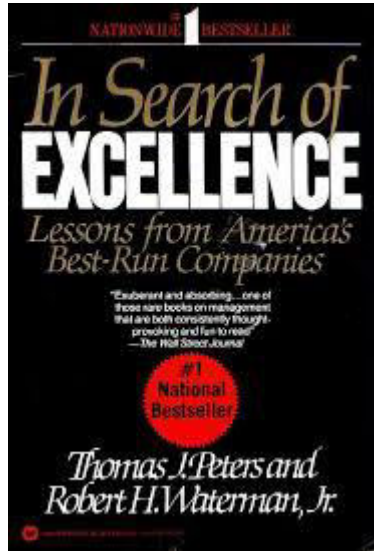
# What are Organizations doing about it?



## Periodic Reviews & Check-Ins



# New Performance Management Practices



## A Quick Overview

*According to Tom Peters, Author of the book "In Search of Excellence"*

***Dynamic Employee Evaluation is the need of the hour.***

### New practices that are brought in:

- ☆ Timely, Constructive feedback and meaningful discussions. **Agile** is the keyword.
- ☆ Focus on Employee Development. In knowledge related jobs, skills, attitude, customer empathy, ability to innovate and work in teams matter more. So focus should be on constantly developing these capabilities



# New Performance Management Practices



*A peek into the performance review of companies like Deloitte and Adobe's .*

**There are no ratings or ranking.**



Adobe's and Deloitte have introduced regular “**check-ins**”.

These are **brief conversations** that allow leaders to set clear expectations, review priorities, give feedback both positive and constructive on recent work, and provide course correction and coaching.

## **IN Deloitte:**

At the end of project/ or ever quarter, team leader is asked to respond to four future focused questions about each team member. Sample questions:

- ☆ Given what I know of this person's performance, I would always want him or her on my team .
- ☆ This person is ready for promotion today.



# New Performance Management Practices



*One of our financial services customer based out of Wisconsin*

The screenshot displays a web-based performance management interface. At the top, there are controls for "Expand All", "Collapse All", a dropdown menu set to "All Section View", an "Export" button with a PDF icon, and "Save" and "Submit" buttons. The main content area is titled "Career Development Discussion: (For monthly one-on-one discussion held during the employment anniversary month)". It contains a numbered list of four questions: 1) "What are your career aspirations in the next year or two? (current/future role)", 2) "Career aspirations 5 years from now?", 3) "Top job aspired to at PAI?", and 4) "What do you believe it will take to get there?". Below the questions is a "Feedback:" label followed by a large text input field and an "Attach File" button. The interface then shows three expandable sections: "Discussion Item # 1", "Discussion Item # 2", and "Discussion Item # 3". Each section has a "Feedback:" label, a text input field, and an "Attach File" button. A vertical sidebar on the left is labeled "Related Feedback" with a downward arrow. The bottom of the interface shows the start of "Discussion Item # 3".



# Removal of Forced Ranking & Force Fitting into Bell Curves



# New Performance Management Practices - A Quick Overview

Performance Management is not abolished – but organizations are embracing newer and better ways of managing performance.

On analysis of the changes made by these companies, the following points emerge:

## What is abolished?

- ✓ Forced / Stacked Ranking of employees into a bell curve
- ✓ Scoring

## Why are people moving away from Force-fitted bell curve?



- ✓ Normal distribution equally distributes people above and below average. Demotivation factor for people.
- ✓ And a small number of people fall at the extremes - two standard deviations. Lot of anxiety and stress.



Managers don't take ownership / accountability



# What are Organizations doing about it?

[Expand All](#) [Collapse All](#) All Section View ▼ Save Submit

Related Feedback ▼

Business Goals

▶ **Schedule adherence**

To be aware of and align to the schedules defined by client/in-house manager for the projects and adhere to it with respect to project execution, report submission and deliverables. >95% adherence to schedule  
< 1 escalation from customer

Comments:

Attach File

▶ **Work product quality**

To ensure that the work product deliverables are of highest quality and with nearly 0% defects, all the times. < 1 complaint from customer

Comments:

Attach File

▶ **Contribution to Knowledge Management**


Atleast Preparing 1 training materials on work being done to be used for ramping up new GES team members.  
Provide atleast 1 technical session per quarter

Comments:



# What are Organizations doing about it?

### Finalize Rating for Sheena



**Sheena**  
DMS Data Entry  
MALAPPURAM  
SALES

**Cycle Name:** Appraisal Review Cycle  
**Primary Manager:** SHEMIMON YOUSUF  
**Organization Unit:** SALES

**Designation:** DMS Data Entry  
**WorkRole:** DMS Data Entry  
**Track:**

#### Recommendation

You can save the recommendation and resume giving recommendation at a later time. Once you complete, please submit the recommendation.

☐ Comment ☐ Save ☐ Submit

**Final Grade for KRA**

Excellent

**Do you want to Recommend Promotion**

Yes

**Overall Comments**

Sheena has done a commendable work in the past year

**Salary Revision Amount**

25000

**Final Grade for Values**

Good

**Final Grade for Competencies**

Excellent

#### Feedback


##### Functional KRAs

##### Target achievement

**Retail target achievement**

**Target**

56



**Achieved**

55

**SHEMIMON YOUSUF (Primary Manager)**  
**Feedback:**  
Sheena has achieved the target of Retail segment

Managers are empowered to choose these ratings (NOT force-fitting)



# New Performance Management Practices - Performance Curve & Salary Curve



## There are two bell – curves

*Performance curve*

*Salary curve*

Salary curve depends on:

- Individual Performance
- Penetration into salary / level band
- Importance of skillsets
- Department performance
- Organization performance

Performance and Salary revisions will result into some form of bell curve. They need not resemble / match each other. Don't force them to be identical.

(There is lack of awareness that these two curves exist and they are different. Some education is required on this – for managers, HR and employees)



# 360 Degree Feedback



# Aspire's Example on RYM



**Team members provide feedback about their managers.**



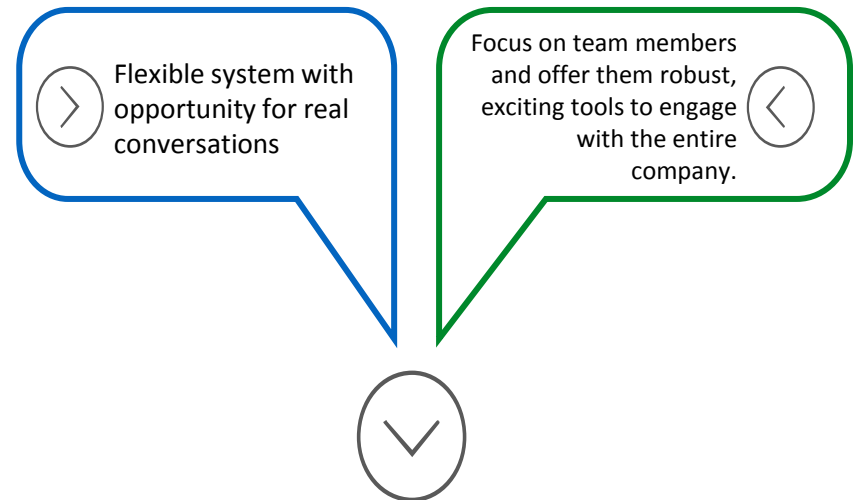
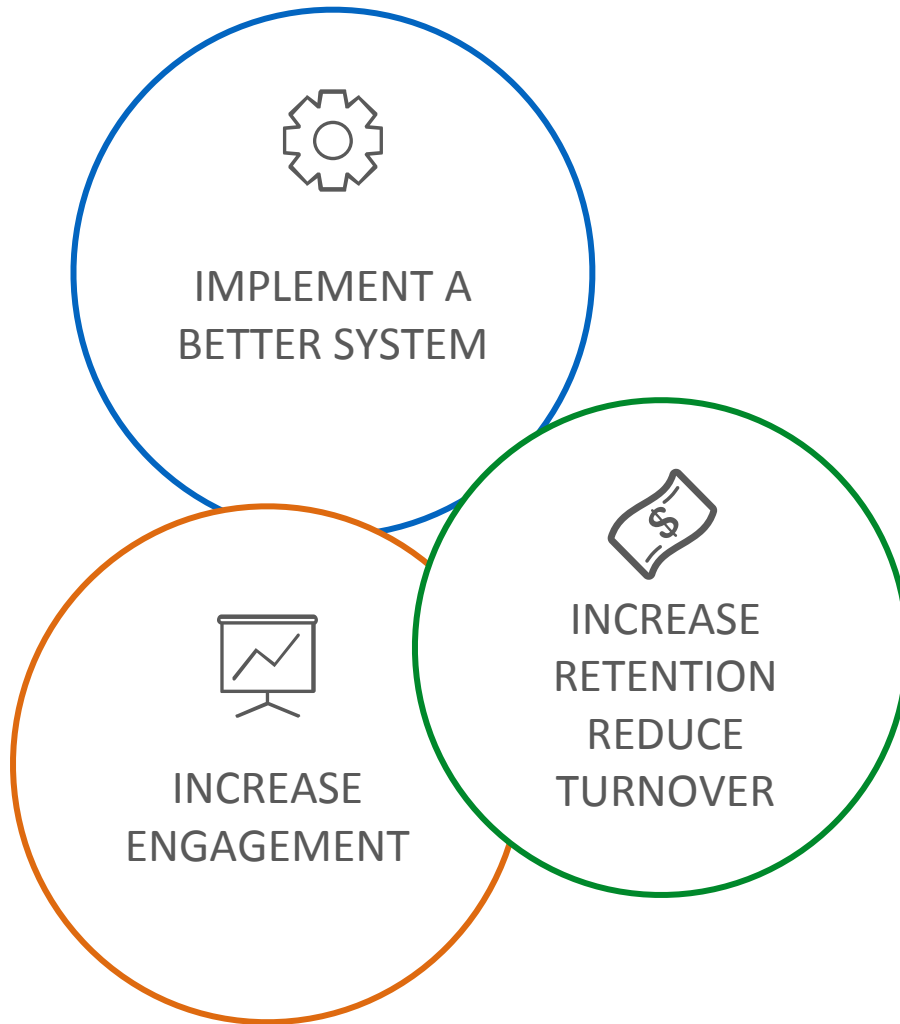
Managers get an opportunity to hear from their team members on how they are perceived.

Helps to understand their area of improvements and address them.

Takes two-three years to bring the “openness to accept feedback”. But, very helpful tool, if used properly.



# Top Priorities



- 1 **Continuous Feedback.** Provide a robust tool that is easy to use and facilitates transparent lines of communications.
- 2 **Raise employee engagement from an “HR program”** to a core business strategy. Give managers a specific yet simple practice they can adopt and hold them accountable.
- 3 **Social Platform.** Exciting option for engaging team members in new ways, transform workplace and build positive co-worker dynamics.

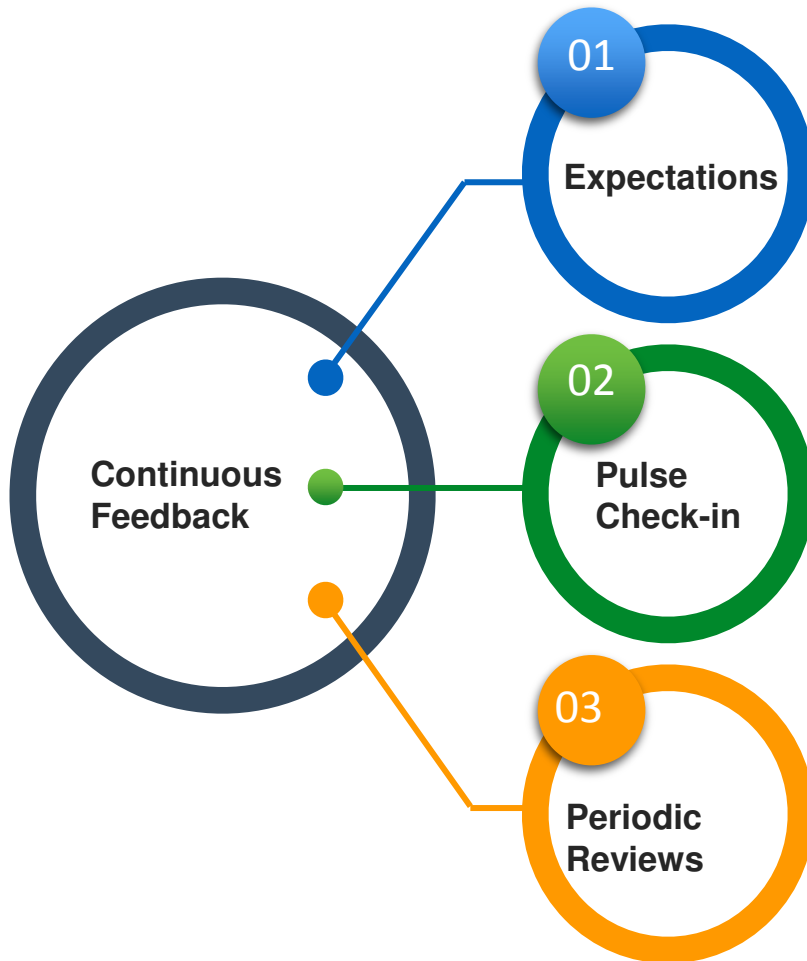


# How Will This Work?





# Working in Cadence in 2016



01

**Expectations** are set on first day of employment or at the beginning of the year. Determine the tempo for talks. Minimum 4 x per year.

02

**Weekly meetings - short duration.** 10-15 minutes of real-time feedback and coaching.

03

**Structured conversations.** Team member answers brief questions that look back - look forward. Reflect on past performance and your contribution. Look forward: set expectations and predict impact of your work.



*Thank you*

[info@synergita.com](mailto:info@synergita.com)

[www.synergita.com](http://www.synergita.com)