

# PERFORMANCE MANAGEMENT

**Maximising People Power**

HR Anexi's **PERFORMANCE DIALOGUE OPTIMIZER** helps design and implement performance management techniques and processes enabling an organisation to monitor, manage and improve execution and deliver results.



POWERING ORGANISATIONS. EMPOWERING PEOPLE.

**50%** individuals say performance management system fails to provide insights for improving personal performance.



**68%** individuals say it has no impact or negatively impacts their engagement levels with the firm.



**41%** managers don't think a performance management system helps improve performance.

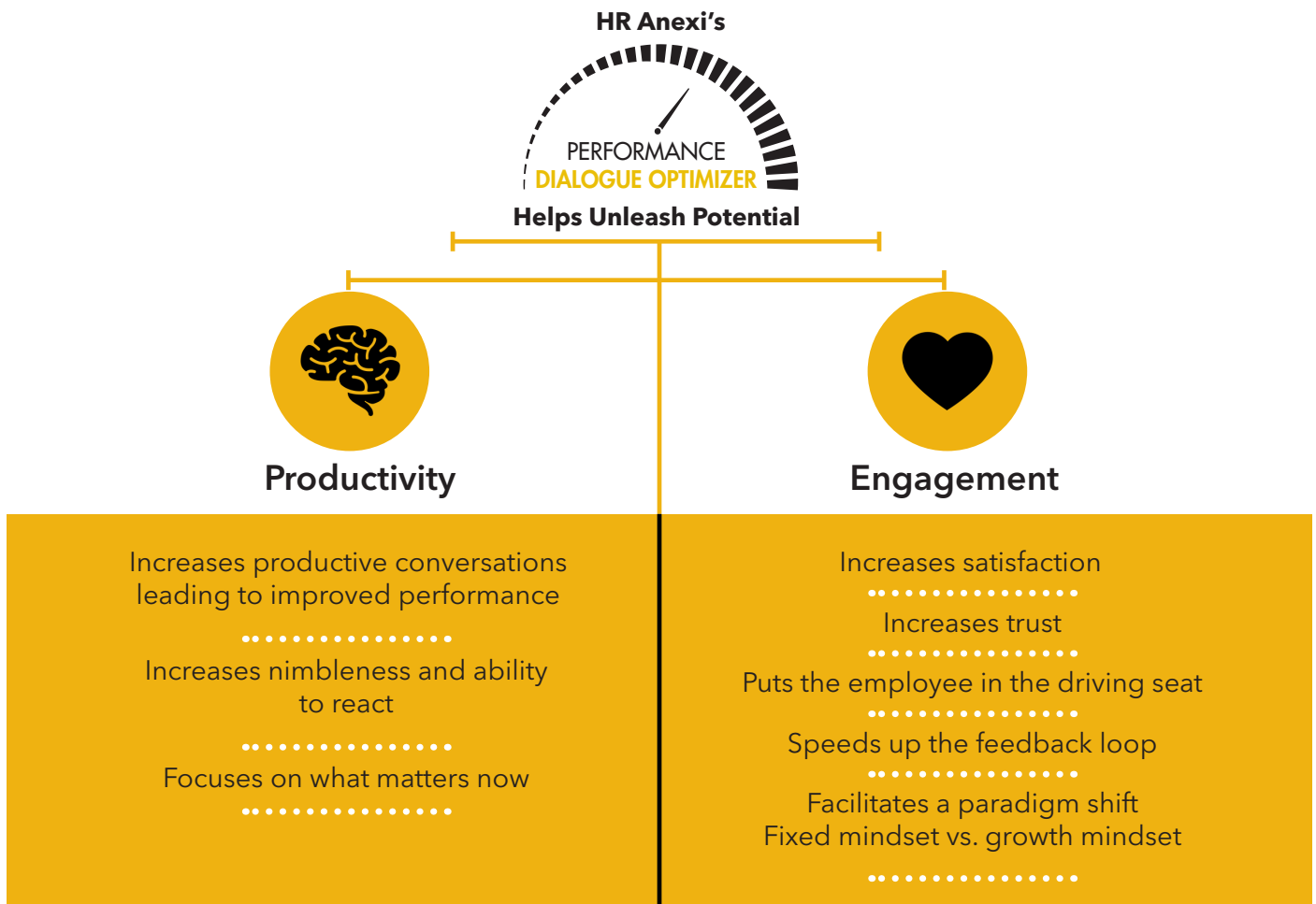


'Performance Management: Assess or Unleash' by BlessingWhite | 2015

It is true: performance management isn't having the impact we want it to.

With all the bell curves, rater bias, "recommended" discussions, 360-degree feedback, data input, data analysis, the approach is getting in the way of what's important - performance! In an ideal world, the performance management systems and processes must help an organisation move towards high performance. There is no doubt that Performance Management process appears stuck in another era. This activity remains cumbersome, often demotivating, not to mention the drain on time.

Today, a number of pioneering companies are taking new approaches returning to the roots of the process: set expectations around individual contribution, track performance, then provide guidance and support (and occasionally remediation) for improving performance over time. Rather than leaning on forms and assessments, these companies are relying on coaching, development and forward-looking approaches to achieve high performance across teams.



The HR Anexi **PERFORMANCE DIALOGUE OPTIMIZER** helps sustain engagement and create vibrant collaborative workplaces.

It ensures every interaction with an employee is a learning occasion.

Our approach involves using the **PERFORMANCE DIALOGUE OPTIMIZER** that helps provide regular feedback & coaching to enhance performance management.  
 Here are 3 key considerations of Performance Management for you...

**Provide employees regular coaching on their performance!**

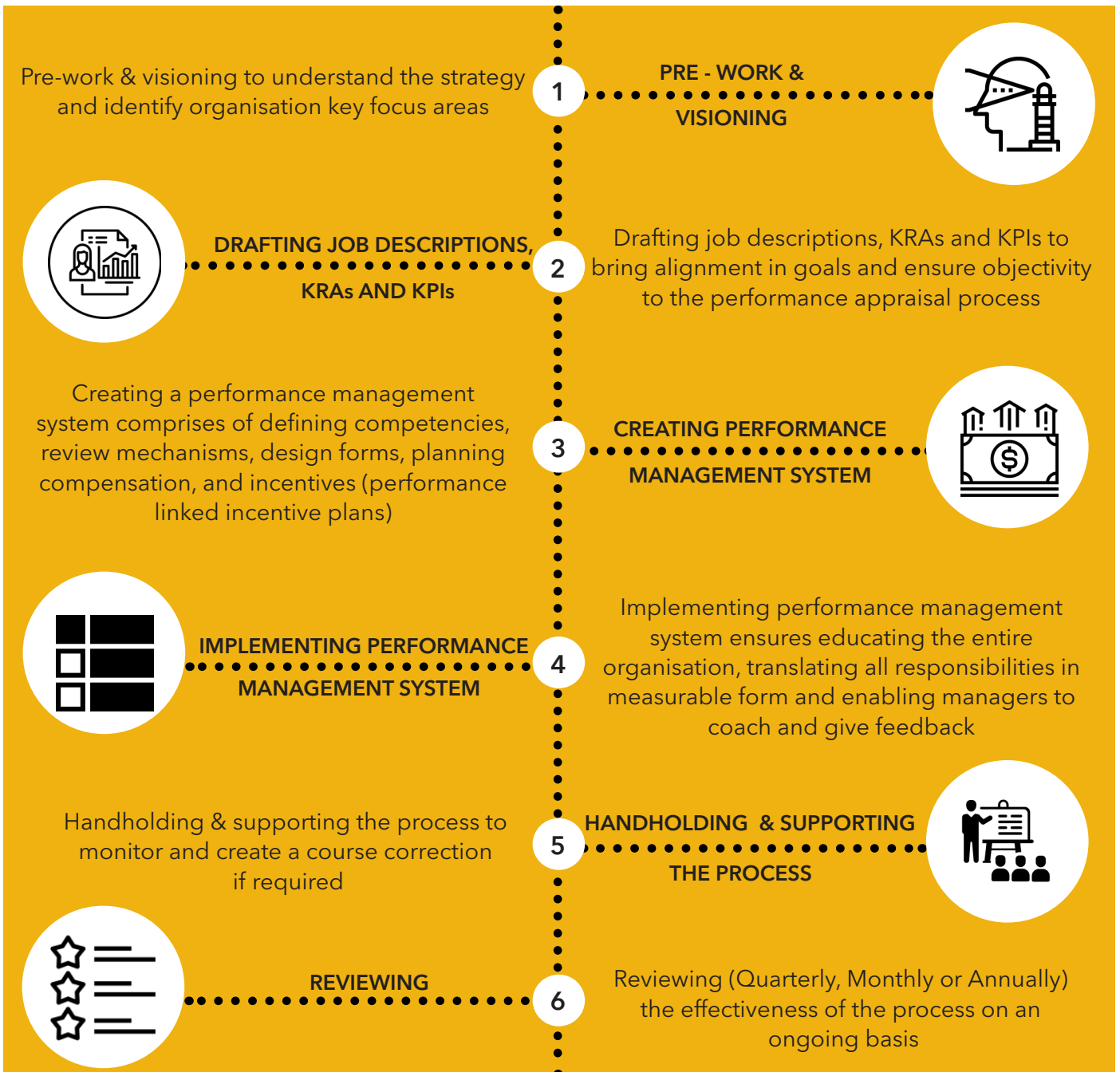
*Providing coaching throughout the year makes the year-end conversation insignificant and places value in the day-to-day course corrections. The continuous feedback between manager and employee allows for making small changes, adapting to new strategies, trying new ideas, and increasing contribution.*

**Get your finger on the pulse of the organisation!**

*The higher you move up in an organisation, the more positive the perception of the performance management system (accuracy, fairness, sustaining or increasing engagement, etc.). The view from the top looks a bit different than from that at the front lines, so leaders need to know the reality of their employees through conversations.*

**The system measures the past; employees want the future!**

*The system measures what they did; they want to know what they can do! Managers must address developmental opportunities, enhanced portfolios and promotion options with a focus on the future.*



# HISTORY OF PERFORMANCE MANAGEMENT SYSTEMS

WWI-WWII	1950s	1980s	2000	2011	2012	2016
The U.S. military created a merit-rating system to flag & dismiss poor performers. The Army devised forced ranking to identify enlisted soldiers with a potential to become officers.	Social psychologist Douglas McGregor argued for engaging employees in assessments and goal setting.	Jack Welch championed forced ranking at GE to reward top performers, accommodate those in the middle, and get rid of those at the bottom.	Organisations had got flatter, which dramatically increased the number of direct reports each manager had, making it harder to invest time in developing them.	Kelly Services was the first big professional services firm to drop appraisals, and other major firms followed suit, emphasizing frequent, informal feedback.	Adobe ended annual performance reviews, in keeping with the famous "Agile Manifesto"	Deloitte, PwC, and others that tried going numberless are reinstating performance ratings and keeping the new emphasis on developmental feedback.

## PMS PARADOX?

- 2%** of HR executives say yearly evaluations are useful - *Deloitte*
- 5%** improvement in performance is all managers believe will be generated in the process - *CEB*
- 6%** of companies surveyed think performance reviews are worth their time - *Deloitte*
- 30%** of performance reviews end up decreasing employee performance - *Psychological Bulletin*
- 58%** of executives believe their current program doesn't result in performance or engagement - *Deloitte*
- 70%** of companies are now reconsidering their performance strategy - *Bersin*
- 80%** of workers are dissatisfied with their performance reviews - *Deloitte*
- 2/3** employees with the highest performance scores aren't actually the highest performers - *CEB*

## RECENT CHANGES MADE BY VARIOUS ORGANISATIONS

### Companies that revamped Performance Management Systems

- MICROSOFT** - Revamped Evaluation Process
- GOOGLE** - Retired Ratings, distribution curves and annual reviews
- DELOITTE** - Redesigned performance management system
- GE** - Removed stacked rankings, firing the bottom 10 percent
- GAP** - Replaced year-end evaluations and ratings

HR Anexi's consultants customize a range of initiatives and actions to drive an organisation's performance and growth.

We have tested and proven methodologies and expertise to help family-run businesses build organization alignment, develop capabilities, improve performance and productivity, strengthen culture and leadership. Sustained business success comes with the application of the **HR ANEXI'S WHEEL OF TRANSFORMATION**.

It is a holistic model that combines an understanding of business, management and family dynamics.

