

Managing Performance

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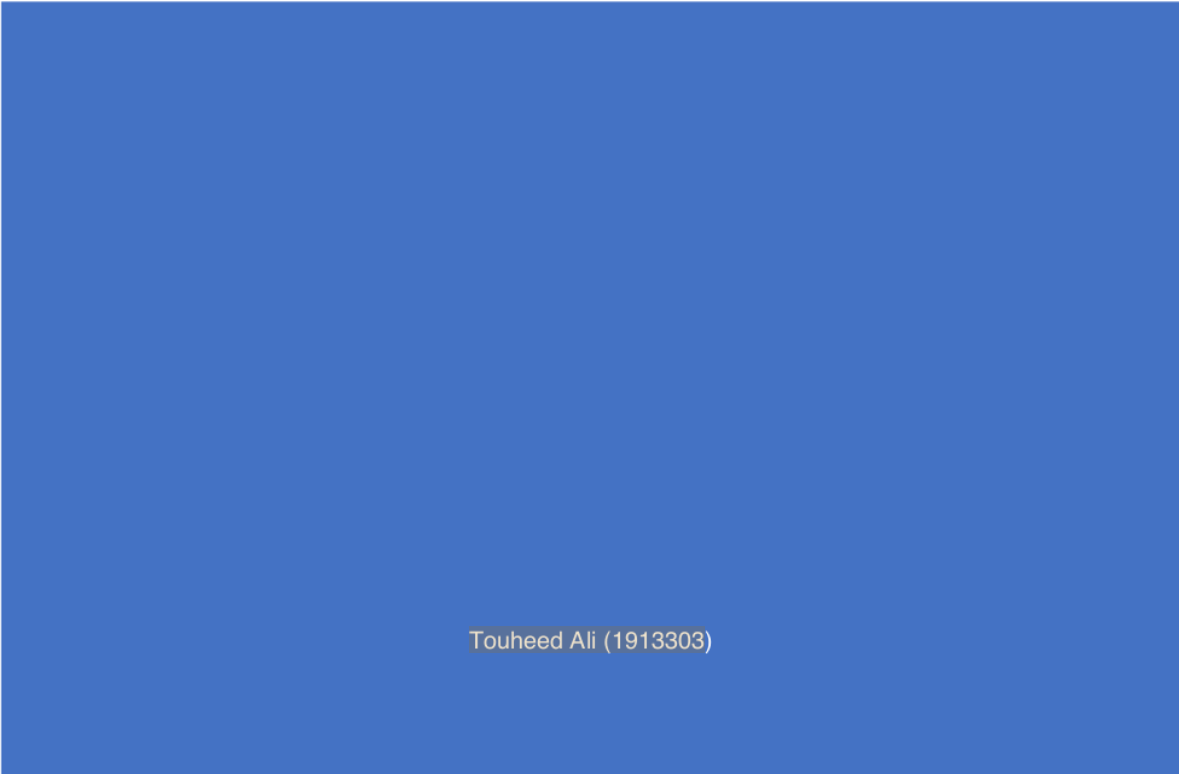
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Introduction

Performance is one of the most significant challenges every firm, anywhere, may confront. Company success depends on employee effectiveness. Throughout the past decade, management and organisations have focused on it. The performance framework assumes that understanding how and why individuals behave in a certain way would help firms become more efficient. Since firms are trying to adapt to a changing work environment, continuous performance theories have become more relevant in the workplace. This report focuses on how Western County Fire Brigade adopted continuous performance management after discarding annual appraisals. It includes the benefits and limitations of Continuous performance management. The internal and external factors affecting performance management have been explored. The benefits of implementing continuous performance theories in the workplace have been outlined, including an example of a company that used it successfully. Finally, the report includes a reflection on how module learning can be put into practice.

Importance and Benefits of Continuous performance management

Continuous performance management has advantages over annual performance assessments. Consistent feedback and coaching help employees achieve their goals (Chouffani, 2019). Rather than waiting for the entire year to provide feedback, regular feedbacks help employees stay on track, develop motivation, and assess their short-term goals. It also allows managers and employees to interact more openly, which helps employees understand their roles.

Continuous performance management has increased Western County Fire Brigade employee engagement. Regular check-ins and better communication have improved work satisfaction and retention, reducing voluntary turnover by 30% (Pulakos et al., 2019, p.262). Job satisfaction and retention have improved, causing this improvement.

Continuous performance management can be tailored to specific needs and goals. Managers are trained in the nuances of giving and receiving feedback, so they can customise it for each employee (Bader et al., 2021, p.739). This constructive feedback ensures that everyone is considered and their work is valued. It gives employees more influence over their careers and helps them make better career decisions.

Continuous performance management promotes open communication between managers and employees, which benefits companies. Managers can identify and resolve issues before they become serious by recognising and rewarding high performers (Hongal and Kinange, 2020, p.69). This boosts staff morale and enthusiasm, improving production. More

importantly, these meetings enhance an interactive environment where employees can quickly raise issues that affect their performance for the management to address them on time.

Employees are not evaluated or ranked, so they should focus on their goals rather than how they compare to their coworkers. This may lessen team competition and improve collaboration (Aguinis and Burgi-Tian, 2021, p.235). Competition may create enmity if not well managed. It can encourage individualism in an environment where teamwork is required, compromising work quality, particularly for Western County Fire Brigade, where cooperation is vital. The system's data-driven insights can help firms improve their processes, leading to more efficient and effective personnel.

Performance management has improved Western County Fire Brigade overall. It has helped workers achieve their goals, encouraged teamwork, and given the company valuable insights into its operations (HR Tool, 2021, p.243). The brigade has shown courage and foresight by eliminating the inefficient annual performance appraisal system. The organisation has already benefited from this modification.

Limitations

Continuous performance management can boost employee engagement, but there are some limitations. Continuous performance management emphasises managers' ability to communicate with employees. Managers without proper training risk giving unhelpful or imprecise criticism (Chouffani, 2019). This may disengage workers and cause workplace unrest. Western County Fire Brigade has focused on "positive and constructive" feedback. This indicates that when feedback is not positive, it is constructive rather than destructive. It helps the employees rectify their errors rather than demotivate them. If managers are not well enough to offer constructive feedback, they will eventually affect employees' performance.

Manual work is another downside. Daily employee evaluations may be time-consuming depending on the company's size (Sreejith and Mathirajan, 2022, p.157), especially when several employees check in. Assuming the frequent feedback meetings happen monthly, it means setting aside some time for this task. Issuing personalised feedback/review implies that the manager will spend time on each group. Nonetheless, having more managers to give feedback can address this time issue.

The strategy could also create a "culture of employee ratings," which could boost hostility and competition. This could lead to unhealthy competition as people focus on others' achievements rather than their own (Gardner and Matviak, 2022). Addressing this

competition issue requires the manager to address teams and suggest how such teams can improve overall performance as each plays their part well.

Macro factors (external) affecting Continuous performance management

Since transitioning to continuous performance management, the Western County Fire Brigade has had remarkable success, although several macro-factors can affect any organisation's performance management process, most of which are external (Gallardo-Gallardo et al., 2021, p.461). Legislation and market changes can affect the Western County Fire Brigade's performance management system. This list is incomplete.

Legislation

Organisations must follow health and safety, minimum wage, and anti-discrimination laws. This impacts how companies manage employee performance (Hasbullah, 2022, p.16). For instance, the Western County Fire Brigade must ensure that all employees receive sufficient safety training and are not discriminated against at work. Continuous performance management monitors and evaluates this business component. Managers can monitor personnel to ensure safety compliance and fair treatment. Performance management systems can also track employee hours and pay grades to assist organisations in meeting minimum wage requirements.

Market shifts

Market conditions affect an organisation's performance management system. The Western County Fire Brigade's success is due to its ability to adapt to market changes (Gallardo-Gallardo et al., 2021, p.460). This has helped Western County Fire Brigade succeed. If market trends indicate a rising demand for firefighters, the company may assign jobs and set targets based on this demand. Continuous performance management provides frequent check-ins between employees and supervisors, who work together to complete key tasks.

Competition

Competition from other fire agencies affects Western County Fire Brigade. Performance management solutions can help retain top personnel by keeping it competitive (Gallardo-Gallardo et al., 2021, p.461). The company's system rewards top performers. This method helps build industry credibility and employee trust. By offering competitive salaries and bonuses, Western County Fire Brigade can incentivise its talented workforce, making it a desirable place for potential employees to work. Training and certification of personnel can also keep them up-to-date and on par with other fire agencies. Establishing competitive

recruitment processes, such as screening applicants and conducting interviews, can help retain only the most qualified personnel.

Technology

The Western County Fire Brigade must account for technology in a performance management system. Technology can improve or hurt performance management. Performance management may improve with digital tools (Claus, 2019, p.209). Online performance reviews and digital dashboards can help the organisation monitor employee performance. Again, performance management systems effectively allow an organisation to assess, quantify, and acknowledge its employees' efforts (Awan et al., 2020, p.3). This method ensures employees receive enough feedback to meet organisational requirements and encourage learning and growth. This approach also provides skill development for all employees.

The performance management system includes performance evaluation, planning and review, improvement plans, feedback management, career promotion programs, awards and recognition and coaching and mentoring (Atmaja et al., 2023, p.5). Performance planning and review's goal setting and evaluation processes help employees align their goals with the company's. Performance improvement plans allow employees to assess their strengths and weaknesses and develop improvement strategies.

Technology can boost performance management in different ways. Feedback from management helps employees improve their performance by providing criticism. Career advancement programs help employees progress by setting goals (Claus, 2019, p.209). Awards and recognition let organisations thank people for their work. Performance management also fosters teamwork, open communication and employee ownership. Performance management solutions help companies stay competitive.

However, the organisation should have a comprehensive cybersecurity policy regarding its performance management system. This requires employees to secure their accounts, keep passwords protected and protect confidential information (Saeed, 2023, pp.4-5). It should track the usage of the performance management system and audit its security measures regularly. The performance management system should include encryption, secure access, two-factor authentication and other procedures to protect sensitive data. These measures should be applied to prevent data access and disclosure. Finally, all employees should be trained on data security and protecting the company's and their data.

Organisation climate and how it affects Continuous performance management

Organisational climate describes a workplace's culture and environment. It shows communication, trust, morale, motivation, productivity and how people interact with each other and management. Leadership, values, missions, strategies and rewards might affect it (Rožman and Štrukelj, 2021, p.794). A successful organisation has a positive work environment that boosts morale and productivity. A strong organisational climate fosters trust, respect, collaboration, innovation and business compliance. It also fosters office diversity, and professional development and prevents burnout and attrition. When studying how the organisation atmosphere affects continuous performance management, meso-level features must be considered. Leadership, management, corporate culture and employee trust are included.

Trust

Any continuous performance management system relies on trust. Any institution struggles to function without confidence between management and staff (Lin et al., 2022, pp.3 and 4). The Western County Fire Brigade established a culture of trust between management and workers by implementing regular one-on-one check-ins and abandoning performance ratings. This helped the Western County Fire Brigade build a robust continuous performance management system. These modifications have improved communication between management and staff and a better understanding of each party's needs. Employees were more productive because they were confident in their abilities to meet standards and valued.

Leadership

Leadership and management styles also affect continuous performance management success. The Western County Fire Brigade leadership created an environment where employees felt valued and respected. By eliminating annual performance appraisals, they showed the employees they trusted and respected them (Saffar and Obeidat, 2020, p.80). Employees felt safe and comfortable discussing their performance. It also pushed personnel to think creatively and independently about their many duties and initiatives.

Organisational culture

Any continuous performance management system needs a strong corporate culture. (Saffar and Obeidat, 2020, p.78) say leaders create and maintain an organization's culture. Members' values and beliefs shape this culture. The Western County Fire Brigade adopted a continuous performance management system because of its culture of feedback, open communication, innovation and trust. This showed employees that their ideas and suggestions were valued, encouraging them to take initiative and excel.

Collaboration

Collaboration helped the Western County Fire Brigade move to continuous performance management. Gardner and Matviak (2022) found that regular one-on-one check-ins and eliminating performance ratings improve employee-management communication. It helps leaders to support their employees to work in teams to complete tasks. This helps employees provide management with positive comments and feel supported by their employer.

Autonomy

The Western County Fire Brigade's incident support relied on autonomy. Autonomy is another crucial feature of ongoing performance management. According to (Pagdonsolan et al. 2020, p. 66), check-in discussions influenced employees' development and performance. Due to this, they could pursue work and ideas that attracted them and take the initiative. The brigade fostered cooperation and trust by giving employees freedom. This was because employees felt respected and heard.

Innovation

Innovation helped the Western County Fire Brigade implement a continuous performance management system. Performance evaluations and one-on-one check-ins showed the brigade's commitment to innovation (Arizpe, 2022). This method encouraged creative and proactive thinking among workers, making them more productive and proactive.

Internal resources and capacity

Continuous performance management requires more resources and skills. Western County Fire Brigade had to rebuild its human resources system and increase training resources. According to (Al-Qudah et al. 2020, p.222), different resources are critical when improving performance management. The organisation needs more money for employee training to help the culture shift. The Western County Fire Brigade invested in employee engagement and retention to create a positive business culture.

Staff training

Organisations can foster a positive environment by teaching personnel in-depth. This can involve teaching staff how to give and receive feedback and building trust and understanding, which improves team communication and collaboration (Lee, 2021, p.167). The Western County Fire Brigade had to teach its managers to give and receive feedback because it is a crucial aspect of all performance management systems. Effective staff

training can create an open, trusting, and respectful culture, facilitating transformation. It improves worker competency in performing tasks, which enhances productivity.

Finances

Performance management requires significant financial resources. According to (Lee, 2021), an organisation has to save money to hire new staff and train them in performance approaches. By investing in financial resources, management was able to support a feedback-and-rewards culture, which increased employee engagement and reduced voluntary turnover. They also switched from annual evaluations to quarterly check-ins, saving 40,000 management hours on performance management. (Lee, 2021, p. 161).

Communication

Performance management requires open communication. Leaders must effectively communicate expectations and goals to ensure that employees have all the knowledge they need to succeed. According to (Cortellazzo, Bruni, and Zampieri, 2019, p.9) Open communication is another essential element of a trusting, cooperative culture. To improve trust and ability to deliver, the Western County Fire Brigade had to successfully communicate its goal of adopting performance systems to its staff.

Goal setting

The success of any performance management system depends on setting effective goals. Setting achievable, realistic goals aligned with the organisation's long-term objectives (Janes, 2018, p.201). Western County Fire Brigade needed to set goals that allowed employees to build on their successes and correct any deviations. This means that giving space to employees to discuss and develop their goals is essential in order to create a positive organisational climate.

Theories explaining the importance of Continuous performance

Performance management aims to ensure that standards are met and maintained in the pursuit of organisational excellence (Armstrong, 2021, p.2). To understand the importance of continuous performance management, it helps to look at various motivational theories. The most prominent is ³⁷ Maslow's Hierarchy of Needs and Expectancy Valence Theory.

Maslow's Hierarchy of Needs

The Maslow Hierarchy of Needs was first proposed by psychologist Abraham Maslow in 1943 (Trivedi and Mehta, 2019, p.38). Maslow believed that humans possess needs for survival, safety, belonging, esteem and self-actualisation, which he arranged in a pyramid to

illustrate the general order of importance and progress of these needs. In organisations, the psychosocial needs of employees are of particular importance to performance management.

At the lowest level of the Maslow Pyramid are physiological needs such as food, water, and shelter (Trivedi and Mehta, 2019, p.39). Unless these needs are met, employees cannot focus on higher needs such as belonging, esteem and self-actualisation. Abraham Maslow stated that workers must first satisfy their basic needs to reach their maximum potential. Continuous performance monitoring in the workplace allows managers to assess and address staff concerns in instances like these (Pagdonsolan et al., 2020, p.64). When these standards are met, and performance feedback is given, employees can reach their full potential and set greater goals.

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Expectancy Valence Theory

Expectancy Valence Theory was proposed by Victor Vroom in 1964 and states that behaviours can be motivated by the expectation or anticipation of a good outcome. This theory states that employees are more motivated to meet goals if they know the rewards or results (Ji et al., 2018, p.2). Continuous performance management lets employees assess and change their goals, helping them realise their importance. This understanding inspires workers to excel in their industries.

Expectancy Valence Theory (EVT) is a cognitive model of motivation developed by Victor Vroom. It claims that people are more driven to complete tasks and engage in certain behaviours when they anticipate and value a certain consequence (Lokman et al., 2021, p.507). Because people are motivated by the outcome's value. According to EVT, a person's initial expectation of the consequence of their actions affects how motivated they are to finish the work. An individual's values may also influence their decisions. If a task or conclusion has significant personal significance, a person is likelier to finish it (Furlich, 2016, p.21). However, expecting dire consequences might be a powerful deterrent. If a person thinks an activity will not end well or involve more labour than it is worth, they will not do it.

EVT considers societal influences and internal aspects, including an individual's anticipation of a reward and its relevance. These two factors drive motivation (Furlich, 2016, p.23). For example, peer pressure may motivate a person to achieve well. According to the Expectancy Valence Theory, an individual's motivation to achieve a goal depends on internal and external factors, how they regard the task, and how meaningful it is to them.

Link to continuous performance management

Implementing continuous performance management at the Western County Fire Brigade is a testament to this theory. The removal of the annual performance appraisal was essential in

the evolution of the brigade and was ultimately the key driver of change (Taylor et al., 2018, p.200). This allowed for the development of appropriate mechanisms which encouraged employees to actively pursue and attain their goals. Regular one-on-one meetings with supportive feedback have greatly improved employee engagement and benefit the organisation.

The introduction of continuous performance management has enabled individuals to continuously review and adjust their goals and objectives. This move has increased performance and motivation by letting employees know the rewards of meeting these standards. It also allows managers and HR specialists to continuously address the organisation's demands. This ensures that employees' basic needs are met, letting them focus on bigger goals (Pagdonsolan et al., 2020, p.78).

Benefits of implementing continuous performance theories and examples

Continuous performance theories provide a framework for controlling human performance in organisations and businesses (Corporate English Solutions, 2022). Continuous performance management helps firms measure, analyse and improve employee performance to adapt to changing internal and external conditions. This theory suggests that successful firms should use a "continuous performance management approach." This strategy continuously monitors, evaluates and reviews employee performance and provides relevant feedback. Companies must also clearly communicate performance expectations, set measurable targets, and provide guidance and support (Bititci et al., 2016, p.1571).

Benefits of implementing continuous performance theories in the workplace

Organisations can benefit from implementing continuous performance theories. Below are how they can benefit from the same.

- 1) Improved Results: By implementing continuous performance theories in the workplace, organisations can monitor the performance of their employees on an ongoing basis (Chartered Institute of Personnel and Development, 2022). This helps organisations to provide timely feedback and set priority objectives for employees that can further improve the overall performance of an organisation. As performance is continuously monitored, organisations can quickly identify and address any performance gap, improving overall results.
- 2) Increased Employee Productivity and Efficiency: Continuous performance management streamlines workflow and keeps staff focused on their goals, which boosts productivity (Corporate English Solutions, 2022). This could boost company production.

Regular performance feedback helps employees accomplish their work on schedule, maximising employee performance. This will save time and resources.

3) Improved Motivation and Morale: Continuous performance theories boost staff motivation and morale (Bititci et al., 2016, p.1572). Continuous performance theories in the workplace provide the most advantage. Continuous performance management clarifies employee duties and goals, allowing them to rapidly notice their development and take the steps needed to achieve their goals (Pagdonsolan et al., 2020, p.78). This benefits the company and employees. It also engages the team and helps employees meet company goals.

4) Improved Engagement and Commitment of Employees: The importance of employee involvement and dedication to corporate success need to be emphasised (Bititci et al., 2016, p.1591). Continuous performance management encourages employees to work harder and become more loyal to their company. They feel valued and easily use the provided feedback to enrich their work behaviours. Regular performance monitoring helps identify concerns and opportunities early, reducing risks and ensuring employee engagement.

5) Prevention of Employee Burnout: Continuous performance management prevents employee burnout (IntelliHR Systems Limited, 2022). It helps ensure that employees are working within their capacity and encourages them to take breaks to help re-energise. They do not overwork, as could be true when targets are already set for them to reach. This will eventually create a more productive work environment.

6) Improved Communication between the Employer and Employee: With regular performance reviews, employers are enabled to have proper and clear communication with their employees about their performance (Corporate English Solutions, 2022). This can help to identify any desired changes or areas of improvement in advance, before any problem occurs which will, eventually, strengthen the relationship between the employer and employee.

7) Increased Retention of Skilled Employees: As mentioned above, continuous performance management can help maintain employee engagement and commitment and minimise the probability of burnout (IntelliHR Systems Limited, 2022). Eventually, this will help organisations retain their valuable skilled employees and prevent them from leaving the organisation.

8) Improved Workplace Culture: As continuous performance management fosters clear communication, provides timely feedback and encourages collaboration, it can create a

positive workplace culture necessary for any organisation's success (Corporate English Solutions, 2022).

9) Improved Stress Management: The employer and the employees can better manage their stress as measurable goals and constructive feedback are present in the system due to continuous performance management (Chartered Institute of Personnel and Development, 2022). This contributes to better work-life balance; thus, employees will feel less stressed at work.

Example of a company using continuous performance theories – Tesco PLC

An example of a UK-based company successfully implementing continuous performance theories is Tesco PLC. Tesco PLC is a leading retail company based in the United Kingdom (Business Case Studies, 2023). Tesco's human resources and talent strategies are firm believers of the Expectancy Valence Theory, which states that an employee's drive to perform will depend on the intensity or strength of the employee's expectation that a certain performance will lead to an outcome.

Tesco uses a combination of appraisal systems and surveys as part of its employee evaluation to motivate its staff to perform well (Tesco Careers, 2023). They award the team members with the highest productivity based on performance requirements. This offers high-performing team members a sense of success and motivates the rest to improve.

Maslow's Hierarchy of Needs motivates Tesco employees (Business Case Studies, 2023). This boosts company productivity. According to this concept, motivation comes from the need to meet basic psychological and physiological needs. Tesco knows offering employees flexible work hours, workplace redesign and other advantages boost motivation and productivity. Tesco encourages employees to set their objectives, which are reviewed regularly. These objectives are set based on company goals, and by motivating staff members to reach these objectives, Tesco provides a platform to realise their career aspirations (Tesco Careers, 2023). This motivates employees to work hard and improve their talents. Tesco offers training and development courses in retail, banking, and technology. These programmes let workers specialise in their field. The supermarket also provides online training and support to help employees become fully proficient. Through these incentives, Tesco is able to reward its staff and ensure that the company's goals are being met.

Tesco regularly communicates performance results to their staff (Business Case Studies, 2023). They use an Innovative and interactive Performance Communication portal for this purpose, allowing employees to monitor their performance, identify improvement areas and

gain new skills to meet their objectives. Communication enhances interactions and makes employees understand where to improve to boost performance.

Overall, Tesco ensures its employees remain motivated, engaged, and productive by implementing continuous performance theories like the Expectancy Valence Theory and Maslow's Hierarchy of Needs. This has successfully increased employee performance and productivity in the workplace, helping them build high-performing teams.

Reflection - using this module to improve my practice

The Gibbs Reflective Cycle is a structured reflection process developed by Graham Gibbs. It encourages a thoughtful and reflective approach to learn in order to promote improved and deeper learning by analysing and reflecting on experiences. It is typically used as part of the reflective process when studying or working in groups or in any learning environment. It comprises 6 stages, from experience to actions for the future (Adeani, Febriani, and Syafryadin, 2020, p.144). This cycle provides an effective and structured reflection model that helps students build knowledge, become aware of and learn from experiences (Adeani, Febriani, and Syafryadin, 2020, p.140). By reflecting on the different aspects of the experience, it is possible to build further understanding and develop learning. This process can also help us to better identify our own strengths and weaknesses and will help to shape our future experiences.

Description

Using the Gibbs reflective cycle, I can identify a number of ways in which I have developed my practice since learning about Continuous Performance Management in the workplace (Adeani et al., 2020, p.144). Firstly, I realise the importance of providing regular positive or constructive feedback; this enables employees to attain more accurate feedback, rather than the biased feedback given in traditional performance appraisals. This in itself is significantly beneficial, as it allows employees to improve in real-time continually and also allows them to make sure that they are aligning themselves with the organisation's goals.

One case scenario includes The Western County Fire Brigade introducing a new performance management system that discarded the annual performance appraisals in 2012. Instead of performance ratings and rankings, employees are assessed based on how well they meet their goals (Amrutha and Geetha, 2020, p.180). Managers are trained to give and receive feedback effectively, and check-ins are held at regular intervals. As a result, employee engagement surged, and there was a decrease in voluntary turnover by 30%.

Feelings

is inspiring to observe the success of their performance management system. The effectiveness of eliminating 40,000 hours of annual appraisals and replacing them with something dynamic is critical (Adeani et al., 2020, p.144). I am also motivated to apply some of these changes in my practice since I learned of their success. I also feel apprehensive because adopting new ideas can be daunting when working with so many people. It is also encouraging to learn that the new system has fostered a better working relationship between management and employees thanks to regular check-ins. When effective performance management is implemented, the workers can positively acknowledge its presence.

Evaluation

The new performance management system adopted by the Western County Fire Brigade has been highly successful. Instead of the traditional, time-consuming performance appraisals, the new system comprises one-on-one meetings supported by positive and corrective feedback (The University of Edinburgh, 2020). This has had a huge impact on the engagement and morale of employees and a dramatic decrease in voluntary turnover. Furthermore, the new system has helped strengthen the relationship between management and employees and has helped managers give and receive feedback more effectively. This is important as the relationship between managers and staff is crucial for the success of the company. This will help me in my practise, in building good relationship between employees.

Analysis

These changes offer important lessons to my practice. Firstly, I have learned the importance of assessing employees based on how well they meet their goals rather than rankings (The University of Edinburgh, 2020). This flexibility gives employees more autonomy and motivates them to achieve their targets. I have also learned that it is vital to provide regular feedback, both positive and corrective. This encourages dialogue within the team, which in turn fosters transparency and trust. I now understand that it is important to support the implementation of continuous performance management with one-on-one meetings. Holding these sessions helps maintain open communication, benefiting motivation and engagement. I have seen the value of taking away performance ratings and rankings, as this has alleviated any competition arising between employees. This has enabled employees to feel more at ease and work together in order to attain correct goals better.

Conclusion

In conclusion, learning about Continuous Performance Management and the success of the Western County Fire Brigade has facilitated a huge shift in my practice. I now understand

the importance of regular communication and feedback to manage performance, and the value such processes can offer my organisation. I plan to move forward and explore other case studies related to performance management and integrate the best findings into my practice.

Action Plan

In order to become a more effective performance manager, I am going to focus on the following areas:

- 1) Implement regular one-on-one meetings to evaluate performance. This provides feedback required to improve employees' performance.
- 2) Set clear, achievable objectives to measure performance. This sets the goal which employees use to improve their work.
- 3) Provide regular feedback, both positive and corrective. Whether positive or negative, the aim is to enhance productivity by identifying and addressing challenges.
- 4) Train the workforce on the nuances of giving and receiving feedback. When workers are trained, they can competently deliver their best.
- 5) Encourage open communication and dialogue within the team. This communication style improves interactions and provides a platform where employees can reach leaders and discuss issues.
- 6) Remove performance ratings and rankings. This eliminates competition and fosters collaboration and teamwork.
- 7) Monitor and evaluate the performance management system regularly. It is through regular monitoring that issues can be identified and solved.

Conclusion

Continuous Performance Management is a critical and effective method for managing employee performance. It improves results, employee productivity, engagement, commitment, motivation, stress management, retention of highly skilled workers, workplace culture and employee burnout. This has been witnessed by Western County Fire Brigade, where the programme eliminated 40,000 hours of annual appraisal and reduced 30% voluntary turnover. Moreover, continuous performance theories, such as Maslow's Hierarchy of Needs and Expectancy Valence Theory, can help inform managers and employees of the importance of setting effective goals and establishing trust between employees and

managers. Examples such as Tesco PLC, which successfully implements continuous performance theories in the workplace, serve as a testament to the effectiveness of this approach in practice. This module has helped improve my practice by equipping me with the requisite knowledge and skills of continuous performance management and motivating me to implement it in my organisation.

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