

Presentation Performance Management

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PERFORMANCE MANAGEMENT: A DEVELOPMENT VEHICLE

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BA Leadership and Management
(Skills in the Workplace)
Developing Relationships and
Workplace Achievement

WHAT IS PERFORMANCE MANAGEMENT?

- **‘Performance management is the broad collection of activities designed to maximize individual and, by extension, organizational performance.’**

(Society for Human Resource Management, 2017)

- **‘The most important of your responsibilities as a manager is to ensure that the members of your team achieve high levels of performance.’**

(Armstrong, 2016)

- **‘No definitive definition of performance management’**

(CIPD, 2020)

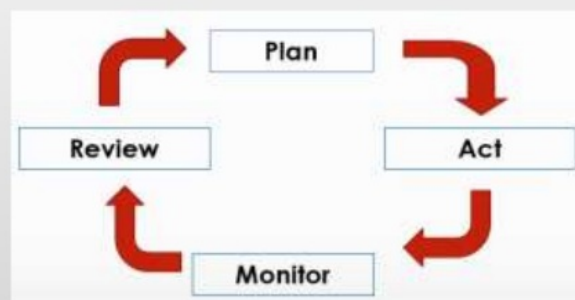
CHARACTERISTICS OF GOOD PERFORMANCE MANAGEMENT SYSTEMS

- **Continuous cycle** (CIPD, 2015)
- **Specifies Expectations** (Shields, 2007)
- **Communicates Strategic Goals** (Shields, 2007)
- **Two-way** (Furnham and Treglown, 2018)
- **Integrated** (Resnick, 2009, p. 559)
- **Focus on: Employee Development.**

PERFORMANCE MANAGEMENT MODELS



(Armstrong and Baron, 2005)



(Armstrong, 2016)

A DIFFERENT Perspective:

Bartel (2004, p188)

3 Observable Components

- High Skills
- Effective Incentives
- Communication

AMO Framework

- Abilities
- Motivation
- Opportunity

Aims

Individual:

- More Motivated
- Happier
- More Productive

Organisation:

- More Competitive
- More Efficient
- More Profitable

PM IN ACTION: SIKA

SIKA

- 5-Step cyclical process
- Employee-led
- Simplified
- Change from annual to continuous

(ACAS, 2020)



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Reported Improvements:

- Communication
- Trust
- Motivation
- Productivity

Remarks:

- Co-authored by SIKA and ACAS
- Vague and superficial report
- The company still exists!



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PM IN ACTION

Public Sector

- Cyclical
- Advanced cost awareness
- Incentives caused shift toward short term priorities

(Verbeeten, 2008)



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Municipal Buses

- Cyclical
- Conflicting Metrics
- Mismatched Expectation

(Resnick, 2009)

CONCLUSION

Evidence Suggests:

- Good PM techniques can help achieve improvements.
- Poor PM techniques can obstruct improvements.
- Well-intentioned PM techniques are no guarantee of success, and can have unforeseen consequences
- Failures suggest need for better PM, not less PM

Potential benefits of good PM include:

- Better motivated, happier, and more productive staff
- More competitive, more efficient, and more profitable organisations
- Mutual respect through fulfilment of social contract.

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