

Rethinking Performance Appraisals

Actus ™



Is it time to rethink performance appraisal in your organisation?

If so you're not alone!

95%

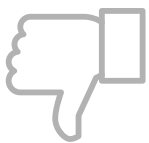
(Becom and Insler)

of companies consider their performance management processes to be **ineffective**.

But research also shows that an effective performance management process is a critical characteristic that sets  high-performing organisations apart from  low-performing organisations.

Benefits include:

Engagement, Retention & Productivity



Typical **complaints** about performance appraisal



Too backward looking!

Lack of consequence!

A 'checkbox' exercise!

Too complex or wordy

? How do we address this ?

1. Ask coaching questions
2. Involve others in defining specific solutions
3. Remember the reality check

Ask coaching questions to understand exactly what the problem is:

"What is it specifically that people complain about in relation to performance reviews?"

"Is it one consistent issue or many?"

"What is the likely cause or causes of this issue?"

"How realistic are these solutions?"

"What possible solutions are there?"



"What possible risks could these alternatives bring?"

"Involve others in defining the solutions"

"Should it be the same for the whole company or ad hoc?"

"How would we recognise it happening?"

"What would great performance management look like here? "



REALITY CHECK!



- What would happen in reality if we had no defined process?
- How might that impact engagement or retention?
- How would we achieve consistency or gather data?



People



Performance



People and Performance is the key, not one or another. If we design and embed a simple process that balances both people and performance there would be less call to change it

Practical Recommendations!



Simplify the form



Consider whether the timeline for completion could be improved



Communicate the strategic value of the Performance Management process



Celebrate the managers who do a great job already



Train and educate those involved



Define and communicate a consistent process