Strategic Performance Management
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Lecture - 17
Implementing PM System – 2

So, welcome back to the second lecture of this 4th week and. In this week we are talking about that, how we can effectively implement a performance management system in the organization. Ah before we discuss, it further, you remember we talked about that we have to decide about the kind of evaluation form that we want to use.

What kind of scale we want to use? Right and once we it is decided about the form in the scale then, we develop a form and then we implement the performance management system, but before it is implemented, we also talked about that the trainers role in rating the evaluators. So, that we are able to make sure that performance evaluation.

Is accurate and consistent and in the process what is important is that, the raters need to be trained on various aspects remember you also talked about supervisors problem in evaluating the performance of the employees. So, they need to be trend remember you talked 2 kind of evaluation that is happening. One is related to behaviour the other one is related to results.
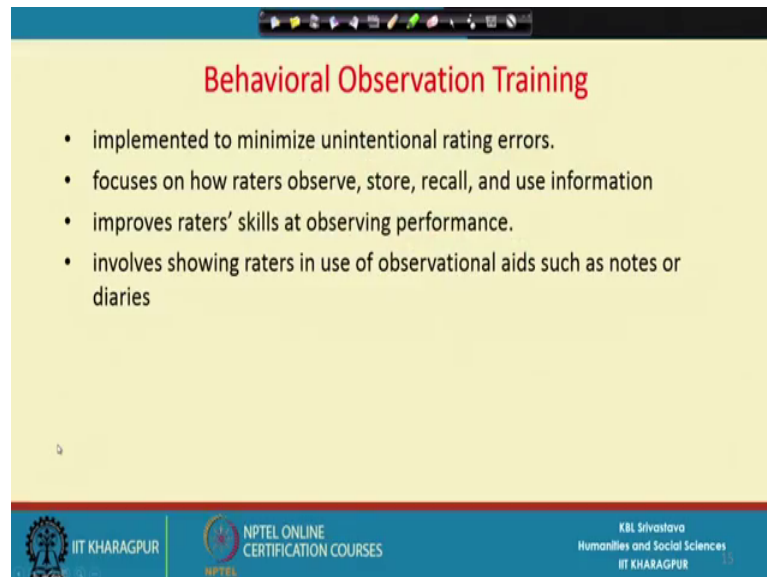
Now, when it comes to evaluating results, there is not much problem because you have fixed performance standards. And these performance standards are objective and hard and then you compare these performance standards with the achievement of the individual to see that whether he has Achieved the desired goal or not, but when it comes to rating the behavioural competencies the raters have lot of problems all right.

So, it is very, very important that raters be trained in the process to ensure that they make correct observations of the behaviour of the employees. So, that it is properly rated. Because this rating is going to decide the number the number of things like their performance reward like their carrier growth, including promotions, maybe the development plan for the next cycle of the performance.

Since, we are going to decide about lot of issues related to the performance and it is record we have to ensure that this implementation.

Takes place as simply write. So, in these process what we are going to discuss is that how we go about training individuals in observation of the behaviour. and what is very, very important is that they should be trained about how to observe the behaviour?

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And that is what we know as behavioural observation training right. The idea is that some of these unintentional errors can be minimized right, remember we talked about 2 kind of errors that is made by the individual one is intentional, other one is unintentional and intentional means where, you try to rate people as average or either you become too strict or too lenient.

And that is we know as intentional error right, but when we are talking about unintentional error, this kind of error takes place consciously or unconsciously and it is in the back of the mind of the supervisor. And that is why sometimes, he is not even aware that he is going to commit certain mistakes right. So, they should be trained that how they are going to observe behaviour. So, that they go for a proper recording after behaviour.

Now, it is very, very important to ensure that they are trained in observation of the behaviours right. So, that they are able to rate it record it and use this information for evaluating the performance right.

So, what is important here is that you look at the raters scale in observation of the performance. say for example, when talking about behavioural training.

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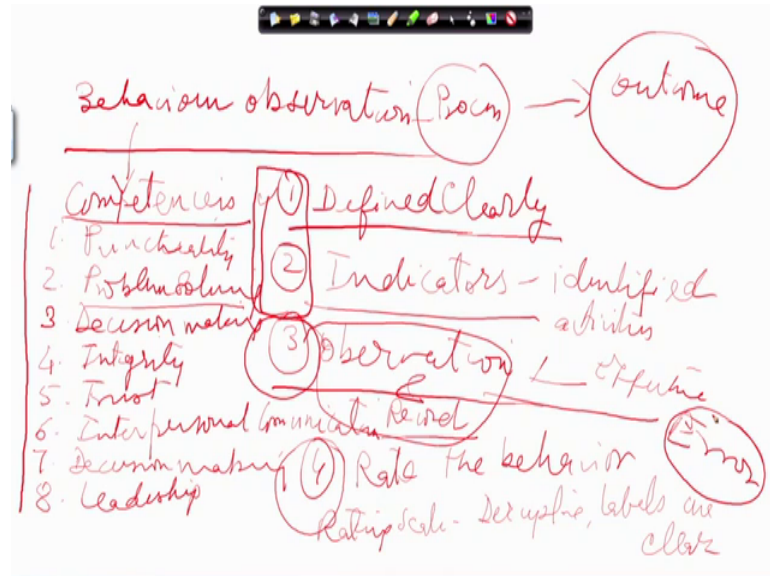
And we say that we want to train them for behaviour observation. Right. So, when you say that we want to trained for behaviour observations. So, behaviour observation behaviour are defined as the competencies. And these competitions competency say for example, we want to see say punctuality is a one competency right, then say problem solving.

That is another competencies third competencies could be decision making right forth is integrity, fifth is trust, 6th is say interpersonal communication. Right 7th is decision making right 8th is leadership. Now, you see we have identified 8 competencies right which is to be observed among the employees. Now, the employees are going to perform certain behaviours which is related to basically the process you know that we need to differentiate within the process which leads to outcome that is the result which is achieved by the individual.

So, we are not going to only evaluate outcome, but also the process. Now, these processes are very, very important. So, we need to identify the behavioural competencies here, which contribute to the performance. Now, when we are going to identify these competencies for the purpose of the evaluation, what are the steps that we need to look

at? And whether the employees are trained in that or not so that they can go for proper evaluation.

Now, first thing that is important is that each competencies must be defined properly. What does it mean? When we were talking about a particular competency? With that is problem solving with that is decision making or that is leadership or that is distrust or integrity.

Whatever it is; so, this needs to be defined clearly. So, that it helps the rater to understand which competency is natured. Now, once you have defined it the second stage in the processes is, that you need to identify the indicators of these competencies. Because that is how we are going to measures. These indicators need to be identified. Was if we are not able to identify the indicators, he will not be able to measure these competencies. For example, problem solving; so, you define what you mean by problem solving ok. First we for example, when you are saying problem solving.

It means that whatever problem happens at the workplace he is able to solve it with the help of his knowledge skill and abilities. It means that he is arriving at a solution effectively using less time in a cost effective way, to resolve the problems related to his duties and responsibilities right. That is how have defined it very clearly.

What do you mean by problem solving? Next stage is that problem solving indicators. What are the problems solving indicators? So, you have to see that what kind of problems he is facing and in order to solve those problems what he is doing? Right. So, you need to indicate at least 3 4. Behaviours which you relate with problem solving abilities right. So, whenever the problem comes what happens? What they do the under? What kind of activities he performs? So, in indicators are basically related to activities which are going to be related to solve that problem right.

So, when you are I am talking about indicators related to a particular behaviour or competency you define it clearly. And then you look at these indicators. Right and third thing is that once you know that these are the indicators which are related to behavioural competencies or problem solving.

Then, the third thing that you are going to for observation. So, you need to observe whether these indicators are present in problem solving or not. And here, how effective or ineffective the person is when it comes to solving the problem.

So, you also measuring the effectiveness of behaviour by observation. Because this is how it is going to help you to rate that behaviour, right. So, there are 4 steps that is to be followed in behavioural observation. First, you need to define the competencies all the competencies that I have written here it could be applied to all of them. So, first of all you will have to define all these competencies because you are going to use them then you also need to look at the indicators of these competences ok. They also need to be identified because these are the activities which the person does to perform the behaviour.

Now, as a supervisor you are supposed to observe them and then in order to see whether these behaviours are effective or not you are going to rate them and when you are going to rate the behaviour we are going to use a rating scale, which is going to be descriptive in nature labels are clear or defined, very clearly. So, rating scales are used and that is how we are going to see that.

All the competencies are measured by the supervisors. Now, you need to be trained especially because these 2 steps are pre-specified before the evaluation takes place. You need to be trained, how to observe and then record because after observation you are going to record it. And then based on this record you are going to rate this.

So, observation and record both are very, very important and that is where you are likely to make an error. So, this error is to be minimized and that is why you are going for training at how to go about observation of the behaviours. Now, when you are brain for observational behaviours there are certain ways that you can do it.
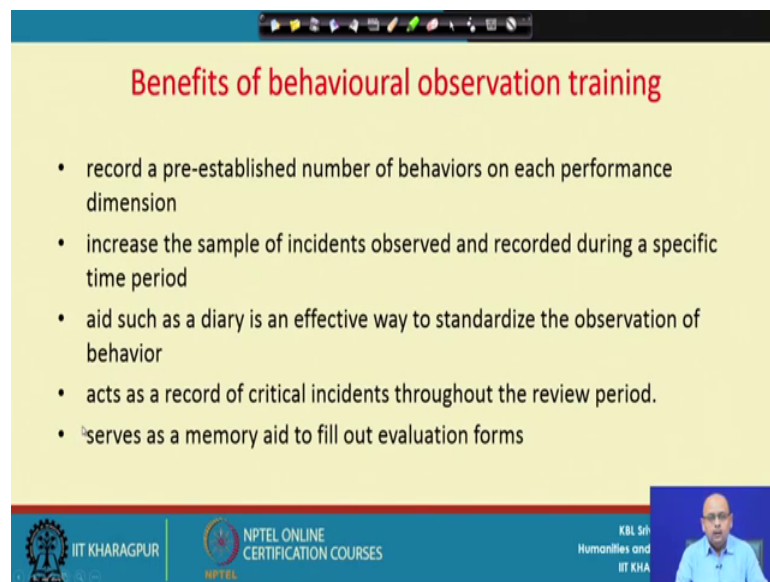
Either you keep a note or you are going to keep a diary, will you keep on writing everything as and when is observed by you or you can also take help of a audio visual aids to see that how the way we have observed?. So, you can also when capture the processes is using audio visual aids to ensure that whether those particular behaviours are performed by the individual and what are these indicators right.

And that is how we go about behavioural observation training which is very, very important right. So, that is what I am was trying to precise on that using this you can really see that people are trained and they do not make unintentional errors ok. which could be related to supervisors traits characteristics employment and personality ok. So, observers need to be trained that how they are going to observe record it right.

And then these on this record you use this information and then rate the performance. So, if they are trained in this kind of a skill what will happen? They will be able to go for a better record and will be able to minimize unintentional errors right. So, you can also use observational aids including diaries, notes, today you know that ah.

We can use other kind of audio visual aids like cameras right, but the use of cameras sometimes disturb the people and people become conscious. So, it should be aware that whether you are going for non-participant observation or participant observation. And you can use these ah some of these audio-visual aids without the knowledge of the individual to ensure that, it is not going to affect with the functioning of the individual.

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Moving further let us see if you are training as a supervisor in behavioural training. What happens? Ok. Now, you already have pre-established behaviours for each performance dimensions say.

We have talked about performance dimensions relate to integrity, trust decision making, problem solving, communication right. So, these are the dimensions of the performance and for each of these performance dimensions you have established number of behaviours. What are the behaviours that you can relate with this? This is already pre-established. Then, you are going to see how behaviour is related with this one right within a given time frame because evaluation is related to a particular time frame right. So, what we are going to do is you are going to observe those incidents which are matching with these behaviours right. So, if you are.

Going to train the individual, what will happen? the person will be trained and he would be in a better position to observe those incidents, which could be related with this one right. For example, in a critical incident technique.

What happens in a critical incident we are going to observe those incidents which lead to either very effective performance or ineffective performance right. So, if you are going to be trained you will be able to increase to see that; what are those critical incidents which lead to either effective or ineffective performance right.

So, if you are going to use certain aids then probably we will be able to standardize the observation behaviour. What I mean by standardizing the observational behaviour because, now you are writing with the help of a diary or you are having certain mechanism to ensure that the processes are captured in some way. So, you have a standard record because these records would help you to rate the uprising right.

So, it is always good to have a record in the form of a diary or note or whatever it is you can use electronic mediums also. So, once you are going to record these critical incidents for the remove period from the period in which the person is going to be evaluated.

So, it helps you to ensure that your rating is more accurate and consistent and you are not making an error. So, because you are not going to do it immediately maybe you are going to fill up the form after 6 month appraisal form.

So, when we are going to fill up the form of the 6 month you may not be remembering everything, but you have captured the processes in the form of a note or dairy. Ah critical incidents then it would be very, very useful and probably it would help you to see that

you are not going to make this unintentional error. So, there are a lot of benefits and that is why.

It is very, very important that supervisors need to be trained. So, that they are not biased in their evaluation.

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Moving further another form of training that is given in addition to behavioural observation training is known as self leadership training ok. Now, what is self-leadership means that is basically related to understanding individual right. So, if you are going to train in this process what are the benefits basically? Ah this kind of training program is related to understanding of the individual about himself right. So, if you better understand yourself.

You know what are your strength, what your weaknesses, what kind of biases you might be affected to you are trained in observations right then probably it would help you to better manage your performance not only your performance, but also manage others preparedness right. So, that would increase your confidence in rating because you have been chained.

So, you better understand that how this job is done. So, this leads to more maturity more self-confidence in the individual who is going to train? ah, who is going to rate the individual or their subordinates. Now, in the process, when you are talking about self-

leadership. This training is happening in which area. So, if you look at the content of this training it talks about.

Positive self-talk, mental imagery, positive beliefs and thought patterns. Now, let me explain each of these things. So, when we are talking about positive self-talk or mental image, what does it or mental imagery what does it mean? Positive self-talk means what? Talk self talk means what? If you are going to talk about yourself.

So, when we are going to talk about yourself lot of things come to in our mind right. What I am doing? Why I am doing it? What? Whatever I am doing is worth doing it or not? Whether it is good? What I am doing or not? In what to it is going to benefit others? Right. So, a lot of things you think.

About yourself which could be a matter of what you call self-talk right. This could be negative as well as positive. Now, the idea here is to develop positive self-talk among the individual. So, that they think positively. Not only about themselves, but about others right.

Second point is mental imagery, what kind mental framework you have developed about the people and about yourself? So, if you have developed a mental framework about other people that they are good right. They are capable they can perform well mean, that is one thing. Suppose, you have developed a mental framework about other people are even about yourself.

That you are not good others are not good they will not work unless forced to do it right. So, this kind of cognitive framework if we have developed which might lead to negative thinking processes. So, the idea here is to develop your capability and all the barriers, which might affect your mental framework in a negative way.

So, you are going to develop a more positive mental framework and imagine those things which leads to better results. So, you can imagine that yes people are good, they are driven by themselves, they would perform well, if given all the opportunities and direction right. So, this kind of thing is related to what you call a positive mental imaginary, right third point is positive relief right, the positive belief means believing in yourself. And also believing in others.

do you believe in your they subordinates or do you believe in your self if you believe in yourself right?

Then probably you are increasing the confidence level of yourself and also the confidence level of your subordinates which who will perform better. When I say that I can go or I can win or I can win and you can win. So, build examples suggest what a positive relief about you as well as others right. So, it is very, very important that these attributes or characteristics.

Should be developed in the raters because that would lead to a kind of leadership where people would understand in a better way about the things that is happening right and simulate thought patterns. How you think the way you think depends upon, what the kind of input, that you have? And how you are going to process that information? Right.

If you have very clear job description communicated well accountabilities are defined well. objectives are known to you performance standards are known to you right. Then, it would move bring more clarity in your thinking right, but if it is not then you do not know how going to rate right. So, make sure that your thought.

Patterns are very clear because these are the inputs which are going to be processed by you, when you go for the rating right.

So, thought patterns basically related your thinking mechanism that how you process the information that is given to you what kind of information related to the behaviour or results of the employees. So, once you know that these are the behavioural results of the employees. And based on that you are going to process the information.

So, how you are going to take up those things right, it depends upon the way you process the information and your capability. If you have a positive belief if you developed by positive framework, right then it would lead to better understanding, you will provide better direction.

You will be motivated to do this job. So, raters training is very, very important. So, that you are motivated enough you direct yourself these kind of activities and you have confidence in doing this. So, self-direction, self-motivation and confidence is very, very

important and that can be developed through self-leadership training. I have given you certain examples with the help of these examples.
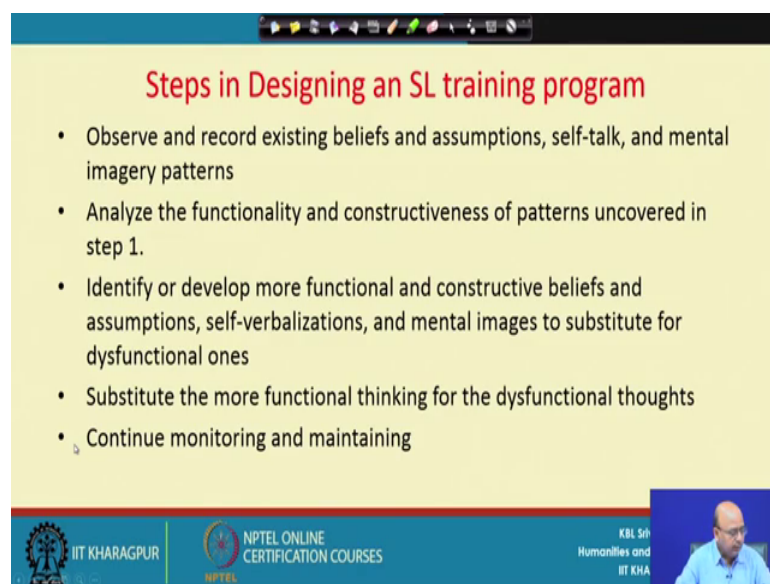
You can understand that how leadership training, when you are trying to help the individual to understand themselves better. Their cognitive ability, their framework with the what kind of belief systems they have. How they process the information?

So, if they are clear about it, probably they would be in a better position to do the rating job right. And they would be more accurate in the process. So, the idea here is that you are focusing on certain intrinsic factors right because, these things have intrinsic value this is not external this is relate to the individual itself.

So, this is related to the characteristics of the people who is going to be trained. So, you remember we talked about behavioural observation training what we said in behavioural observation training that you are going to train them that, how to observe record and rate behaviours? Right, but in order to observe rate and behaviour your own characteristics might influence right, which might lead to certain unintentional rating errors.

So, in order to remove those unintentional rating errors, it is very important that you should be trained to understand yourself in a better way. So, that it increases your self-confidence and also motivation to do a better job operating and you do not make much mistakes.

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Moving further when you are going to design this kind of training what happens? So, you are going to look at your belief systems your assumptions, your self-talks and mental imagery. See what you are what is the current stage of that? What kind of belief systems you have? What kind of confidence level you have? Whether you have a positive self-talk or negative self-talk, right?

What are your assumptions about yourself and your subordinates? what kind of mental framework you have? So, first of all what you are going to do you are going to talk about that thing? Then you see that whether they are good or not. So, you are going to analyze the functionality.

So, you are able to uncover the pattern related to your own characteristics and behaviours by analyzing these things right and see that you are able to move them from being reconstructive to make it more constructive right. So, make sure that you are moving towards a more constructive approach by defining your belief systems assumptions self-talk and mental framework moving from a negative framework to a more.

Positive framework right. So, make sure that you are able to move it positively. I mean if it is not done then again you go for analyzing this. And so, you are going to again do or go for a step one again. So, once you are able to identify and develop more functional or constructive beliefs about yourself and others.

Then what happens? You have a more positive self-talk more a better mental image a framework about yourself and others right. So, make sure that you are led by more functional characteristics than dysfunctional level like a negative self-talk are a low self-confidence or low self-esteem are going to be dysfunctional.

If you are not motivated enough and you do not have a confidence in rating problem you are going to make more errors. So, it is very, very important to see that these kind of things are minimized and you are not able to do it right.

So, you continue monitoring and maintaining your own attitude and behaviour in such a way. So, that it leads to a more positive framework and you understand yourself better. And that would lead to better understanding of the individual.

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Related to this self learning, self-leadership learning, there is another kind of training that could be given to the individuals to minimize these. Unintentional error and that is known as self efficacy. What is self-efficacy? Ok self efficacy in the what is your belief about yourself? Ok belief about belief in your capabilities, belief in your strength, right.

So, if these things are high probably you will in a better position. So, when we are talking about self-efficacy training especially for the raters who do a good job of evaluation. So, the idea here is that if persons are trained in the area of self-efficacy that is understanding their worth right. That is their belief right their confidence their esteem right that yes.

Whatever they are doing that is something that is worthwhile. That it contributes to the goals and objectives of the organization they have the confidence that they are going to do a good job of rating right.

So, these kind of belief systems are very, very important right because when we are going to do a job of rating basically you are going to rate others right. So, it requires some kind of demands on the part of you that how you are going to rate it. So, make sure that these interpersonal demands does not bring any kind of discomfort in you. If this brings something discomforts what happens? then you become biased.
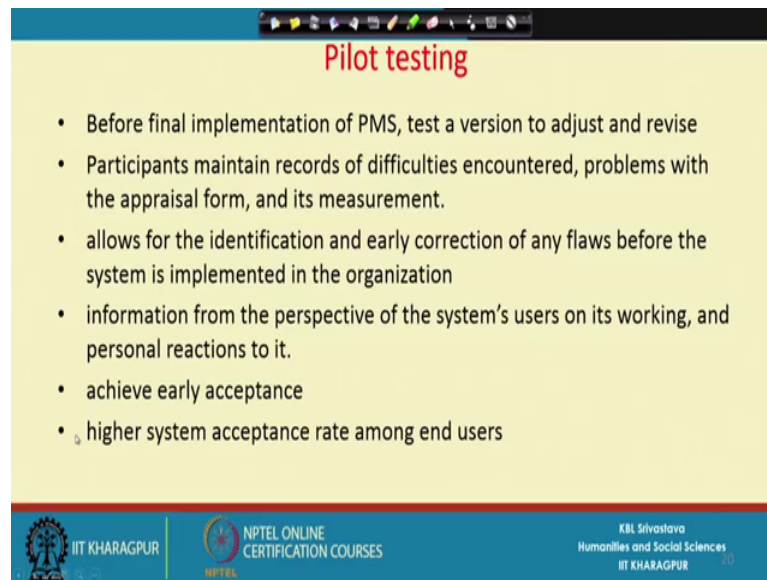
Either intentionally or unintentionally more. So, unintentionally because consciously, unconsciously you do not think about these kind of biases right, when I am talking about say a halo effect or horn effect or primacy effect or agency effect you are not consist of all these kind of things that you are making these unintentional errors.

So, you need to be trained that you are going to do a good job and in order to understand that first you need to be trained in the behaviour observation then you need to understand about understanding yourself and third is you need to develop a belief system that, yes you have the ability to rate accurately right and that would increase your effectiveness.

This is what self-efficacy means. So, it is very, very important that once you have this kind of belief it is going to ruled out the kind of discomfort that you will have with the rating which would increase your rating in interpersonal context right. So, how it is done basically some kind of training program can be an arranged for the raters like you watch a videotape that how successfully people who are confident enough who believe in themselves do a good job of a rating. So, that could act as a role model for them right then you can discuss; what are the specific behaviours that you have observed in the role in the picture.

And then how you are going to invite them in yourself right. So, this could also be done through role plays when you are going to do certain things and then you are given a feedback that how will you have done deserve of rating. So, that would increase yourself confidence believe in yourself and then you will be able to do a better job of rating. So, self-efficacy rating is also important.

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Then from self-efficacy rating we move to pilot testing and in pilot testing hard happens now you have ensured a good implementation of a performance management system. You have trained the raters.

You have decided about the kind of system that you want to introduce right. You are ready with the appraisal form, but you are not going to start it for the whole organization right. So, before moving for finally, implementing the system you are going to test it. On a set of sample maybe one department right and see that what is happening, what kind of feedback you are getting.
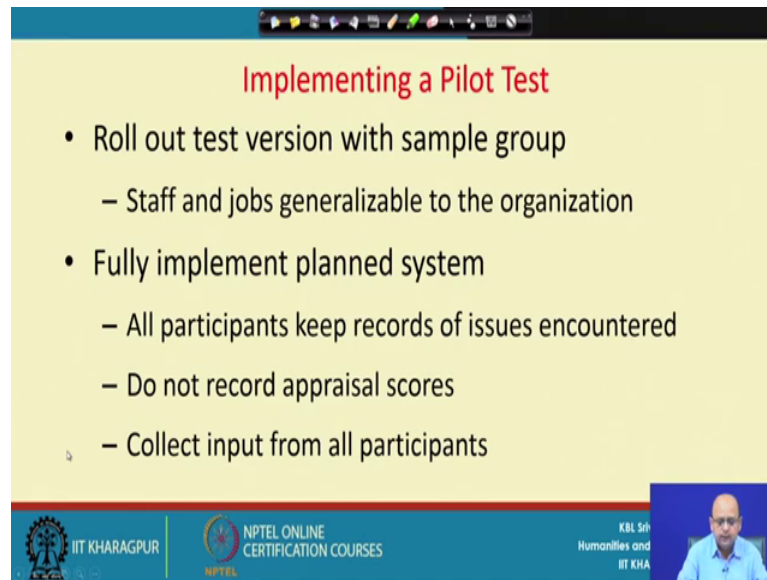
So, based on the feedback that you get you try to make some adjustments. See; what are the problems that you are facing what kind of a problem related to their scaling appraisal form difficulties in recording that, performance data. So, you will be able to identify these issues and if you need to make any corrections before it is finally, implemented.

Otherwise, if you do not go for pilot testing, you will be not able to correct any in thing, which could be a problem relate to the scaling techniques, related to the measurement of the behaviour are even the kind of appraisal form that, you are using right.

So, because the system if you look at from the systems users perspective those are going to make use of this system especially the managers and how they are going to react to this system. So, get their reactions.

Use that feedback. So, if you go for it probably what happens? You get better acceptance and once it is accepted in one part of the organization. You can move on right and implement that in the organization right.

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So, first of all we will rule out a test version with a small group in one department, see what happens and then we move to fully implement in a planned way for the entire organizations right. So, that you are not able to create any problem right. So, when you are want to fully implement a PMS in the organisation, make sure that all the participants who are going to do the job have a record of issues encountered. They are not going to record appraisal scores they are going to identify.

What kind of issues are coming up right and once all the input is received from the pilot test, then that is incorporated or embedded in the final version right.

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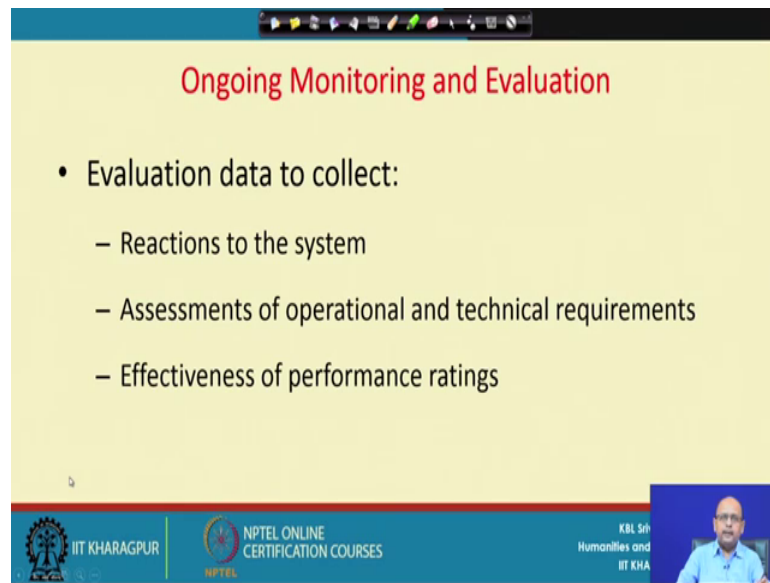
So, that now you have a full-fledged PMS system for introducing in the entire nation and that would have a visor acceptance right. Now, once PMS is implemented organisation wise what you are going to do make sure that yes you are able to monitor and evaluated, how the PM system is working right? Whether it is and what you are going to evaluate? Whether the performance management system is working effectively? I am you are not going to encounter any problem related to form scaling measurement recording of the data right.

And whether you are able to implement as per your plan in the entire organization or not right and whether this performance system management system that you have produced is really giving good results or not because if it is not giving good results or it is giving intended results that you want the system to come out. That is and accurate assessment of the performance of the employee then this pm system is not going to effective right.

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So, make sure that it gives accurate results right. So, how we are going to see the evaluations? What is the reactions to the system? How what kind of feedback is given by the managers about the performance management systems? What kind of problems are coming especially related to operation and the technology that you are using.

Right and how the ratings are whether ratings are without any biases in the without any errors are they are having certain biases right. So, what actually important here is that when you are going to use these kind of systems while you are using technology. Now, most of organizations have gone for automated performance management systems right.

And that gives you an edge over the manual performance system because in a automated performance system. Suppose, you are using a software so, everything is regarded in this is kept there throughout the year. So, it gives you a better ah assessment of performance ratings and the kind of data that you have is going to be more accurate.

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Right and then what are the measures that you are going to use for monitoring and evaluation these are the metrics that could be used right. How many peoples have been evaluated right? How the performance rating is distributed across the set of sample? What kind of information you have right? How much follow up has been done right? Whether you going for this performance? Discuss meeting after this or not? Or people satisfied with the performance management system or not? Ok.

What is the return on investment of this particular system right? And what is the performance ultimately you are going to measure the performance right? The people are able or individuals are able to perform as per.

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The expectation as there is standards or not right. Now, we are going for online implementations using electronic websites right. Even appeal filing and all kind of things are done in a electronic mode. So, that it gives more accuracy and assessment of the result.

So, it is very, very important to use emails electronic newsletters websites there is appeal filing can be done electronically and the training programs are also done electronically right where you can implement in online. So, that people understand what are the kind.

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What kind errors they are making and how to avoid it right. So, it has certain advantage because you are going for automation. So, accuracy in speed is maintained cost is less right and you get information more effectively right and these are less cost and you can also link it with HR function other HR function. So, suppose he is performing very well. So, you see that he is a less (Refer Time: 34:50) promotion he gets higher rewards and these kind of things and if you have an automated performance management system probably, it would be easy to monitor performance at the individual organizational.

And unit level right, but it have certain limitations.

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Because you may not be following the best practices and how when you if you want to improve then, again you have to go for it; because, it is very difficult to improve the online version because again you have to write code, go for a program in these kind of things right.

And it move more complicated and if you are not going to use it properly then probably it is going to be waste of time and resources. So, make sure that if are going for online system. You are going to use and make sure that it is given the desired results right.

Thank you very much.