Strategic Performance Management
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Lecture - 21
Performance Management Skill

So, we are moving to the next week that is fifth week lecture 21. We remember in the last week we talked about how we are going to evaluate performance using different approaches models, and we discuss different methods and approaches. And what are the different kind of tools that is used for evaluating performance, and the process is also discussed who is going to evaluate performance like we talked about self appraisal we also talked about how team is evaluated, and then we also talked about 360 degree appraisal in 360 degree appraisal you see that we have a number of stakeholders writers. So, that is why it is known as malty editor system.

So, we talked about different kind of methodologies frame works of measurement of evaluation. Now basically the idea is that when we are going to measure. What is your objective? Whether you are going to use it for the development of the employees, or whether you are going to use for taking certain administrative decisions.

In business you will find that this performance records are used for both the purpose, it is used for development purposes as well as for administrative purposes. We will also remember that we talked about that case it is very very important to set the developmental goals also for every performance cycle.
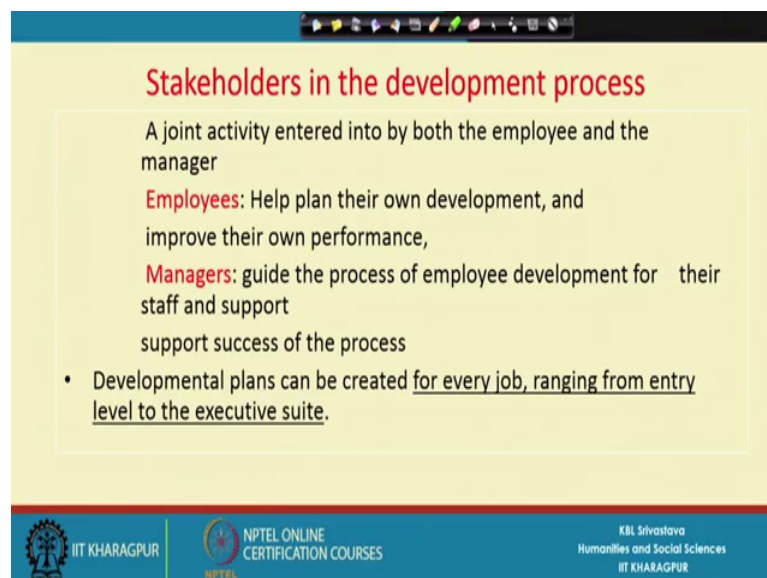
So, to start with him this lecture what you are going to discuss is that how performance management could be linked with or is going to see that employee development happens, and that is why we are trying to see that employee development becomes a part of the performance management system. So, with this we are going to discuss that how employee development happens, in case of performance management.

Now when we are talking about employee development what does it mean, it means that employees are going to have certain learning experiences on the job, of the job, and this development inter experiences help them to grow and develop. And also perform their job very well. So, when I am talking about any kind of development experiences that is

planned for the employees, either during the job or of the job the basic objective is to see his growth, and development in terms of person, and profession see that his learning experiences goes up.

And also ensure that he is going to improve his performance at the same time heap personally develops, in terms of his career and promotion. Now with this objective you move further and discuss about the employee development plan. Now who are the stakeholders in the development plan, because if any development plan is considered actually both the employee and manager both are responsible?

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So, when you are going to develop an employee development plan for an a individual, it has to be done in consultation with managers immediate supervisors. Since they are involved and guiding the employees for the growth, and development. So, they should be a part of that. Similarly employees should also be responsible, because ultimately they have to see that how they are going to improve, and develop themselves.

So, it is a kind of joint activities, where both employees and managers are going to work it out that. What kind of development plan is going to be there, and what kind of processes would be adopted for this kind of development. So, if look an employees he is going to see that what kind of development path, he is going to choose what kind of learning experiences you want to have, which is to be linked with the performance was any kind of development experience that is going to be there, management need to
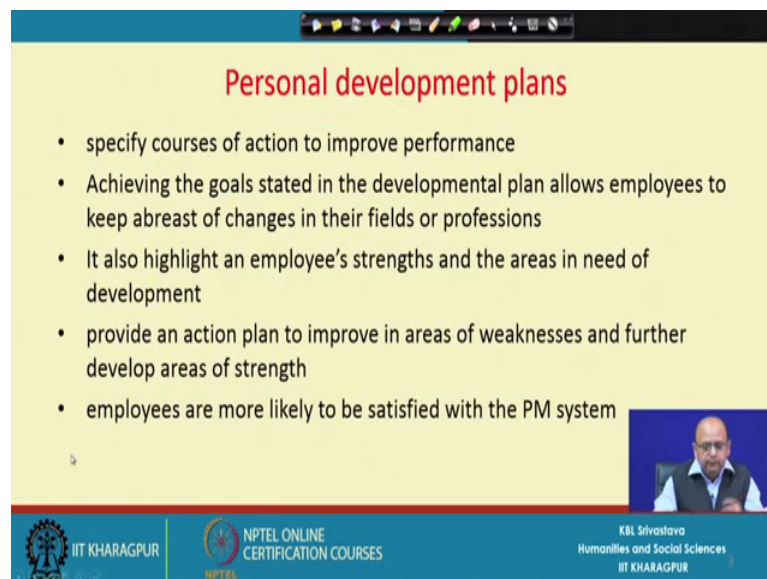
involved, because they are going to support the process. Then managers also need to ensure that how employees are going to develop.

Since they are responsible for their growth and development so, the managers and employees both work it out that this is the development plan, we will talk about that how it happens, and then they are going to see that how employees are going to develop themselves personally, and professionally, and how this kind of development leads to better improved performance.

So, the objective is that you are going to link this development plan with the performance of the employees. Now another important thing that you are not going to development develop has this kind of development plan for only few people, but all the jobs has to be included in this development plan, starting with entry level to the highest level, because the development plan for every job is important, because you have to see that every job has certain things or you have to see that there is a better fat fit between the man the individual or the man and the job. Similarly this is going to full fill the requirement of the organization, and also the performance of the individual.

So, we need to ensure that you are going to create this kind of development plan, for all the jobs starting from the lower level to the higher level.

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Now, when you are talking about the personal development plans; so we have to decide. What are the various kind of activities that? You are going to perform as a part of the personal development plan all. So, when we develop our plan for our personal and professional growth. So, the idea is that you need to update your knowledge and skill base in the field of the profession which you are working, because if you are not able to update your knowledge and skill in the field probably the development plan is not good, because it is not going to be effective.

So, you also need to see that whether you are ready for it or not in terms of whether, you positive those strength, which is required for the development. Since development plan is related to those areas where you are not doing very well, or those areas which need improvement.

So, it is very important to have a development plan. So, that you are able to see that those areas which needs improvement is developed. And development plan is nothing else, but it is a kind of action plan in the area of weaknesses, and then develop your strength also further. So, it is something like this.

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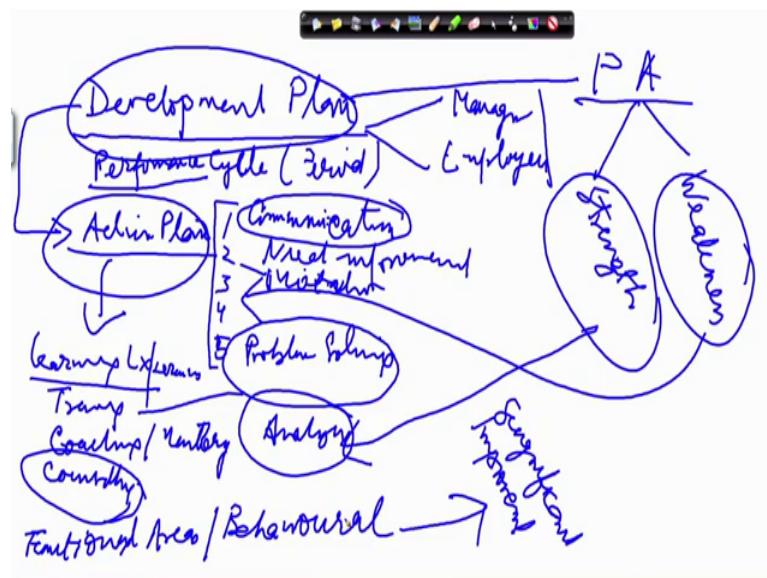
So, when you are going to have a development plan, for individual it has to be related to a performance cycle, where you are going to identify the period, in which this development plan has going to happen. This development plan as I told you is a joint activities where the manager, and the employee both participate. Now as part of the

development plan they decide about certain things are the activities that they are going to take up so, they have an action plan, say 1, 2, 3, 4, 5. So, should not have.

So, many action plans, but one if you which you can really achieve in a given time frame that is very very important. Now the major question here is that when you are talking about this development plan, how do you know that what are the areas you are going to develop yourself. And this comes from what you call performance evaluation, performance appraisal what you call performance evaluation. So, performance evaluation provides to data about two things that is about your strength, and your weaknesses, in a given cycle right. So, development plan is linked with performance appraisal.

Because based on your performance appraisal both, the manager and your supervise employee both, sit together across the table discuss, about what are the areas of improvement that need to be looked into, and what are your strength, and then based on these weaknesses and strengths you. So, you focus more on what you call weakness these are the areas that need improvement. So, for example your communication is not very very effective.

So, communication is one area that you have identified, which needs to develop for example, there an another area which has been identified that you are not able to solve problem on your own, every time you move to the manager if there is any problem in your department are related to your. So, these are the two areas that you are identified, which needs improvement. So, you are not able to come effectively communicate whatever is there, and then you are not able to solve you are your problems related to with your job. Now once your identified those two areas. So, you need to develop your action plan.

This action plant is going to be in terms of certain learning experiences. So, manager in consultation with you is going to decide about what kind of learning experience is going to be there, it could be in terms of training, it could be in terms of coaching, or mentoring or mentoring counselling, suppose there is a motivation problem, and the problem of writing here number 2. So, if there is a motivational problem, then you require counselling. So, it is to be decided depending upon what kind of intervention is to be there, and whether it is related to behavior or the individual who needs improvement or it could be related to the job also.

So, these learning experiences could be related to what you call technical areas or the functional areas, or it could be related to behavioral areas. So, the competencies could be related to either functional areas are we have a religious. So, for behavioral areas you are going for coaching, mentoring, counseling or even training also that would be given for example, you could be sent to a training program, where you are told that are in for communication also you could be sent to a training program or a coaching session, where you can improve coaching.

So, these development plans are linked with your performance, depending upon what your strength and weaknesses are and once your need areas for improvement are identified, then the manager, along with you sits, across the table and decides about the action plan. So, this action plan is very important.

And as a part of action plan he is going to identify, what kind of learning experiences would be required have accordingly you are given these learning experiences within any given time frame. And then is going to monitor with you are able to improve on these areas or not, in addition to this weaknesses, you are also trained a further improve your areas of strength. So, suppose you have been identified that so far as analysis of certain things is concerned you are very good.

So, this could be your strength your analytical ability is very good. So, and which you would be further required for your job. So, you could be asked to go some kind of training program of some kind or learning experiences which could be related to your analytical ability so that you can further improve it. So, what I wanted to convey here, is that when you are going to develop your professional sorry personal development plan.

You have to see that within given performance cycle, it is linked with your performance reports based on the strength, and weaknesses you identify what are the areas that you need to improve or you want to further strengthen. With the help of manager going to develop an action plan and this action plan reached to certain learning experiences by the employees. And once you go through this learning experiences later on you are going to see whether there is a significant improvement or not. If there is a significant improvement against the goals objectives that has been set, across these areas, then you can say that yes this personal development plan have been successful.

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So, you have to identify the course of action to improve your performance, and see that whether you have been able to receive those goals against the development plan, and that is possible only when you are trying to update your knowledge and skill based, and you are also developing those competencies special behavioral competencies, which is required in the area of your profession.

So, the idea here is that you this development plan is going to help you to identify what are your strengths, and weaknesses, and accordingly you develop an action plan to improve them. And if that happens probably you will be most happy and satisfied with the kind of performance management system with because your performance management system takes care of growth and development also. Now if you look father when you are going to develop this development plan, what are the process that is to adapted for development. So, how you develop the action plan? So, basically the idea hear see that wherever whatever you are doing, whatever job you are having, you need to continuously grow and develop yourself in a job.

Because what happens with the time, the context and the environment, the nature of the job changes. And what may happen tomorrow that whatever you are job you are doing you become obsolete, this is there is a term which is known as professional obsolesce. So, this professional obsolesce is very important to be understood by you, because if you

become obsolete and outdated. So, far the knowledge and skill is concerned, then what will happen will not be able to perform your job well.

So, irrespective of the kind of job you are doing. So, the technology is changing the environment is changing; the conditions of the environment, which is changing. So, if you are not able to cope up with the change and the challenges of the change probably will not be able to grow up personal and professionally. So, far that you have to see that what are the things that you need to do in order to grow, and develop yourself. So, you need to identify what would be what are the areas where, you need to develop yourself for example, most of the students who get into a job in it sector with the basic skills they are trained ok.

So, they become program managers system manager system analysis these kind of jobs, but they also need to grow, and develop themselves in those latest areas of technology, which could be the future of the it for example, they need to grow themselves in the area of machine learning they have to learn the things related to artificial intelligence, because this is the future for these guys.

So, they have to understand that what are the areas, what are the things that they need to understand, and learn in order to survive and grow in the future, an if they are not going to learn continuous and grow probably they would not be fit, and they become professionally obsolete. So, it is very very important to continuously grow and develop yourself, identify those areas which are relevant for you, and then identify what needs to be done because if you are not able to do it then you are going to face problems in the jab.

So, if you are competent enough in both the technical as well as non-technical skills, then you are not going to face any kind of problem.
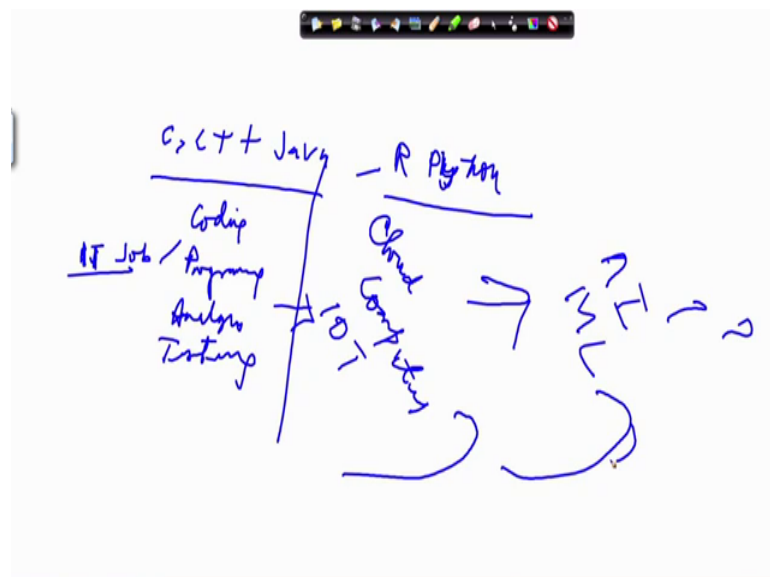
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So, it is very very important that when you are going to design a development plan, you see what are the areas where you need to improve yourself, say I am giving taking one example for a it job.

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At entry level job basically the kind of thing that you do is coding, programming, but this is not their future, are analysis, testing, these are the kind of job that you do to a start with basic knowledge of what you call C, C plus plus, or java whatever you have.
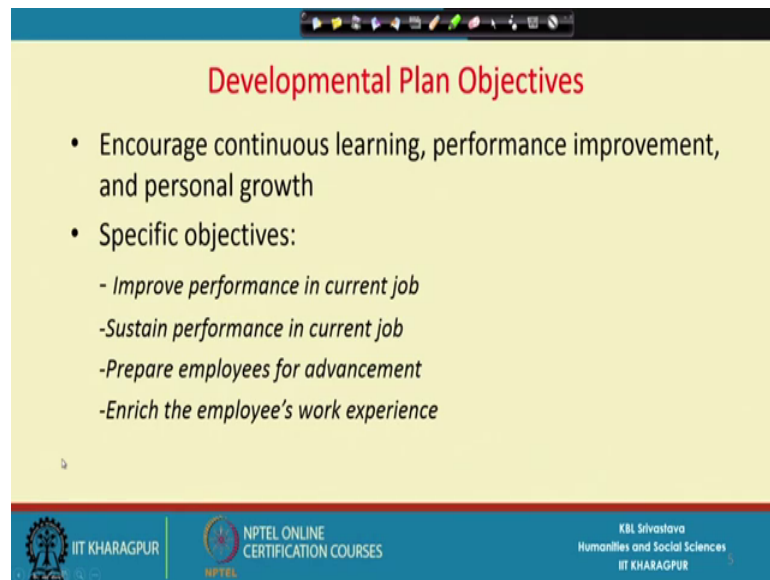
As you move ahead, then you also try to learn python, these are the new things that is coming up. So, you need to identify what are the newly languages that you learn programming languages that you are learn, or something else, say cloud computing these are the new things that is coming up in the field of technology or going to learn IOT that is internet of things.

So, you move from this to this. So, the idea here is that if you really want to survive and grow, and then you have to need to continuously update your knowledge, and skill based in the field in which you are working. So, you need to identify the areas where looking through. Then again continuously you have to see that you are going to work with artificial intelligence machine learning.

So, these are the other new things that you have adapt, and then again they could be a question mark what next. So, with the development of technology you need to keep abreast yourself with what is happening in the field, and accordingly you are going to develop your professional development plans. So, you are good at it now you need to train yourself in this area, then again you are going to train and develops in that area.

So, what I am trying to tell you here that you need to continuously upgrade knowledge and skill based in order to survive. So, that you do not face any problem in the job, when you are going to design a development plan see, that what are the areas are those dimensions of the performance with which need improvement not only improvement, but why the new areas where you need to develop yourself. So, that could also be a part of what you want your personal development plans.

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Now moving further the objective of this development plan is what as I told you it helps you to encourage yourself to continuously learn, and for going to continuously learn what happens you become relevant in the job market, you are whatever you are doing going to perform it very well, and it also helps your personal and professional growth. So, now, look at some of the specific objectives of this development plan is that you are able to improve your performance on the currents job not only improve, but also sustain that improve performance so, in your current job.

But at the same time you also prepare yourself for the future for example, whenever there is an advancement in technology. So, with simple coding languages or programming languages you are not going to survive in the market, in the long run because the need of the companies are changing. So, they are moving over two more and more automation. So, that is why the required say artificial intelligence, and machine learning this kind of things. So, the objectives is that not only survive in your current job and grow, but also see that what is what is the future that you have for yourself. So, you need to prepare yourself for advancement, and the process you also in which you are experiences through this learning intervene.

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So, these are the objectives of a development plan. Now look at it what I have done here, is I am given example of investees development plan for employees in performance management system.

Now, is this is main part of the faculty. The idea here is that you get feedback especially to improve our maintain your job performance. So, what you need to do you have to identify those areas, where you want to grow and develop yourself, at the same time you are also going to see that what would be your performance standards for the next cycle.

And see that what are your accomplishments, on the job in terms of performance, and whether you have been able to communicate effectively, you had a good relationship with your pears, student, seniors head of the departments university officials, and what was your efficiency deficiency, what are the things that you could not work properly, it means those areas where you have not been able to meet the expectations in terms of performance standards, then whatever happens as a part of a development plan you are going to report it to the next level of supervisors is (Refer Time: 22:06) these are the thing that you have done, these are the thing that you are not been able to do.

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So, when you able to develop a plan based on this this is the exercise that you are going to carry out, and this is the size basically relates to your professional development activities. And do you identify what are the professional development activities that you want to carry on, then what are the resources that require, and how much time you require. Let us take an example in case of faculty.

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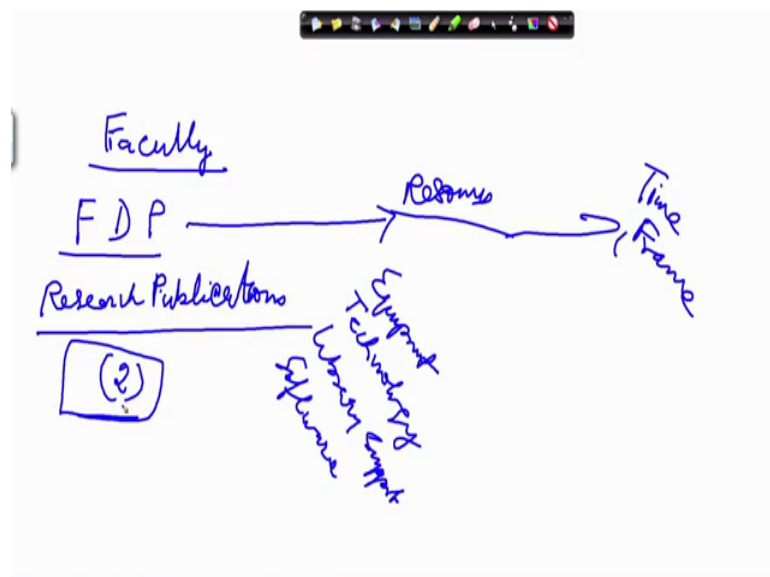
You have a faculty development program plan. So, you have identified one area suppose you are very good in teaching, but one area that you have identified that is related to say research publications.

Now in order to once you are identify the development plan that research publication is one area where, you have not been able to do very well, because if you have not been able to meet the target in terms of the number of publications are publications in the quality journal. Now in order to complete this, what you need is. What are the resources that you require sources? In terms of what you can say equipment's, technology, library, support software's.

There could be number of resources which you required for this kind of thing, and then also identify that in order to achieve this objects. Suppose you say that you want to publish at least 2 articles as a part of research in good quality journal, then do you are also identify the time frame, because time frame is going to tell you whether you have been able to achieve it within a given time frame are not.
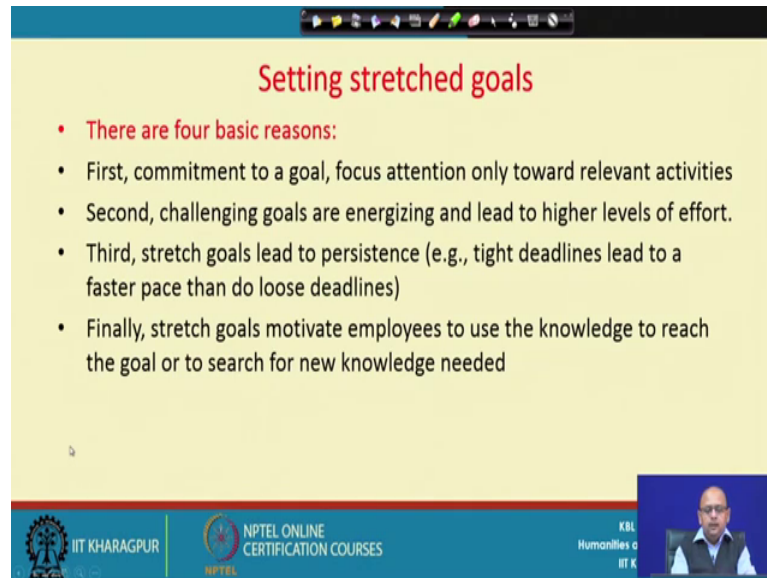
So, library support software technology equipment whatever is required, this must be made available by the manager to the individual or the administrators of the university to the faculty, which is going to facilitate, a good research work from the faculty within a given time frame. So, that he is able to see that whether he is able to meet this target are not. So, what exactly I wanted to tell you that is so, identify what is a professional development plan, what kind of resources would be required, and what is the time frame.

So, you identify each area. So, you need to improve not only those you need to improve, but also those areas where you further want to advance yourself, suppose you know that you are very good in programming language. So, you want to further your knowledge in this area, and then you go for doing a course in say machine learning.

So, you can after course for machine learning or internet of things that would help you to further advance your knowledge in the area, where you are already competent right that is going to supplement your knowledge, to improve your performance further, and then you see what are the resources what are the courses that is available, where you from where you can do it how much money it is required, whether your management is willing to spare that much money and time for you. And this you within the time frame is available to complete it or not. So, you need to identify what are the areas where you

need to develop, and then be very specific; what are the activities that you want and what kind of support you require within a given time frame.
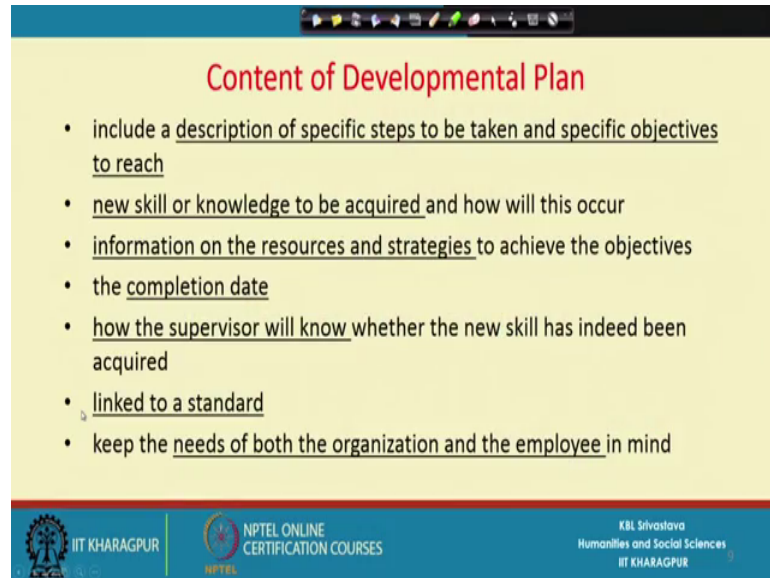
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Sometimes you need to set your goals such a way which can, could be stretch further. What I mean to say is that? Sometimes you are not able to complete your goals, or sometimes you do not have time to achieve those goals that is one thing, but sometimes to set your goals in such a way. So, that you are able to achieve it must be for the time frame, and then you want to father stretch it out please wait want to have more challenging goals, you want to have increased goals, I want to extend the targets or performance standards that you have, and then you will be able to perform much betters. So, if you have stretched goals what happens that you will have more commitments probably will focus on it, you perform only those activities, which is important.

Suppose you want to say that instead of publishing two papers you want to publish 3 papers, then instead of doing other things you will try to focus more on research activities to ensure that you are able to do this those things these things, because if it is more challenging to publish 3 papers than 2 papers.

So, it need more commitment more motivational effort more effort on your part, and then you have to see that you're constantly doing, because consistency is very much required. Since your time frames you need to ensure that you consistently make effort, too ensure that able to achieve those stretched goals. So, you are moving from 2 to 3 means that you

stretched your goals which required more at more motivation time energy, and resources. So, persistency also required. So, that you do not loos those lines, and you able to complete the job within in a given time frame.

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So, these are the, what does it include, we are going to develop at a have a development plan, what does it include basically.

So, as I discussed earlier also that it has a description of very specific actions that you are going to take, and what are the specific objectives that you want to reach meet. And similarly what are the new knowledge and skill that want to acquire, and how are going to take it up and what kind of resources and information would be required what would be strategy to achieve those goals, and objectives.

In what way your supervisor is going to facilitate this process, and whether it could be linked with the standard or not and how this could be linked with the requirement the needs and expectations are both the organization, and management and also the supervisor. So, when you are going to have a development plan and organization is going to provide as a supervisor is going to provide, the resources and support they also want to see that these development plan is linked with not only the performance standards that have been set for you, but it also contributes to the goals and objectives of the organization, and according you are going to set the development plan.

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So, I am taking the same example, where I am trying to see that how you can develop the content plan for an employees. So, they have to see that what are the websites or resources, which are going to help you to identify your development activities for example, attending workshop, conferences on the job training or other activities. So, you have to identify what are the activities that you are going to take up, as a part of your professional development activities.

Whether you are going to write research paper, whether you are taking project, whether you are going for taking certain courses, or you are attend conferences national, and international conferences. So, there could be different kind of activities that you can plan for your development. And see whether for attend attending these things are taking up these activities, whether you are having enough resources or not, and who is going to provide these resource support, whether staff management or the institution, where you are working is going to provide these resources or support system for you or not.

And it would be good if you are able to identify adjectives development objectives, what are the activities, and then if you presented to the management probably management would be convinced. This is a development plan that is good and how it is going to improve your performance not only your performance, but also help organization to improve your performance say for example, when you say that you are going to take up research activity, funding activities definitely it is going to improve your performance,

but in the process organization is also going to benefit, because it has you the organization to improve its ranking brand recognition, get generating more revenues for the organization which could be used by the organization. So, both you have to keep in mind the requirement of the individual as well as organization both, when you are going to develop this kind of development plans, and how I going to do it see.
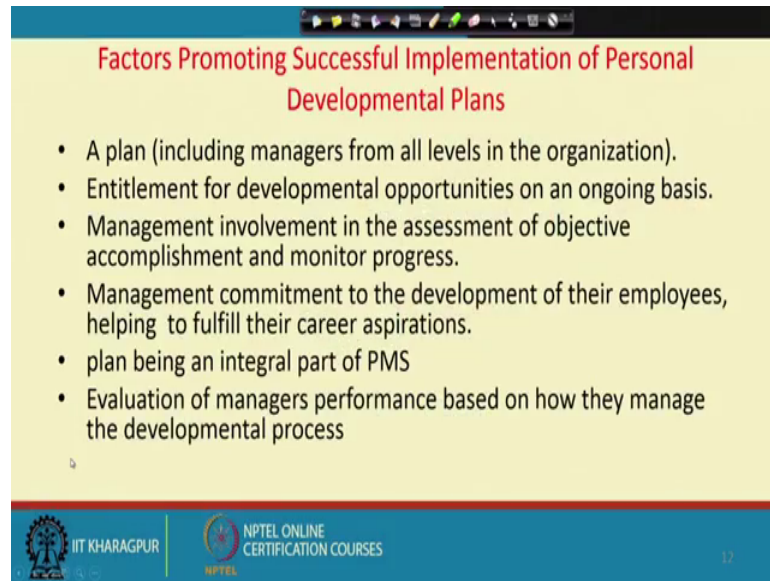
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So, develop development activities on the part of university faculty include all the job learning teaching, attending courses, self guided reading how much how many books you read, mentoring students, attending conferences, getting a degree in addition to that you have like doing certain certificate courses, doing different kind of jobs not, but other than other kind of responsibilities temporary assignment like funding research consulting, and then becoming a member of professional organizations depending upon the field you are right.

For example for and business then you become member of state confederation of Indian industries, this kind of things. Suppose you are a member of you are a faculty in the area of management, then become the member of say American management association, Indian management association, which basically it organized these kind of development activities or professional activities for its member for their professional, and personal and professional development.

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Now how it is going to be made successful so, you must have a plan everybody has a plan, make sure that it is going to be an ongoing basis continuously you try to develop and grow yourself, make sure that management is involved in accomplishment, and also monitoring the progress of the employees, commit there is support and commitment from the management to help them to grow, and develop in their careers, and it is a part of the performance management system. So, employee development must be a part of the performance management system, and then managers must be evaluated depending upon how much development has happened. So, that you know whether the development plan is successful or not.

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So, if these things are made probably you will be able to see that it is that, then what is the role of the supervisor supervisor is going to tell what are the things that you need to do. So, they are going to tell you what is necessary in terms of your knowledge, and skill which is required to perform your job effectively and he can also assist you to identify what could be the appropriate development activity.

Whether you should go fast what kind of learning experience is required in terms of coaching training all these kind of thing, and then he is going to review your performance, and then make father suggestions, this is not good this you have not done. So, do you go and change your development objective, and now you need to do this kind of activities. And then based on that he is going to monitor the progress related to development plans, and see that he is able to do it and he is also supposed to motivate the employees to ensure that employees able to development growing themselves. So, supervisor has a very important role to play.

Thank you very much.