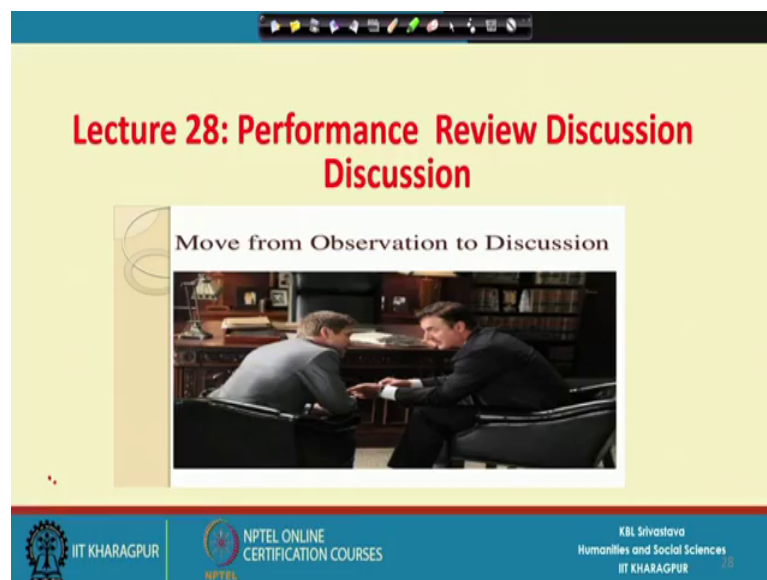


Strategic Performance Management
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Lecture - 28
Performance review Discussion

Welcome back to the next lecture on Performance Review. So, we have been continuing our discussion on performance review since last two lectures that is twenty sixth and twenty seventh. And we discussed a lot of issues related to the review and we in the neck; and then the previous lecture we also talked about that how the review process is to be carried out.

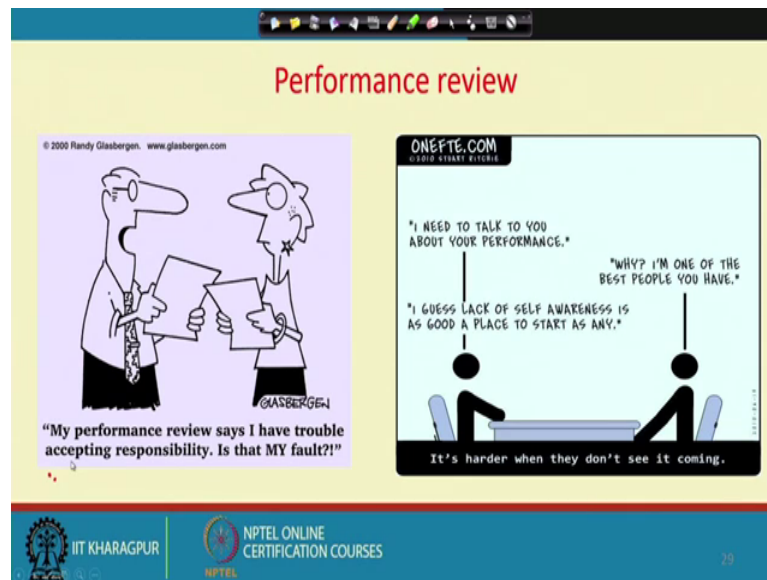
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As a consequence to this review process; we move further and we add another one that is discussion performance review discussion. So, here we are going to discuss that once you are able to observe the performance; you have the performance data you are going to review it with the supervisor. It is an integrated part of the review itself and that is why it is known as performance review discussion.

So, in this discussion basically we are going to discuss some other issues related to performance review that how it is to be taken up.

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Now I have taken time it is from it is taken from the web. So, I have taken two different examples just to explain what happens during the review process. Now look at the first one you have a an employee and a manager and the manager is communicated by the employee; he says that my performance review says I have trouble accepting responsibility is there that my fault?

Now, that is to be discussed that who is going to be at part; once in the review you say that yes you are at fault because you do not take your responsibility. And then supervisor communicates back sorry subordinate communicates back to the manager that is it my fault that I have not taken responsibility or you have not given me the responsibility.

Now, now the question is that who is at fault right? So, that is to be discussed thread bare you are simply not reviewing the performance, but also discussing it that why did why did it happen? So, here during the discussion and analysis review we are discussing about these issues that why certain things happen and certain things do not happen. So, during that review process probably you need to be clear; now you look at in cartoon which says that it has taken from onefte dot com. And it says that I need to talk to you about your performance who is that with the supervisor right. Then I guess like a self awareness is as good a place to start as any right or does it mean?

Why? I am one of the best people you have now when you say that I need to talk to you about my performance and then he says that you lack self awareness, then you give a

feedback that are you communicated back to the employees that why I am one of the best employees or the best person you have. It means that he thinks that he is one of the best employees, but what does a supervisor thinking that no you do not understand yourself better. So, it is harder when they do not see it coming it means that when as a subordinate you are not able to understand what your performance is.

Now, during this; during the review process it is quite often that these kinds of comments are made by the employees and the supervisors both ok. Why have I have this tools cartoons just to suggest that what goes on during the review process ok.

So, well a review is not enough what I am trying to tell you is that after the review, you are trying to understand that why this level of performance is achieved and what happened. So, during this communication or the discussion process between the employee and the supervisor some of the issues may come up at the forth or the front to see that what happens right.

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Discussing performance

Twice a Year vs. Every Day CONVERSATIONS!

Mid-year

1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	

Employee: "I should have done WHAT three months ago?!"

End-of-year

1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	

Leader: "Didn't we revise your goals six months ago?"

DEVELOPMENT

PERFORMANCE

What's next? ...

Your goals will help us... ...

Need help? ...

What do you want to learn? ...

How are you doing? ...

Let's discuss what happened... ...

What did you learn? ...

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Now look at this now this talks about two different kind of the review ok; where you have marked the date right mid for midyear review that is fifteenth of September sometime right.

Then end of the review which is marked at thirtieth march; now look at the comment that is given below is the employee says that I should have done what 3 months ago right;

that means that there is something wrong with that right. Then at the end of the year this leader the manager says did not we revise your goals six month ago right? It means there is something wrong with either the performance standards or the goals that is to achieved or they did not go for some kind of adjustments right. And that is why there it is lot of confusion that is going on right.

If you are not going to discuss performance on a regular basis; this is some of the problems that you have for annual review the semiannual reviews right, but if you are going to have a more frequent review and more frequent discussion with your subordinates on the regular basis, then some of the things that is given at the right time will come up all right.

So, you are thinking about development related to the performance. So, always think about that what next whether your goals will help us or not, what kind of support you require, what do you want to learn? So, if you are asking these questions on a regular basis and in conversation with the employees very frequently; then that is more of desirable like what are you doing let us see what happens. Let us discuss what happened what do you learn right?

What is next? So, if you are going to ask these kinds of questions what will happen? Probably you are in a regular conversation with the employees to make him understand what kind of support is required, what he is learning, what kind of help would be required and you are going for a regular discussion especially to see that the employees performance improves and he is able to develop himself right.

Now, we are talking about two different kind of system here one is when you go far more frequent regular reviews and discussions of the performance. And the left hand you have a review or a discussion that happens only twice a year or maybe annually. Now if you look at the start difference is probably the kind of questions that can be asked on a regular basis does not happen ok.

For example, if you are gone for a mid review media review and you find the that the person is not able to perform well; you have made some adjustments to the goal, but at the end of the year if the person is not able to achieve the goal. And you say that even after revisions you have not been able to make your goals right; as if you have not been able to achieve the goals.

But if you do it on a regular basis frequently in track and discuss and try to identify what kind of support is required probably you will be in a better position to see that the person improves his performance and he is able to develop himself right.

So, when it comes to developing performance it is and it is very very important that you go for more continuous feedback; review and discussion of the employees right. So, that is all the issues which comes to the four are clear and there is no gap in the communication to the employees.

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Performance Review Discussion

- Formal discussion between appraiser and appraisee on the latter's dyadic performance for a given period of time
- Purpose is to identify factors that have positively and negatively affected their performance
- Focus on appraisee and focuses on appraiser's own performance to the extent it has impacted the appraisee (leadership styles, support given, guidance, etc)

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Now coming to the performance review discussion and as a part of the review when you move to the discussion what happens? You try to find out yes what has happened during this ok. So, during the review what happens? You identify why did it happen? What are the things that affected the performance in a positive or negative way?

For example if you are going for annual review; the employees does not get much chance to interact or let them themselves with the supervisors. And supervisors are not able to communicate frequently with the employees what will happen, but if you go for a regular review probably that would hetch, right.

So, one side to you can identify which can affect the performance is continuous feedback and review of the performance right. Other factors could be related to the supervisor, it could be related to the infrastructure support, it could be related to the and sorry

knowledge and skill of the employees. So, there could be a lot of factors that could affect employees either positively or negatively right.

So, when you are going to have a review and discussion with the employees; you have to see that yes you what is your performance ok? How it is going to impact other things that is related to you in terms of your say goals and objectives? So, when you are going to focus on appraise that is the subordinate and his performance it means that how it is affected by you as a supervisor because you are going to provide leadership, support, guidance.

So whether these factors has affected the performance of the employees or not; so, you are going to discuss what led to positive or negative performance of the employees, but you also say that in what way other others factors have contributed the performance including supervisors right.

So, when you go for performance review and discussion you discuss all these issues in a important way.

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Performance Review Discussion: Why?

- Development of the appraisee (AE) and the appraiser (AR) Enables AE to acquire more insight into behaviour and analyze the dynamics of such behaviour
- Increase personal and inter-personal effectiveness by providing feedback about inter-personal competence
- Encourages AE to set goals for improvement Creates an empathetic atmosphere to share and discuss tensions, conflicts, concerns, problems
- Encourage AE to generate alternatives to dealing with various problems Help AE review progress in achieving various objectives

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So, why see when you are talking about appraisals of the employees right that is development of the employee appraisee AE stands appraisee and AR is for the appraisers. So, AE means subordinates or the employee and AR means the manager right. So, because say if a employees are developed by the supervisors; the supervisors

get more insight into the behavior and they are they will be able to analyze that what went on or what factors facilitated to these kind of things right. And giving feedback whether it is really helped the employees to improve their performance or not.

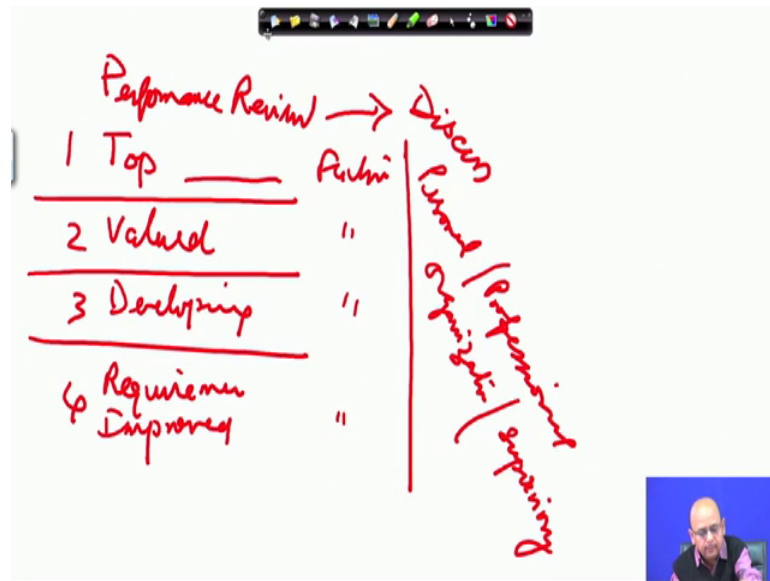
So, whether it has been able to help their the interpersonal relations or personal performance or interpersonal competencies like communication, leadership, decision making and problem solving right understanding himself in relation to others is emotionally intelligence there could be a lot of factors lot of factors which require improvement on the part of the individual and whether feedback will be able to help the in the process or not right.

And it also helps the employees to set goals for improving the performance of the employees right. So, because these things it is to be discussed in a more in pathetic environment, where you feel from the employees perspective right. And you also share and discuss the tensions, the conflicts, the concerns and the problem I mean what kind of problems you went through while doing your job ok.

What was your concern whether you are really committed and dedicated to job or not or whether your mind or something where else. So, what kind of conflict you face at different levels; it could be interpersonal conflict, it could be interpersonal conflict that could be a group conflict an intergroup conflict. There could be different kind of conflict that you might face in your job right and what kind of tensions you had ok; it could be related to your lack of ability or lack of support or lack of guidance from the supervisor or lack of infrastructural support. So, there could be a lot of issues which could provide tensions to the employees right.

So, in the process you will be able to discuss all such issues related to the review of the performance because one you have received achieved the particular level of performance ok.

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And if you fall in those categories right that is developing and requires improvement see we have been able to identify certain categories of performance right; we identify top performers, we also identify valued performers, we also identify those who need development developing and requires improvements.

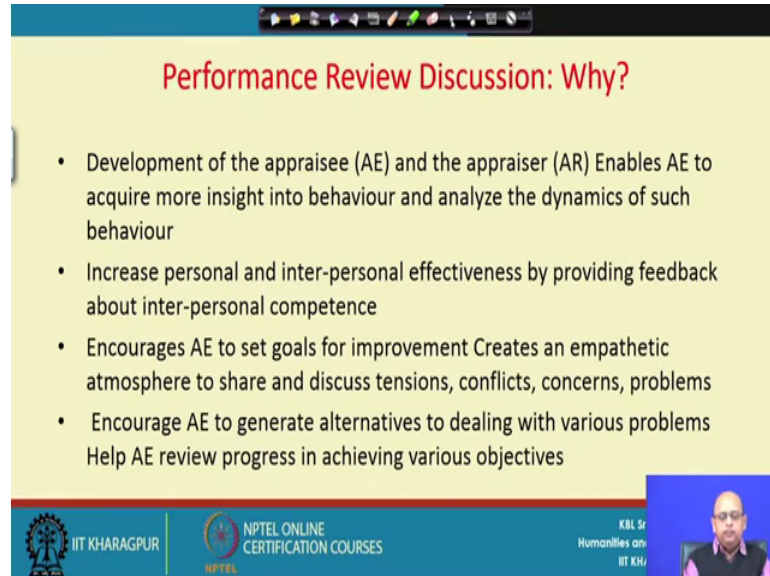
So, now we have been able to identify four different kind of employees based on performance review right. So, based on this performance review when you are able to identify; then you move to the next stage that is what we call discuss right. So, when you discuss you will be able to identify factors related to good performance ok.

So, for each of them you are able to identify factors related to performance ok; especially related to personal, professional right; then organizational, then supervisory right. So, there could be a lot of factors which could be identified which have contributed to the performance. In the next lecture we will probably talk about this kind of things that when we go for analysis and discussion see that how that is happened.

So, the basic idea of discussion here is that identifying who the has done what is the level of performance that is achieved and then you when you move to the next level that when you want to go for discussion of the performance you see that what are the factors which have contributed to good performance ok.

And that will really help employees and supervisors both to understand each other very well and that is why we move further to the next stage.

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Performance Review Discussion: Why?

- Development of the appraisee (AE) and the appraiser (AR) Enables AE to acquire more insight into behaviour and analyze the dynamics of such behaviour
- Increase personal and inter-personal effectiveness by providing feedback about inter-personal competence
- Encourages AE to set goals for improvement Creates an empathetic atmosphere to share and discuss tensions, conflicts, concerns, problems
- Encourage AE to generate alternatives to dealing with various problems Help AE review progress in achieving various objectives

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So, the idea here is that both the employees and the supervisor in the discussion are in a position to see that what has happened. So, the employees communicates about his concerns his conflicts, his problem that he has faced, the kind of tension he has.

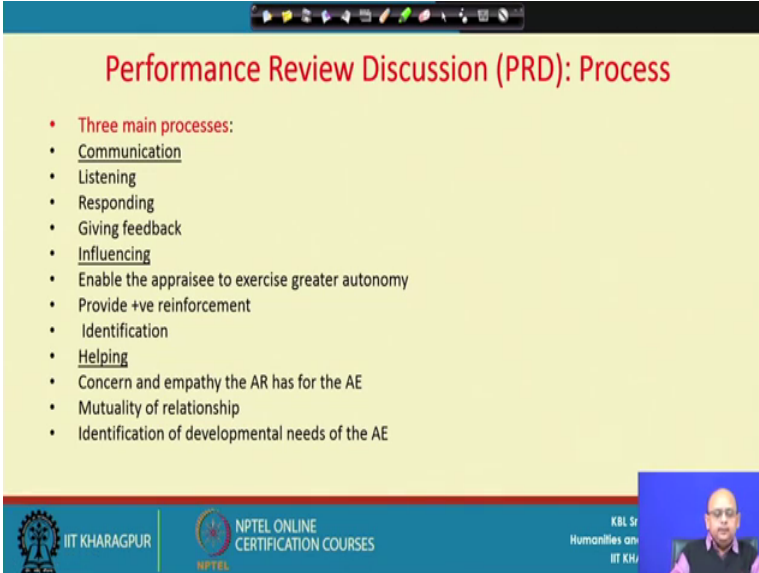
And it is the responsibility of the supervisors to get into the issues of the employees. So, they need to think about these things from the employees perspective; not from the supervisors perspective right because the employees perspective and supervisors prospective could be different right.

Employee think on a different line, supervisor think from a different line, but when you come together you have to think from each others perspective right. And then see what needs to be done because when you want to decide about the kind of problems that he is facing. And when you are going to review the progress of the employees, you can suggest from his perspective that what bests can be done and then you can ask him get his feedback in order to solve this problem how we can proceed?

You tell me that how we can proceed ok. So, these kinds of questions probably would be able to help to achieve your objectives from the employees perspective; not from your perspective and then you see what is your perspective how you can look at it ok.

So, probably if you integrate these two perspectives; it would be better because now you looked it from his perspective. And now you are going to review it from your own perspective to get an idea that what need to be done in order to improve the performance. And that is why this review need to be done and there has to be a discussion to look at the performance right.

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The slide is titled "Performance Review Discussion (PRD): Process" in red text. It lists three main processes: Communication, Influencing, and Helping. Each process has several sub-points. The slide also features logos for IIT Kharagpur, NPTEL Online Certification Courses, and NPTEL, along with a small video inset of a speaker.

- **Three main processes:**
 - Communication
 - Listening
 - Responding
 - Giving feedback
 - Influencing
 - Enable the appraisee to exercise greater autonomy
 - Provide +ve reinforcement
 - Helping
 - Identification
 - Concern and empathy the AR has for the AE
 - Mutuality of relationship
 - Identification of developmental needs of the AE

So, when you go for a discussion basically there are three different stages that we have to go through right path part of that we have already talked about, but again I am going to recapitulate here right. So, the three major things is related to communication, influencing and helping right.

So, during the communication basically you are going to listen responds and give your feedback; I have already talked about it. Then influencing you are going to enable the appraisee to exercise more autonomy ok, you are going to provide more positive information first and then negative information on later stage and then you are going to identify what kind of problem the person is facing.

And finally, you are trying to help it out you have concern and empathy for the appraisal right. Then you are going to look at the maturity of relationship that how both of you are able to adjust the goals and objectives by building trust and confidence in each other, by building rapport with each other right and then you are able to identify the development needs.

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Communication

- Asking questions:
- Questions that do not help
 - i) Critical questions (which are used to criticize, reprimand, or doubt the AE)
 - ii) Testing questions
 - iii) Resenting questions
 - iv) Leading questions
- Questions that are helpful
 - Testing questions (asking for help)
 - Clarifying questions
 - Open questions

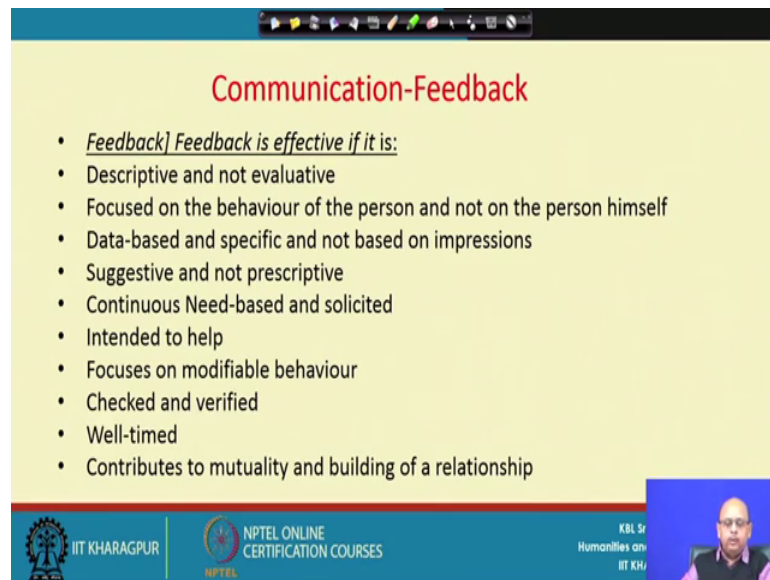
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So, looking at this for the communication is very important; especially the entire discussion depends upon the effective communications. How you ask questions? What kind of questions you are asking? What kind of questions does not help? What kind of questions are going to help employees right? So, in order to ask questions from the employees do not ask questions which would disturb him from responding right, where he will feel more defensive right. For example, you are going to ask very critical questions basically to criticize or reprimand or you have doubt on the ability of the employees; then probably he will not be able to respond or he is going to be defensive.

Similarly, if you want to test knowledge and skill then he is going to be defensive or we want to ask certain questions you can ask him to resend then that is a problem or you able to or certain reading ask at a leading questions and then you want to open up and come out with the response probably, these kind of questions that does not help. So, make sure that you are going to ask those questions which are really helpful ok.

So, the idea is to clarify certain things it will improve the performance of the employees. So, it is always good to ask open questions and lips let us say what implies right. So, the way you ask questions is very very important and what kind of questions should not be asked then coming to the feedback.

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Communication-Feedback

- Feedback Feedback is effective if it is:
- Descriptive and not evaluative
- Focused on the behaviour of the person and not on the person himself
- Data-based and specific and not based on impressions
- Suggestive and not prescriptive
- Continuous Need-based and solicited
- Intended to help
- Focuses on modifiable behaviour
- Checked and verified
- Well-timed
- Contributes to mutuality and building of a relationship

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How will you give feedback to the employees right? And it is not if it is it is going to effective it is descriptive not evaluated you are not going to make any comment or, but you simply give the feedback this is the performance is related to the competencies of the behavior; not to the individual itself right and make sure that you have data support relates to this. So, that you are able to show the evidence that look at it this is what is suggested right.

So, it has to be suggestive not prescriptive and as I told you earlier also that you go for a more regular feedback and also solicited help from it. So, and the idea is basically to help the employees to improve their performance why ultimately you are going to do this entire exercise and the review discussion?

You evaluate the performance end up with the (Refer Time: 19:01) file to share and file the hr and hr is there to look at it they are going to provide the reward and performance. But when you are going to talk about a good performance management system and make sure that it is strategically aligned with the individual and the goal of the organization both.

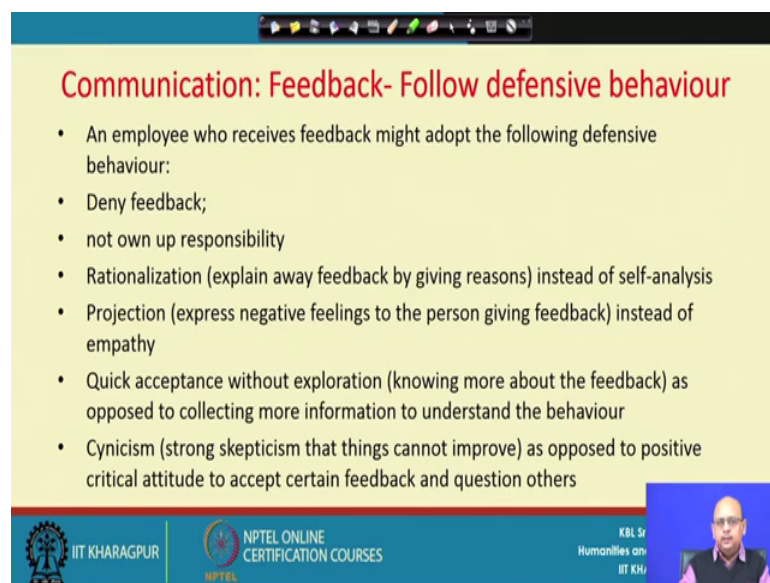
Then the idea is that this kind of performance management system is supposed to help the individual to grow and develop their selves! it is for the development of the employees price. So, with this assumption probably you are proceeding and that is why

we have called it a strategic performance management, not simply performance appraisal or evaluation right.

So, the idea is to see that how you can help the individual to change his behavior and attitude leading to better performance right. So, you go for rechecking verifying those things that has happened or not has happened within a given timeframe ok. Then you also invest in building a good relationship with the employees because that will contributes a lot to the performance of the employees right; let because a lot of things develop depend on the kind of relationship supervisors and subordinates have with each other.

If you are that a relationship that is based on trust and confidence things definitely improve in case if the relationship is not based on trust and confidence, things does not work out alright.

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Communication: Feedback- Follow defensive behaviour

- An employee who receives feedback might adopt the following defensive behaviour:
- Deny feedback;
- not own up responsibility
- Rationalization (explain away feedback by giving reasons) instead of self-analysis
- Projection (express negative feelings to the person giving feedback) instead of empathy
- Quick acceptance without exploration (knowing more about the feedback) as opposed to collecting more information to understand the behaviour
- Cynicism (strong skepticism that things cannot improve) as opposed to positive critical attitude to accept certain feedback and question others

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So, these are the very important things and make sure that when you are going to communicate performance or giving feedback it is it is taken care see. When an appraisee receives feedback doing the discussion sometimes he becomes defensive it means that he is trying to defend himself in terms of his performance ok.

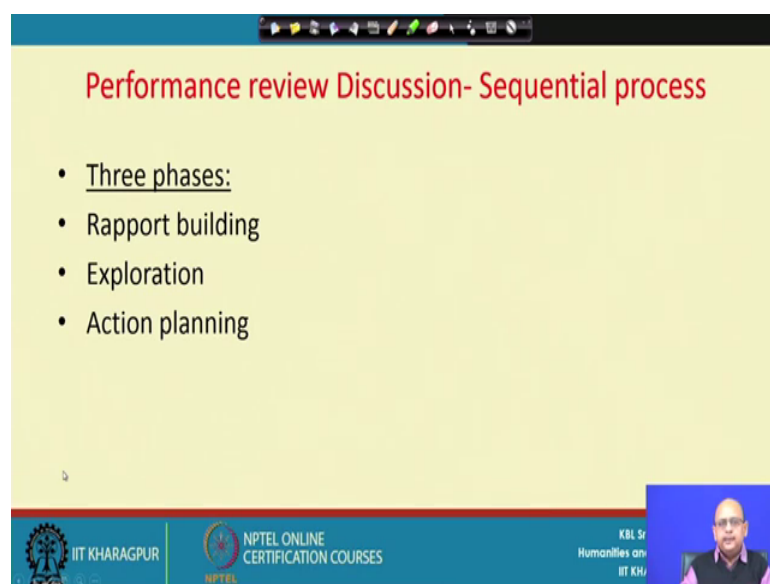
How he is going to do it? Sometimes you know this is not correct, but you are still telling oh this is not what I have done right. So, these kind of questions come up or sometimes

he is trying to rationalize it by giving say certain examples. So, no I am not done it and this happened because this was not possible or the support was not available the machine was not working.

So, he is always giving trying to rationalize or trying to give reasons for this kind of performance right; I tried to project it somebody else ok. So, there are a lot of examples of defensive behavior that could be made by an employees and that is related to feedback right ok. Sometimes he is and if he immediately acts as yes this is what I have done ok; that is also kind of defensive behavior right. So, you need to explore it more and more that why it did not happen ok. Because he may start opposing at all and you are giving performance this is or goal 1; your performance is very bad and goal 2 yes sir it means there is something wrong.

Probably I am not been able to go and explore in that his behavior that is why it did not happen ok. And (Refer Time: 21:47) that is very important fact is really a skeptic about what you are talking about right. And he is opposed to any positive criticality if so, you are going to give any constructive suggestion; he will accept, he will not accept it. So, make sure that he is not going to make these kinds of behaviors and employee is employees and managers are aware about these kinds of things; probably you will be in a better position to give feedback during that discussion process ok.

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Performance review Discussion- Sequential process

- Three phases:
- Rapport building
- Exploration
- Action planning

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So, it is a sequential process; first you will build a rapport, then you explore the employees and then you talk about the action plan right. Otherwise what will happen? He will be defensive, he will not be able to do it right.

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PRD: Detailed steps in sequential process

- **Rapport building**
 - Attending
 - Listening
 - Acceptance
- **Exploration**
 - Exploring Problem
 - Identification
 - Diagnosis
- **Action planning**
 - Searching
 - Decision-making
 - Supporting

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So, in rapport building you attend to employees, try to understand his needs and expectations, listen to him and accept him; accept it as it is, whatever the employee has done you accept it. Then at the next stage you go for exploration what kind of problems he has faced, try to identify his strength and weaknesses; then you go for diagnosis that what needs to be done in order to improve the performance. And finally, you move to action plan; see what needs to be done, what are the alternatives that are available. So, you search for alternatives then take a decision and then you provide all the support that is required.

So, when you go for a performance review and discussion; basically if you follow these sequential steps probably it will be more effective and the discussion would be fruitful right.

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PRD: When not to use

- If PRD is given without being sought (likely to be of limited value)
- If employee has serious emotional blocks in dealing with his supervisor (use problem-solving sessions)
- If AE does not understand or if he has wrong expectations from PRD (hold a preliminary session before the actual PRD session)
- Avoid arguments (one argument will make both defensive)

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Now, when you are going to know not; when you are not going to use it; do not review and discuss without being sought right if it is not required or appraisee not asked for it do not go for it. Because then you are not going to get it or have any kind of value addition; basically you are going to limit your value right or the value of the entire process. Or suppose if it is not the part of the performance management process, then the employees will not give any credit to these kinds of things and if you going for it; it is not going to be useful.

So, make sure that employee understand why this review and discussion is happening, what is the objective or the purpose of this in what way it is going to help them to improve their performance. So, you are talking about some kind of value addition through this process of performance management right otherwise not right. Another issues is when they have serious emotional blocks especially with the supervisors and this happens when the relationship is at the stake or there is the relationship between the two is not good right.

So, you need to identify what kind of emotional blocks have been created in terms of understanding the supervisor by the employees or how supervisor understand the employees and these emotional blocks can be removed through training in these areas. for example, you can suggest a problem solving session to discuss about the kind of

emotional maturity or emotional understanding would be required between the supervisor and the subordinate right.

For example, you make sure that the employee understand, the supervisor will supervisor also understands employees very well. They are aware about their own strength and weaknesses both the supervisor and the subordinates. So, self awareness self regulation, self understanding right and also understanding others and their behavior is very very important, because if you are not able to remove these kind of emotional blocks, then probably it is not going to be useful.

It means that you have certain mental blocks which is going to block any kind of understanding that you would like to have ok. And then probably you will not be able to understand what the supervisor is saying. And similarly if supervisor also might have these kinds of mental blocks in that case they will not be able to better understand their employees.

So, both of them need to understand this kind of blocks that would create a better situation to understand themselves and others. So, that you can create a relationship that is based on trust and confidence not based on suspension right.

So, it is very very important that you remove these kind of emotional blocks that is created by the employees ok; then if you have not understood the kind of expectations that you have from this kind of discussion. So, it is always good to go for some kind of pilot resting before you actually take up the session ok. So, that they are clear this is how the review and discussion session happens and make sure that do not you are not going to allow any kind of arguments during the discussion process right.

Because sometimes these arguments turn into fights against each other; so, insure that these kind of things does not happen right. Otherwise what will happen? You argue, you make a comment then other person try to defend then you also try to defend. So, this you have to create a situation which becomes one much more illogical and irrational and it does not take any anywhere both of them right.

Thank you very much [FL] thank you very much.