

Performance And Reward Management
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Lecture - 20

Implementing a performance management system in your organization (Contd.)

Welcome back to the Concluding session on the topic of Implementing a performance management system in a organization. The concept that we will be covering today is the outcomes of performance appraisal and managing under performers. So, these are two very crucial topics, if were crucial concepts that we need to discuss before we draw closure on the topic of implementation of a performance management system.

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Outcomes of Performance appraisal

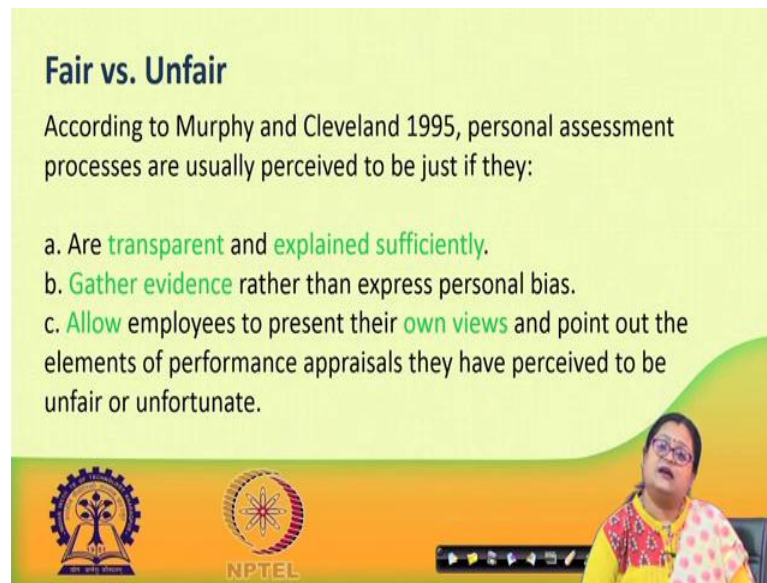
According to Stephan and Dorfman (1989) outcomes of effective performance appraisal are improvement in the accuracy of employee performance and establishing relationship between performance on tasks and a clear potential for reward.

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Now what are the outcomes of performance appraisal is, according to Stephan and Dorfman like the outcomes of an effective performance appraisal should be an improvement in the accuracy of employee performance and establishing a relationship between performance on task and a clear potential for reward.

So, if the performance appraisal has been done properly and we have been able to really classify people based on like maybe on the three categories or on the six categories as we have already discussed, then it will helps to understand what are the performance level, which have been shown by the or achieved by the employees and how they are like they can expect to be rewarded by the organization.

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Fair vs. Unfair

According to Murphy and Cleveland 1995, personal assessment processes are usually perceived to be just if they:

- a. Are **transparent** and **explained sufficiently**.
- b. **Gather evidence** rather than express personal bias.
- c. **Allow** employees to present their **own views** and point out the elements of performance appraisals they have perceived to be unfair or unfortunate.

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According fair versus unfair, this is another important outcome for performance appraisal. So, according to Murphy and Cleveland 1995, personal assessment process are usually perceived to be just if like they are transparent and explained sufficiently, they have gathered evidence rather than explained about personal biases, they allow employees to give their own views and points out the element of performance appraisals that they have perceived to be unfair or unfortunate.

So, that is the importance of the appeal techniques that we find we were discussing of while the process of implementation we found like we discussed at length about the importance of the appeal process. And the because this appeal like the channel given to them to express their feelings about the like something that they have employees have seen to fail to be unfair or unfortunate, helps in the like acceptance of the employees towards the process, trust building and maybe getting committed to the purpose also and getting a sense of fairness.

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Improving Team Performance

Setting objectives
Team objectives can be concerned either with the achievement of work targets and standards or with the way in which the team operates.

Work objectives
Work objectives for teams are formulated in the same way as individual objectives. They may be related to the mission and overall objectives of the organization and the function, unit or department in which the team operates.

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So, improving team performance is one of the major outcomes like it by setting objectives team objectives can be concerned either with the achievement of the work targets and standards or in the way which the team operates work objectives for teams are formulated in the same way as the individual objectives.

So, they must be related to the mission and overall objectives of the organization and the function of the unit department in which the team operates. So, the organizational goals gets cascaded into unit's goals, unit goals are like its divided distributed amongst the various teams each of which will like perform towards achieving a part of the departmental goals and in each team again the roles are distributed. So, the members together work towards achieving the team goals.

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Team working objectives
Team working objectives could be agreed on such matters as working together, contribution of team members, decision making and getting into action.

Work plans
It is important for teams to get together to create plans for achieving their agreed objectives. Work plans will specify programmes (staged as necessary),



So, the team working objectives could be agreed on such matters as working together, contribution of the team members, decision making and getting into action. What are the work plans it is the important for the teams to get together to create plans for achieving their target agreed objectives.

So, work plans will specify programs like which are necessary and important to do and they will do it. So, these work plans are required at the team level to understand the individual's contributions to the teams goals and how to achieve it.

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priorities, responsibilities, timetables, budgets and arrangements for monitoring performance, feedback and holding progress meetings.

Team performance reviews
Team performance **review meetings** analyse and assess feedback and control information on their joint achievements against objectives and work plans.



So, then how to set priorities and responsibilities, the timetables budgets, arrangements for monitoring performance, feedback and how the progress meetings needs to be done. What are the team's performance reviews like they analyze, the assess the feedback and control information and there what the team members together have achieved against the objectives and the work plans. So, this teamwork and the planning of the team's performance is necessary when we are talking of the performance review meetings of teams. And these needs to be the well connected with the objectives of the department and that of the organization and well aligned also with the individual's objectives.

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The agenda for such a meeting could be as follows:

- Work review* – the results obtained by the team and how well it has worked together.
- Group problem-solving* – an analysis of reasons for any major problems and agreement of steps to be taken to solve them or to avoid their reoccurrence in the future.
- Updating of objectives and work plans* – review of new requirements, and amendment and updating of objectives and work plans.

So, the agenda for a such meeting could be like as follows, work review the results obtained by the team and how well it has worked together. Group problem solving and analysis of the reasons for like any major problems and agreements of steps to be taken to solve them or to have reoccurrences in future.

Here we have to understand team leadership is a quality that we need to develop whether it is task focus, maintenance focus and what are the motivation focus or what are the roles of the different employees within the or team. Because according to the Belbin's team role structure, we can classify the different roles of member plays in the team according to the nine different classifications. So, and in talks in a team leadership also there are maintenance roles, task focussed roles so, and like external oriented roles.

So, these things we need to get concerned about and in doing these different kinds of roles is people may have a problem of interactions, people may have problem of how to explain the task and how things are distributed. So, this could lead to problems disagreement some problems and then disagreements. And so, in group problem solving this is where the analysis of reasons for any major problems need to be people need to sit together to understand this and agree on the steps to be taken to solve them and avoid their reoccurrences in future.

So, updating of objectives and work plans. So, what are the new requirements if any and the amendment and updating of objectives and plans. Because the team need to be well updated about the any changes happening in the organization and what are changes in organizational objectives because that may have an; that may add like new requirements to the team's objectives and how they need to do things. So, these need to be discussed also in the meetings.

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Managing Underperformers

Special action may be required to deal with people who do not meet expectations.

When dealing with poor performers note should be made of the following comments by Howard Risher : 'Poor performance is best seen as a problem in which the employer and management are both accountable.

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One of the very crucial point of discussion over here like for people who do not meet the expectations. So, we have focused our discussions generally people are more concerned about like top performers there an exceptional performer an excellent performer is there.

So, it like the; it is like rewarding them how to make them stay in the organizations, but people should equally be concerned about the how to manage the under performers, how to make them develop also because whenever we are talking of performance

management. It is not only we are focused on the improvement and the growth of the organizations and its objectives and sense of fulfilling. But we are equally concerned about the employee getting a sense of self fulfillment having a sense of growth while performing in the organization.

And people may underperform for various reasons, it is not only that trait or ability, but could be person environment mismatch, person job mismatch also. So, it is a very critical, it is very like important to deal with handle with this is very sensitive issue which needs to be dealt with properly. So, and it may require like a special focus special action to deal with people who do not meet the expectations.

So, while dealing with the poor performers, it should be kept in mind like it should be seen as a problem where both the employer and the management are both accountable. For like maybe the resources were not properly allocated, maybe the a job role was not explained to the person properly, maybe proper facilitation mechanism was not there, maybe hand holding support was not there we do not know what went wrong. So, it will be very difficult if we just tell like the employer is not responsible the whole responsibility of the underperformance lies on the employee.

So, both the employer and the employee should look and to do a self check on like what was their role in what it went wrong maybe so, that this error performance happened and what is there, what was the gap and why it happened and what could be done to improve on it. And how they could help each other in improving on it like in terms of understanding the standards setting the goals, working on the like motivation and the and changing of the attitude of the person, and how he or she looks at things and the his commitment towards the work and performance everything needs to be like checked and it is an like hand holding support from both the like employer and the employee.

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Managing Underperformers

1. *Identify and agree the problem*
2. *Establish the reason(s) for the shortfall.*
3. *Decide and agree on the action required.*
4. *Resource the action.*
5. *Monitor and provide feedback.*

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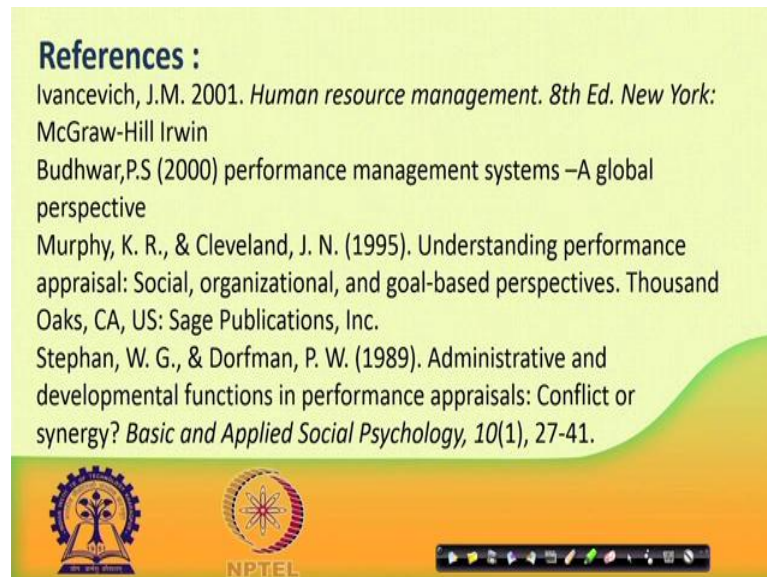
So, how we do the manage the under performers is identify and agree on the problem, establish the reasons for shortfall, decide on the agree or the actions to be required to be taken.

So, resource the action and give and monitor and provide a feedback timely feedback. And that feedback should not be a criticism, we have to understand these people are really very sensitive, there maybe we have to give worth to their self, we should not hurt their self esteem because people may have tried, but you know like the standards have been so, high they were not able to achieve it. So, we should respect the effort taken. So, when we give the feedback, we need to be very careful that we are not undermining their self esteem, self worth or the efforts taken by the employee. Maybe the way that the effort taken and it was executed something went wrong.

So, we have to do a proper analysis of how that person perform, what efforts taken, what are the steps taken, step by step every small step we have to review find out if this was done in a different way would it have improved the outcome and the result in the outcome work on it, see it and again maybe come back and review. So, this is actually a counseling process which where both the employer and the employee who is at the underperformer, the employer this as the manager and the under performer, both have to work together, we just cannot let leave it only on the under performer to perform like improve on his or her performance alone.

Because that is what was expected, but it needs to be a caring hand holding support from the manager, as a coach, as a mentor to see like this person is able to reach the goal. So, maybe the path was not chopped properly. So, path goal leadership gets style gets connected over here.

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These are some of the references based on which this chapter was discussed. We hope like you had a; like we could give you a clear understanding of the different ways of implementation of a performance management system, the challenges in it.

The traditional and the modern methods of appraisal and like the how to deal with the different under performers and how to like you help them so, that they can become better performers also and contribute positively to the goal of the organization. It is not only to the goal of the organization, but also seeing themselves develop themselves as more equipped people, who becomes more equipped in terms competencies and become more equipped employees as better employees for future.

Thank you.