

Performance Appraisals

7 Principles for Effectively Reviewing
Employees' Performance



Speaker: Helen Davis

What's wrong with the way organisations do appraisals now?

- ▶ The amount of **paperwork** involved
- ▶ Not understanding the **point** of it
- ▶ **Embarrassment**
- ▶ Feelings of being **unjustly** judged
- ▶ Further proof that **management** doesn't understand what's involved in their employees' jobs



Defining Performance Management

- ▶ “a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance.



Defining Performance Management (contd.)

As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved”

(ARMSTRONG, M. and BARON, A. (2004) *Managing performance: performance management in action*. London: Chartered Institute of Personnel and Development.)



Purpose of Appraising Performance

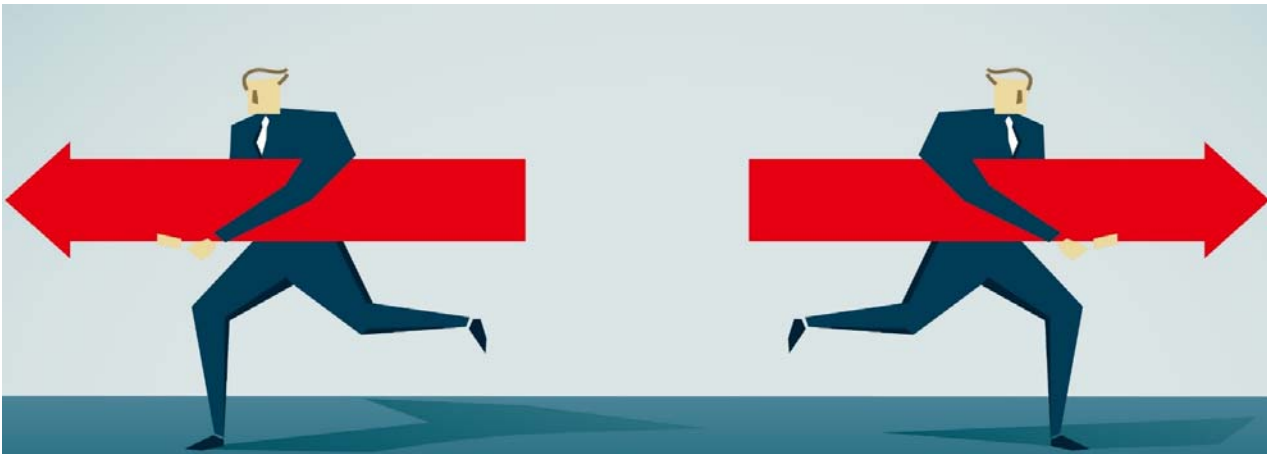
- ▶ **Reward:** The appraisal is used to determine some or all of an employee's reward, monetary or otherwise.
- ▶ **Obstacles:** identifying any obstacles to an employee's performance, from whatever source.
- ▶ **Development:** determining what development the employee needs now, both for the organisation and their own future career.
- ▶ **Strengths:** further capitalising on an employee's existing strengths.
- ▶ **Planning:** establishing new or revised goals for the future.
- ▶ **Motivation:** giving the employee feedback to motivate them to continue doing well, or do better.
- ▶ **Evidence:** providing written evidence for later disciplinary procedures.

Which of these purposes do you think your organisation's performance appraisal system is intended to achieve?

- ▶ Determining **Reward**
- ▶ Identifying **Obstacles** and/or **Development Need**
- ▶ Identifying **Strengths** and/or **Planning** new goals
- ▶ **Motivation**
- ▶ Providing **Evidence** for possible disciplinary action

Principle 1: Do not try to mix conflicting purposes in one system

- ▶ Reward versus development
- ▶ Development versus evidence
- ▶ Monetary reward versus motivation



Principle 2: As regards the actual review

► Performance appraisal/review should be going on all the time

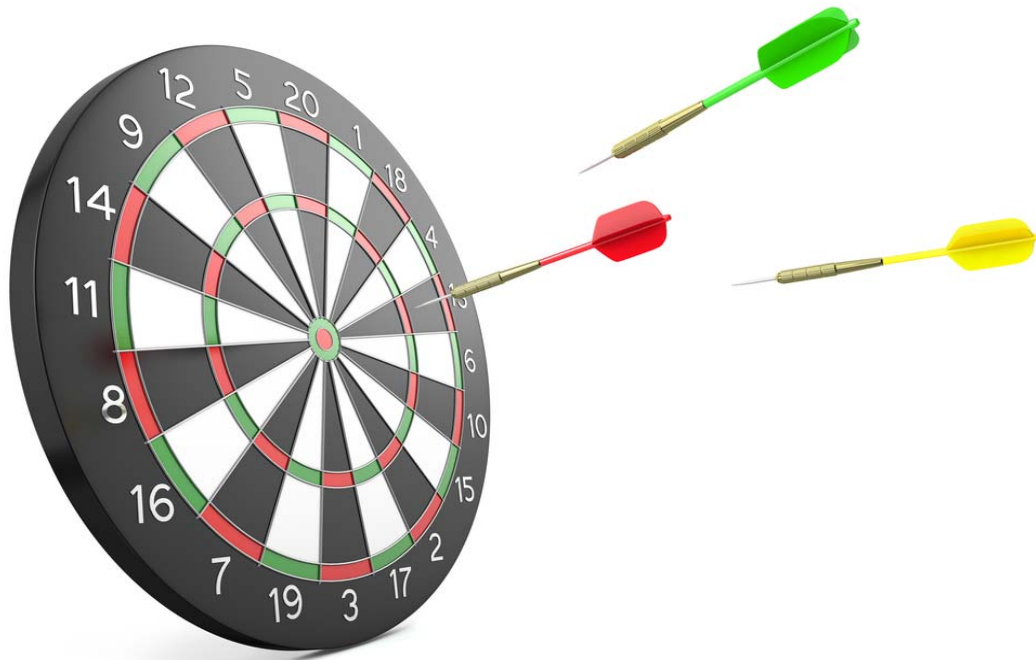


Principle 2: As regards what should be under review CONTINUOUSLY:

OBSTACLES
DEVELOPMENT
STRENGTHS
PLANNING
MOTIVATION
EVIDENCE



FEEDBACK



Ensure employees are only held to account for outcomes they can control



Principle 4

An employee's performance should not just be judged on results ('ends') but also on behaviours ('means')



Principle 5

Line managers should aim to reach a shared understanding of the required results and behaviours through discussion and agreement =
Employee buy in



Principle 6

Avoid rating and/or ranking people



Principle 7: Get comfortable with giving feedback, and give it constructively

- ▶ Work to build and maintain an atmosphere of trustworthiness, respect and fairness in your section/department
- ▶ Start with describing undesirable results or effects, and work backwards to causes
- ▶ Applies also to inappropriate behaviours, start with identifying impact, then identify behaviours responsible, then reasons for those behaviours



Principle 7, continued:

- ▶ Adult to adult
- ▶ Specific, and to the point
- ▶ Take a mutual problem solving approach ; and be constructive and positive
- ▶ FOLLOW UP!!!



Further reading:

- ▶ 'The End of the Performance Review' by Tim Baker (published 2013 by Palgrave Macmillan): based on the 'five conversations' framework
- ▶ 'Drive - the surprising truth about what motivates us' by Daniel H. Pink (published 2011 by Canongate Books)
- ▶ 'Getting to Yes' by Roger Fisher and William Ury (published in 2012 by Random House Business): problem solving and negotiation for win-win outcomes
- ▶ 'TA Today: A New Introduction to Transactional Analysis' by Ian Stewart and Vann Joines (published by Lifespace Publishing in 2012): achieving effective and constructive communication, person to person