

HR & Management Masterclass – March 2017



Appraisals –

Could do better?



Performance appraisal



- Why do organisations carry out performance appraisal?
- What is the point?



"Your evaluation is based on the next 30 seconds. Go!"



appraisal systems – purpose?



- **Performance clarification and quality management:**
 - Supportive monitoring
 - Productive feedback
 - Motivate
- **developmental management**
- **succession planning**
- **reward system?**
- **DRIVE FUTURE PERFORMANCE AND IMPROVEMES ENGAGEMENT**



What's Your experience of appraisal?



What is your personal experience of the appraisal process both as the appraiser and the appraisee?

Which elements of the traditional approach work and which don't? (What should we do more of and what should we stop doing?)



Key processes - Objective Setting



Specific

Measurable

Agreed

Relevant

Timebound



Make these objectives **SMART:**

- **Complete return to work interviews as quickly as possible**
- **Write up case notes as soon as you can**
- **Reduce sickness absence levels within your team**



Feedback



- **F**requently
- **A**ccurate
- **S**pecific
- **T**imely



Constructive Criticism



- Feedback should be focussed on observable behaviour
- Feedback should be focussed on things the individual can control
- Opinions and feelings should not be identified as fact
- Negative should be balanced with the positive
- Ideas and information should be shared rather than advice given
- Receiver should be encouraged to think of ways of altering performance



Feedback exercise:



- You are very careless
- You're not a good team player
- You do a good job



Current research / thinking



The future:

Regular, informal 'check ins' between line manager and immediate reports, little or no paperwork, designed to:

- **Be forward looking**
- **Be Dynamic**
- **Encourage trust in the manager not the system**
- **Encourage regular comms**
- **Encourage insightful conversations**
- **Encourage managers to tackle difficult conversations**
- **Reduce conflict**
- **Encourage collaboration**
- **Build trust across the team**
- **Focus on development and improvement**



Practical considerations?



New approach requires:

- **Transparency** – open, honest, regular, constructive feedback
- **Feedback** – managers need to be up-skilled to deliver feedback, tackle difficult conversation and conduct insightful conversations
- **Collaboration** – not just about the individual anymore. How did I contribute to my colleagues efforts and how did they contribute to mine?
- **Agility** – modern workplaces are fast paced and constantly changing and goals and objectives need to keep pace. Regular check-ins provide this agility.



Who is doing this?



- **'Performance management as practiced by most organisations has become a rule based, bureaucratic process, existing as an end in its self rather than actually shaping performance. Employees hate it, managers hate it, even HR departments hate it'**
 - Lazlo Block, SVP people opps, Google.
- **'Old traditional systems were heavy, costly and the outcome wasn't great'**
 - Pierre Nanteme, CEO, Accenture
- **'Our current approach drives neither performance nor engagement'**
 - Adobe
- **Deloitte, Microsoft, GE, Netflix – just a few who have abandoned traditional systems in favour of a different approach.**

