

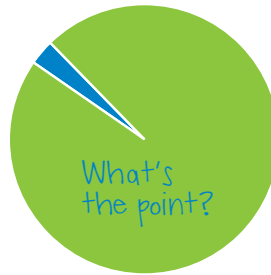
sonar6 ^{presents} ^{really! reeeally!} really really ^{REALLY!} useful performance management

Sometimes it seems like we know we need performance management (after all, we do a review once a year. usually.) but we've forgotten why...

Biggest performance management challenge?



HR



Everyone else

Lots of HR departments get it so wrong. They focus on compliance - making sure reviews happen - instead of on making performance management **USEFUL** for **EVERYONE**. Then not only will compliance take care of itself, but it'll also lead to better people performance. Which is the reason you're doing reviews, isn't it...?

have to do + useful = do it, get & use results

have to do + pointless = grudging compliance. and whining. lots of whining.

So how do you make performance management useful for everyone? By focusing on what the different groups want to get out of it...

Employees want a system that shows them:

Performance management needs to provide all this...

What they should be doing (and how well they're doing it)

What success looks like, and how it's measured)

That they'll be recognized for hard work

How their work contributes to the organization

What's in their development plan

Employees also want to benchmark; to get a clear idea of how they're doing compared to other team members.



Would playing golf be half as exciting if there was no score keeping, no way to compare your performance against other players? It doesn't bear thinking about...

...and oh yeah, employees also need to see that the information collected in reviews is actually used to make both the organization and their own personal experience more successful. Performance management needs to be able to provide all that too.

Managers need:

...and this...

Tools to help them manage teams effectively

A way to set goals for (and measure results of) team efforts

To be shown a clear picture of the team's strengths and weaknesses

A system to keep track of goal / career plan discussions and progress



HR & Senior Exec have to:

... and performance management needs to provide this too!

Have access to a picture of overall talent, not worry about individual reviews

Be able to make better people decisions (on things like succession planning, training and development, compensation...) based on robust data

Use all the collected information to a clear direction for the organization

Beyond the annual review..

Performance management isn't just about the annual performance review. Employees, managers and the exec all need access to review information, and to tools that let them use that information to track progress, make decisions, plan for the future... Really useful performance management starts with really useful performance reviews, but it doesn't end there!