

Why companies use performance management/employee development processes, and what's in it for me?

An employee's view of a typical organization's process on managing individual performance.

Agenda

- Performance Management discussions – what are they and why are they important
- Management 101 principles: are they universal? What they might mean to me
- Questions?

QUICK SURVEY

- How many of you:
 - Have had a “performance and/or development review” discussion with your boss (with your current employer)?
 - Have enjoyed participating in that discussion?
 - Have lost sleep the night before a “performance review”?

Performance management processes

Companies use it for:

- Employee objective setting (KRA; Goals; Objectives; etc.)
- Competency and/or behaviourally based assessments
- Working on employee development areas
- Assessing and differentiating individual performance for compensation purposes: base pay adjustments and/or bonus payments
- Assessing potential (even though current performance and future potential are not necessarily the same!)

What part do you play and why?

You should use your company's process as an opportunity to:

- Provide input on establishing your objectives
- Provide input on results achieved

In addition, you may be asked for input on others' performance or behaviour (if your organization uses multi-rater feedback)

So, what's the big deal?

- Organizations look for a way to identify 'high performers' or 'high potential individuals' – this process is often one of the starting points
- It offers you a chance to ask for feedback and learn from your boss/colleagues
- It gives you an insight into “how things work around here”, which is invaluable as you develop your career
- If you are looking for advancement, it provides a way to formalize your development and career objectives

ESSENTIALLY – it is a shorthand used by many organizations to identify and differentiate individual performance levels. That process impacts you and your career, whether you want it to or not

How to deal with performance management processes

- Be an active participant in your own objective setting
- Be open to feedback (positive or not)
- Look to improve
- Whether your boss is an active proponent or a cynical participant in the process, figuring out how it works will help you – after all, you won't work for that boss for your whole career!

Management 101

What should I look for?

Look for your manager (and ask him/her) to:

- Communicate their expectations/objectives, including timing, budget implications (if any), how success will be measured, and ensure your understanding
- Provide the necessary tools for success, including information, equipment and his/her time
- Check progress – provide support and encouragement early enough in the project (and on an ongoing basis) to increase likelihood of success
- Hold you accountable for your work commitments. You should look to your manager for project management and support

So, in return, you need to:

- Make sure you understand what is expected – if the expectations aren't clear, ask for more information
- Follow up with your manager as the project proceeds when you need his/her help, time or assistance
- Be ready for your manager to follow up with you as often as **she thinks you need it** on any given assignment
- Know you'll be held accountable for delivering on work assignments – a quality product, on time and on budget
- **KEEP IN MIND:** While your performance assessment provides a “formal” time to review things with your manager – don't wait for these discussions if you have an issue you need resolved – it's easier to ask questions or to resolve issues when they are small.



QUESTIONS?

