

# **Result Orientation and Performance Management**

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# Result Orientation

- **Result oriented** is a term used to describe an individual or organization that focuses on outcome rather than process used to produce a product or deliver a service.
- As such, a number of processes are used where the most effective and economical process is identified.

# Explanation of Competency "Result Orientation"

- Always keep the focus on achieving results as per the goals set.
- Therefore, keep the focus on the tasks and activities that are related to achieving the results.
- Define all the related tasks and activities in terms of the results to be achieved.
- Then put the required efforts and time needed to accomplish those tasks and activities.

# Explanation of Competency "Result Orientation"

- While focusing on the results, also maintain the required process orientation for quality results. Even contribute in improving the processes.
- Improve effectiveness and efficiency of working in order to achieve better productivity of all the resources including time.

# Explanation of Competency "Result Orientation"

- Overcome the resistance and obstacles, if any, in meeting the desired goals.
- Make sure to maintain team work and team building particularly on the work involving interdependencies.
- Carry frequent reviews and keeps a track of the actual achievements against the plans. Initiates the corrective actions necessary to bring the tasks and activities on track to remove the backlogs.

# Explanation of Competency "Result Orientation"

- If necessary, work with interest even on uninteresting tasks for project completion.
- Reward self and others for putting in efforts towards result achievement.
- Try to achieve better benchmarks in result achievements continually so that stretch targets can be set in subsequent projects.

# Pitfalls to be Avoided (Result Orientation)

- Compromising on quality.
- Disrupting team work and team building particularly in the work involving interdependencies.
- Short circuiting the processes and compromising on quality and other standards.
- Overshooting the budgeted costs.
- Eyeing short term results at the cost of long term implications.
- Not sharing success with others who also contributed in achieving the results.

# Performance Management

- Performance management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization.
- The objective of performance management is to ensure that the organization and all its components (processes, departments, teams, employees, etc.) are working together in an optimum fashion to achieve the desired results.



# Performance Management

- The fundamental goal of performance management is to promote and improve employee effectiveness.
- It is a continuous process where managers and employees work together to plan, monitor and review an employee's work objectives or goals and his or her overall contribution to the organization.

# Prerequisites of an Effective PMS

Before you embark on the development of an effective performance management system, you should take a moment to consider whether or not your organization has HR management practices in place to support the performance management process. These include:

- Well designed jobs and written job descriptions.
- Effective supervision.
- Comprehensive employee orientation and training.
- A positive and supportive work environment.

# Features of an Effective PMS

- Collaborative process for setting goals and reviewing performance based on two-way communication between the employee and manager.
- Include both positive feedback for a job well done and constructive feedback when improvement is needed.
- Provide training and development opportunities for improving performance.
- Ensure that employee work plans support the strategic direction of the organization.

# Features of an Effective PMS

- Establish clear communication between managers and employees about what they are expected to accomplish.
- Provide constructive and continuous feedback on performance.
- Identify and recognize employee accomplishments.
- Identify areas of poor performance and establish plans for improving performance.

# Features of an Effective PMS

- Support staff in achieving their work and career goals by identifying training needs and development opportunities.
- Support administrative decision-making about promotions, terminations, compensation and rewards.

# The Performance Management Cycle

## Start of Performance Management Cycle



### Plan

- Identify, clarify and agree upon expectations
- Identify how results will be measured
- Agree on monitoring process
- Document the plan

## End of Performance Management Cycle



### Review and Evaluate

- Annual performance review and evaluation
- Sign off
- New cycle begins

## On-going



### Monitor

- Monitor and evaluate progress
- Take corrective action or make changes, if required

# Contributions of Performance Management For Employees

- ✓ Clarify definitions of
  - ✓ job
  - ✓ success criteria
- ✓ Increase motivation to perform
- ✓ Increase self-esteem
- ✓ Enhance self-insight and development

# Contributions of Performance Management For Managers

- ✓ Communicate supervisors' views of performance more clearly
- ✓ Managers gain insight about subordinates
- ✓ Better and more timely differentiation between good and poor performers
- ✓ Employees become more competent



# Contributions of Performance Management For Organization/HR Function

- ✓ Clarify organizational goals
- ✓ Facilitate organizational change
- ✓ Fairer, more appropriate administrative actions
- ✓ Better protection from lawsuits

# **Disadvantages/Dangers of Poorly-implemented PM Systems**

## **For Employees**

- Lowered self-esteem
- Employee burnout and job dissatisfaction
- Damaged relationships
- Use of false or misleading information

# **Disadvantages/Dangers of Poorly-implemented PM Systems**

## **For Managers**

- Increased turnover
- Decreased motivation to perform
- Unjustified demands on managers' resources
- Varying and unfair standards and ratings

# Disadvantages/Dangers of Poorly-implemented PM Systems

## For Organization

- Wasted time and money
- Unclear ratings system
- Emerging biases
- Increased risk of litigation

# **An Ideal PM System: 14 Characteristics**

1. Congruent with organizational strategy
2. Thorough
3. Practical
4. Meaningful
5. Specific
6. Identifies effective/ ineffective performance
7. Reliable

# **An Ideal PM System:**

## **14 Characteristics (continued)**

8. Valid
9. Acceptable and Fair
10. Inclusive
11. Open (No Secrets)
12. Correctable
13. Standardized
14. Ethical

# **Congruent with organizational strategy**

- Consistent with organization's strategy
- Aligned with unit and organizational goals

# Thorough

- All employees are evaluated
- All major job responsibilities are evaluated
- Evaluations cover performance for entire review period
- Feedback is given on both positive and negative performance



# Practical

- Available
- Easy to use
- Acceptable to decision makers
- Benefits outweigh costs

# Meaningful

- Standards are important and relevant
- System measures ONLY what employee can control
- Results have consequences
- Evaluations occur regularly and at appropriate times
- System provides for continuing skill development of evaluators

# Specific

Concrete and detailed guidance to employees

- What's expected
- How to meet the expectations

# Identifies effective and ineffective performance

- Distinguish between effective and ineffective
  - Behaviors
  - Results
- Provide ability to identify employees with various levels of performance

# Reliable

- Consistent
- Free of error
- Inter-rater reliability

# Valid

- Relevant (measures what is important)
- Not deficient (doesn't measure unimportant facets of job)
- Not contaminated (only measures what the employee can control)

# Acceptable and Fair

- Perception of Distributive Justice
  - Work performed → Evaluation received → Reward
- Perception of Procedural Justice
  - Fairness of procedures used to:
    - Determine ratings
    - Link ratings to rewards

# Inclusive

- Represents concerns of all involved
  - When system is created, employees should help with deciding
    - What should be measured
    - How it should be measured
  - Employee should provide input on performance prior to evaluation meeting



# Open (No Secrets)

- Frequent, ongoing evaluations and feedback
- 2-way communications in appraisal meeting
- Clear standards, ongoing communication
- Communications are factual, open, honest

# Correctable

- Recognizes that human judgment is fallible.
- Appeals process provided.

# Standardized

- Consistent evaluations across
  - People
  - Time

# Ethical

- Supervisor suppresses self-interest
- Supervisor rates only where he has sufficient information about the performance dimension
- Supervisor respects employee privacy

**Thank You**