



WHAT ARE WE
PRETENDING NOT TO
KNOW ABOUT
PERFORMANCE
MANAGEMENT?



TWO QUOTES ON PERFORMANCE MANAGEMENT

“Managing performance is a continuous process which involves making sure that the performance of employees contributes to the goals of their teams and the business.” ACAS

“Perhaps no talent management process is more important or more reviled than performance management.” Efferon and Ort

#1 WE ARE PRETENDING NOT TO KNOW THAT

The performance management system is used to compensate for poor strategy

#2 WE ARE PRETENDING NOT TO KNOW THAT

Performance management is
something that is done; not
something that is lived

#3 WE ARE PRETENDING NOT TO KNOW THAT

Lazy leaders love a process.
Conversations not so much.

#4 WE ARE PRETENDING NOT TO KNOW THAT

Incentives get results; but at an
unintended cost

#5 WE ARE PRETENDING NOT TO KNOW THAT

Performance management is
massively time consuming with poor
results

THE DOWNWARD SPIRAL OF POOR PERFORMANCE MANAGEMENT



Poor Strategic Understanding



Poor Daily Performance



Poor Performance Grading



Demotivation



Attrition



Poor Recruitment



WHAT DOES GREAT PERFORMANCE MANAGEMENT LOOK LIKE?

- It is not a score. I repeat, it is NOT a score
- It is neither a meeting nor a system. It is continuous real time feedback
- It is about consistent positive reinforcement of a magnetic corporate vision
- Most of all it is about authentic, timely conversations focused on the BIG PICTURE

CLOSING THOUGHTS

- 1 Our performance management systems are **letting our companies and our employees down**
- 2 We are stuck in a **downward spiral** and more of the same is not the answer
- 3 The answer is not in the carrot or the stick. It is in **genuine, honest human interactions.**