5 TIPS FOR

An Effective Performance Management

PeopleSpheres

PeopleSpheres

Introduction

The role of a manager is a delicate one since most managers need to deal with people: the most complex element of a company and the one that can be the biggest source of change and value creation. A good manager must know how to manage their teams so that they can give their best.

But how do you combine business strategy with the individual needs of employees? How do you promote competition and teamwork at the same time?

Here are 5 tips to achieve this goal by setting up a performance management process

1)   Know your vision

Managing performance begins with the establishment of a **corporate vision**, not to be confused with the mission.

- ✓ The **mission** answers the question "**why do we exist?**" That is to say, what is the main purpose of our business, what do we do for our customers? The mission is aimed at consumers and partners, so it is more external.

- ✓ On the other hand, the **corporate vision** answers the question "**What do we want to become?**". It is about projecting oneself into the future and defining one or two objectives that we want to achieve. This is an aspect that is more internal, for employees and partners.

First, vision helps to define a **common goal**: it can be a destination towards which all employees will try to go. It also makes it possible to **set a challenge:** a challenge within the company, which will motivate the employees and involve them more so that they can multiply their efforts.

How do you define your company vision?

- ✓ First, ask the **right questions**: Do you want to receive recognition or a prize? To acquire a certain amount of market share? Expand your range of services?
- ✓ Next, the vision must be **realistic** so that all employees believe in it
- ✓ Finally, it must be **optimistic** so as to motivate and inspire.

2)   Set your goals

Define objectives once the vision is established, put in place concrete actions needed to achieve your goals. These actions can be broken down by department, team and people, with a precise framework (means & resources) and a precise definition of expected results.

The **S.M.A.R.T.** goal technique could be useful to clearly define your **objectives**:

- ✓ **Specific**: Your objectives must be precise, which means that they must only have one possible interpretation. Ambiguous or overly vague goals should be avoided. Make sure that there is only one criterion to validate the achievement of the goal, and that the goal is explained in terms that all employees can understand.

- ✓ **Measurable**: This is about having a threshold, a level to reach to confirm that the goal is achieved. For example, "increase our market share" is not enough, because then employees might just increase it by 1% which you would not be satisfied with. "Increasing market share by 10%" is not enough either, because there is still a gray area: How much did we start with? Which figure do we refer to? Thus, a more specific goal would be "Achieve 49% of market share in France".

- ✓ **Acceptable**: It is important that the goal is achievable. We must find a middle ground: the objective must be ambitious enough to be perceived as a challenge (which is therefore a motivation) but must not be so difficult it becomes unattainable. If an objective is not feasible, employees subconsciously refuse to participate and will be much less motivated and involved.

- ✓ **Realistic or relevant**: It must be related to the company's activity, the economic context, the technical possibilities, the employee's activity etc.

- ✓ **Timely**: The objective must be time-bound with a deadline. Intermediate points can be added to better track progress. We must avoid giving lengths of time ("within three weeks") and give fixed dates instead ("By December 1, 2022").

3)   Involve your employees

One way to involve employees is to **have them participate in creating the objectives and corporate vision**, as they will be more likely to agree with them. Moreover, the vision must be **seen and known** by everyone, so make sure everyone can access it. It's a good idea to put up posters in the office, put it in the headers for internal communication, or add it to presentation slides so that employees read it almost **every day**. Then make your employees operational by helping them to understand this vision and proposing action and indicators to achieve it. They should ask themselves the following question: **What will I need to do this year to achieve these 4 to 5 priorities**?

It will be in your employees' best interests to do their utmost to ensure that their roadmap is clear and their actions precise since **they could be evaluated and paid at the end of the year based on these elements**. You will have to invest more in the creation of this roadmap. This means that you will need to **understand what each employee** needs to do to achieve the expected results.

An employee dashboard
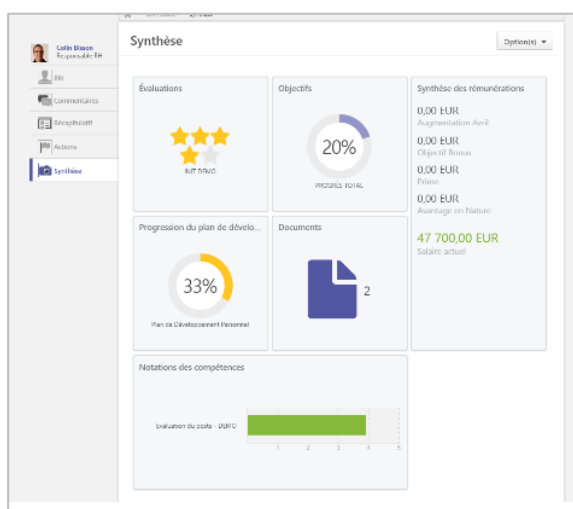
4)   Remember to keep the roadmap up-to-date

Roadmap: progress of an employee's goals
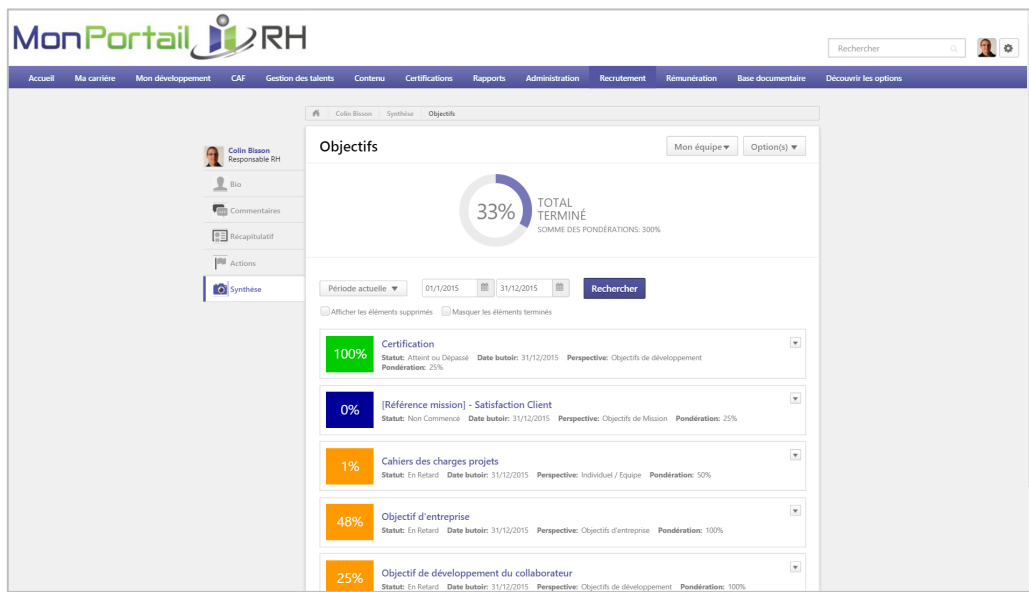
The roadmap must not remain as it is: it must be **in line with reality** and **adapted** to the company's current situation. It must be updated regularly to make your priorities evolve, and to remain concrete and motivating for your employees. This will allow you:

✓   **To save time** for the evaluation, as it is easier to update daily. At the end of the year, things that could be important for the evaluation might have been forgotten

✓   **Strong adaptability.** Indeed, businesses operate in a flexible environment that tends to change rapidly. Thus, if the roadmap is updated regularly, it will be easier to change direction and modify goals if they are no longer appropriate enough for the evolving environment.

Set up feedback sessions to take stock of what has already been done, to ensure that actions will lead to good results. It may be wise to start with positive feedback, because the employee will then accept the negative aspects better.

5) Evaluate performance

Develop a performance evaluation process to take stock of the objectives achieved by your employees, while respecting the values of your company and deciding on a compensation that aligns with this performance.

If the objectives **have been defined**, the performance evaluation will be well structured and will provide the opportunity to:

- ✓ Recognize the employee's work
- ✓ Understand recurring difficulties and obstacles
- ✓ Find areas for improvement
- ✓ Identify the training required

In addition, it is necessary to be **well prepared for an effective evaluation meeting**:

- ✓ Choose a quiet place and silence your mobile devices
- ✓ Review the objectives set in the previous evaluation
- ✓ Note the important points to discuss
- ✓ Ask the employee to prepare as well

In addition, **certain questions may help you to prepare for your evaluation**: Have the objectives been achieved? What contributed to the success of the desired results? What prevented the achievement of the goal? What measures can be put in place to improve the process?

Finally, it is essential to be **clear and objective** and based on facts, to offer support and **training**, and to **summarize the evaluation**. Once again, having the employee participate in deciding the next objectives will make him more able to achieve them if they have come from him.

To conclude…

When you aim to improve the success of your employees, you will benefit from their powerful commitment. Your employees expect the following from you:

- ✓ Clear rules with meaning (missions, objectives, results)
- ✓ To really listen and take into consideration personal expectations (knowing well the people with whom we work is the basis for effective collaboration!)
- ✓ Help and advice to develop their skills
- ✓ Regular feedback

A well-established performance management process can meet these expectations.

- ✓ Set limits and rules to show that you are interested in the employee
- ✓ Give them feedback so as to be clear and communicate honestly. Do not just be nice, have the courage to give meaningful feedback! You can rely on observed facts and concrete situations for this.

The key to your success is understanding the expectations of your employees in order to establish a relationship of trust and respect.

Therefore, your number 1 priority should be the implementation of performance management as it allows you to not only meet the needs of your employees, but also to focus on your role as coach, to enable your company to align actions with strategic decisions and achieve results.

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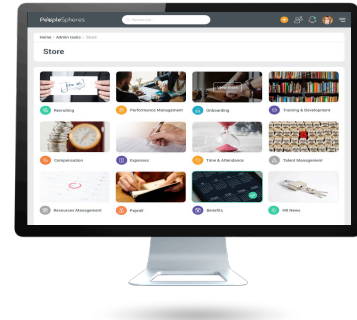
1. **Connect** your existing HR software
2. **Add** the HR modules of your choice
3. **Manage** all your HR from **a single platform**
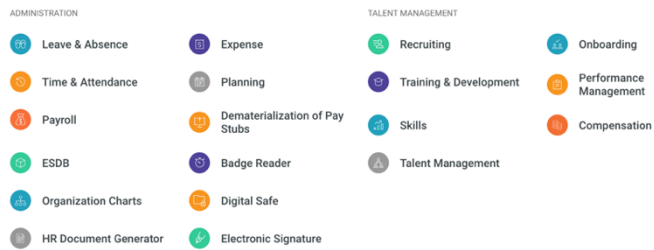
An HR core with multiple features

Benefit from a powerful platform which allows you to connect all your existing HR software, to synchronize all of your employees' data and provide a unique user experience.
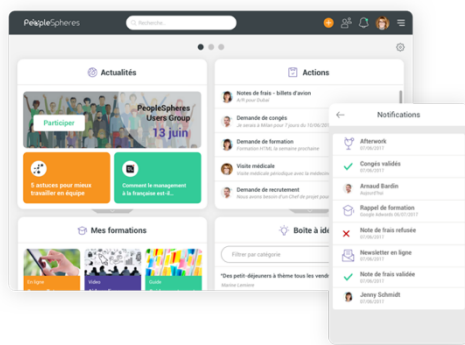
- A unified user experience:
  - HR Portal
  - Unified profile
  - Notification Center
  - Cross-Modules actions
- **HR Cross-Modules reporting**
- Driving force of **Cross-Modules workflows**
- Marketplace for HR components (tools, services, content)

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- Leave & Absence
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- Planning
- Dematerialization of Pay Stubs
- Badge Reader
- Digital Safe
- Electronic Signature

TALENT MANAGEMENT

- Recruiting
- Training & Development
- Skills
- Talent Management
- Onboarding
- Performance Management
- Compensation

- **Save time**: on our marketplace, choose the best software and ready-to-use connectors.
- **Have a single HR portal** with all the solutions chosen.
- **Adopt a flexible solution**: you can add or replace HR modules at any time.
- **Connect your software**: take advantage of standardized interoperability thanks to a dedicated "smart connector".