

Performance management

- Nogle designovervejelser i en brydningstid

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Refleksionspunkter

- Hvad jagter vi: Best practice eller best fit?
- En definition af PM
- Formålenes centrale rolle
- Der er mange designvalg!!!
- Konteksten afgør ”fittet”

Best practice – en evolutionstankegang

FIGURE 1 Evolution of Performance Management

	Conventional PM	Transitional PM	Cutting-Edge PM
Period of prominence	1950 – today	1995 – today	2010 – today
Timing of reviews	Annual	Annual, sometimes also midyear	Monthly or quarterly
Basis for performance appraisal	Goal attainment; traits	Cascaded goals; competencies	Cascaded goals; competencies
Appraisal scale	Complex ratings	Simplified ratings	Ratingless
Input from peers and others	None	360 appraisals	Crowdsourced feedback
Reward allocation method	Supervisor determines using ratings	Calibration meetings and formulas	Varied
Method of differentiation	Varies: Open, stacked rank, forced distribution	Distribution guidelines	?
Appraisal target	Individuals	Mostly individual, some teams	Mostly individual, some teams
Balance of performance versus development	Balanced	Balanced	More development emphasis

Fra:
Ledford, Benson
& Lawler (2016)

Best fit – en hybridtankegang



En definition af performance management

- Performance management feltet handler om udviklingen, implementeringen og anvendelsen af **præstationsinformation** og dens rolle i **organisationers værdiskabelse**.
- Nøgleproblemer:
 - Koordination (få de rigtige personer til at udføre de rigtige opgaver på den rigtige måde)
 - Motivation (intensitet og udholdenhed i arbejdet for (og ikke imod) organisationens mål)

Forskellige typer af præstationsinformation

	Quantitative	Qualitative
Formal	<ul style="list-style-type: none">· Sales and cost budgets/reports· Employee satisfaction· Customer satisfaction· Managers rating of his/her employee	<ul style="list-style-type: none">· Yearly performance conversations embedded in the performance management cycle
Informal	<ul style="list-style-type: none">· A production teams' development and use of process time statistics to improve their overall performance· A manager that gives an employee a grade for a performance on the managers own initiative	<ol style="list-style-type: none">1. A managers' spontaneous feedback on an employees' project presentation2. A Christmas card on which a manager praises an employee for the past years' performance

Balancegange

+ Informationstandarder
(kvalitetssikring/kompetenceoverførelse)
- Stift/tungt

Formel



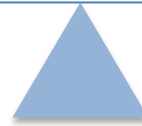
Uformel



+ Smidig
- Kvaliteten?

+ Klart og entydigt ('transporteres' let)
- Simplificering

Kvantitativ

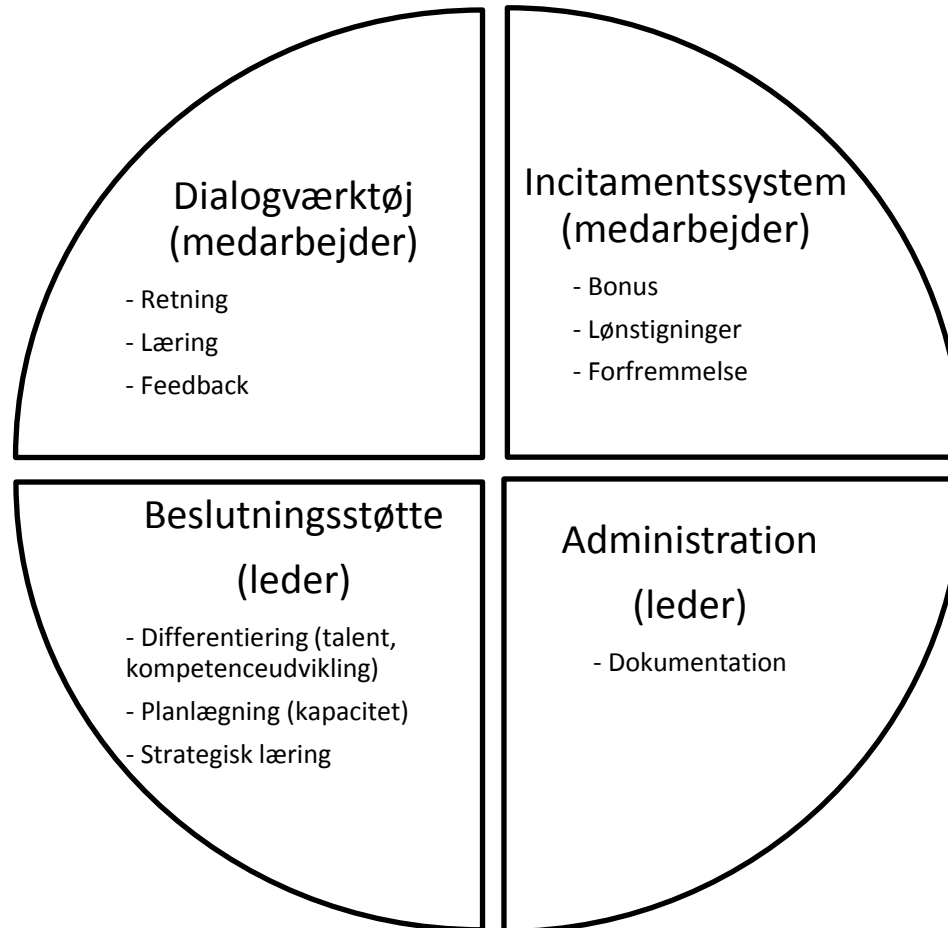


Kvalitativ

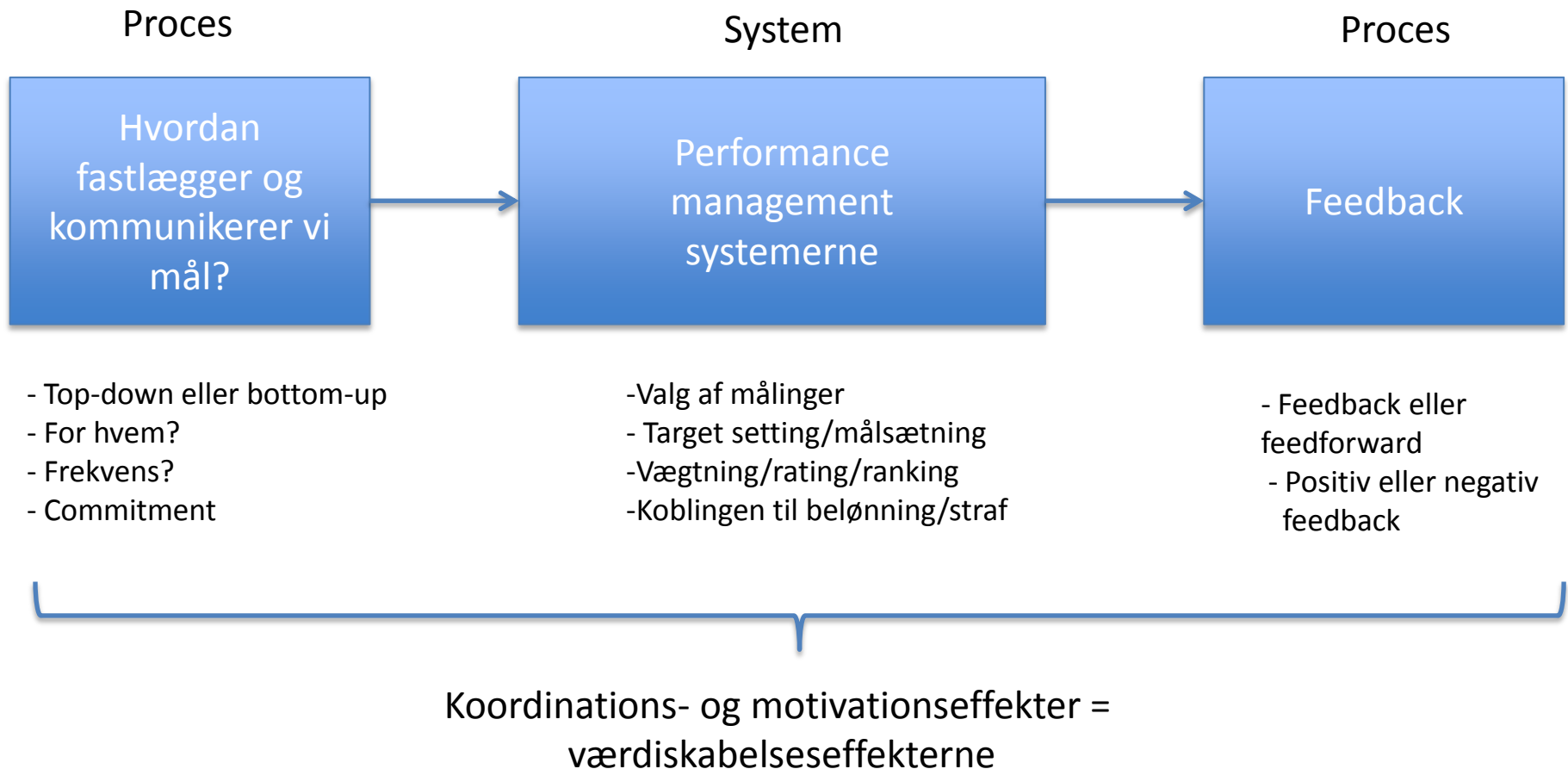


+ Bredde og nuancer
- Flertydighed

Formålene

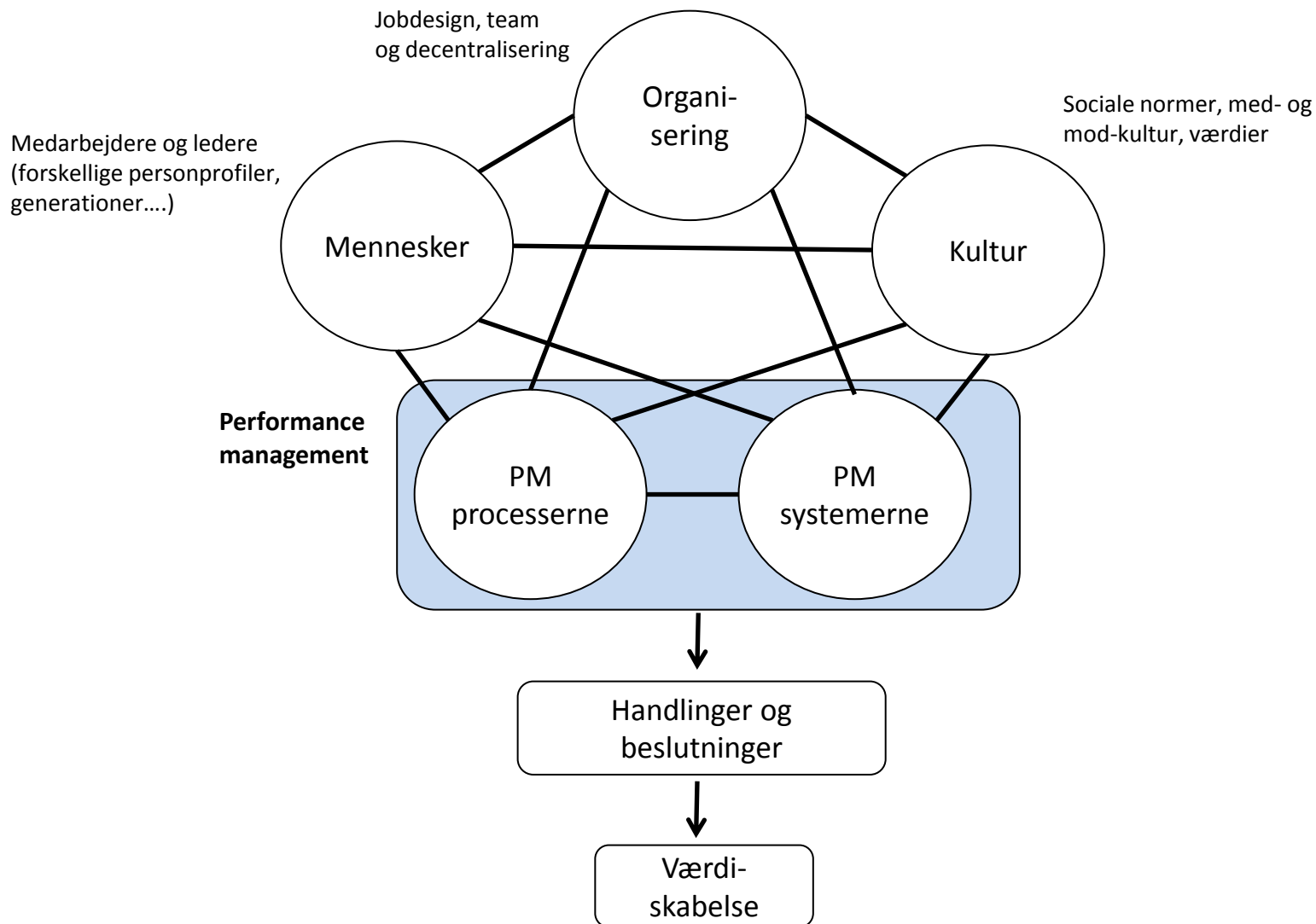


Performance management som system og proces



Hvordan virker performance management i praksis?

Om kontekstens betydning



Performance management – det systemiske



Performance
management
systemet

Valg af præstationsmålinger

- Få eller mange
- Individuelle eller kollektiv
- Objektive eller subjektive

Fastlæggelse af target/ målsætning

- Korrektioner eller ej
- Opnåelige eller udfordrende
- Absolutte eller relative

Vægtning/rating

- Få eller mange
- Individuelle eller kollektiv
- Objektive eller subjektive

Koblingen til belønning/straf

Finansielle

- Bonus
- Variable
- Lønstigninger (merit pay)
- Forfremmelse

Sociale

- Omdømme/rygte
- Transparens

Indre belønning

- Kompetencefølelse
- Autonomi etc.