

1ST TAPA HR ANNUAL MEETING

Performance Management: Entrenching a Performance Improvement Culture

24th July, 2025
ARUSHA

Kabeho Solo



THE AGENDA

**Consequence
Management**

**Meaning of
Performance
Management;
Setting Performance
Goals, Targets & KPIs**

**Implementing
Performance
Management in
Organizations**

**The
Performance
Reviews
Process**

**Monitoring
Performance,
Informal one on
ones, Counseling
and Coaching**



Definition of Performance Management

1. A Continuous Process of

- ✓ Identifying
- ✓ Measuring
- ✓ Developing

The performance of individuals and teams,
and

2. Aligning performance
with

Strategic Goals of the Organization

PERFORMANCE MANAGEMENT.....cont.

- **It is a continuous process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization's Strategic Objectives.**
- **The fundamental goal of performance management is to promote and improve employee effectiveness.**

ORGANIZATIONS HAVE TO ENSURE THEY HAVE GOT EFFECTIVE PEOPLE



Performance Management!

“Performance Management is the process of
Planning Performance,
Reviewing/appraising Performance, giving
feedback and counseling an employee to
improve his/her performance.”

Pro. L.M.Prasad (HRM,2009 - India)

“Performance is the sum of behaviours plus results:

Performance = Behaviours + Results

The definition of **performance management** then, is the **systematic and periodic assessment** of your direct report’s **behaviours and results.**” – *Leader Newsletter*

Resolving the Efforts Versus Results Conflict



E·F·F·O·R·T

YOU GET OUT OF LIFE WHAT YOU PUT INTO IT.

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RESULTS



GOAL!





Performance is consistent
results; there can't be
performance without results!

Efforts Vs Results!!

Be smart!



No one cares about
your efforts,
only the results.

TOP 5 CAUSES OF EMPLOYEE BURNOUT



1. Unfair treatment at work
2. Unmanageable workload
3. Lack of role clarity
4. Lack of communication & support
5. Unreasonable time pressure

PERFORMANCE MANAGEMENT

Why do it?

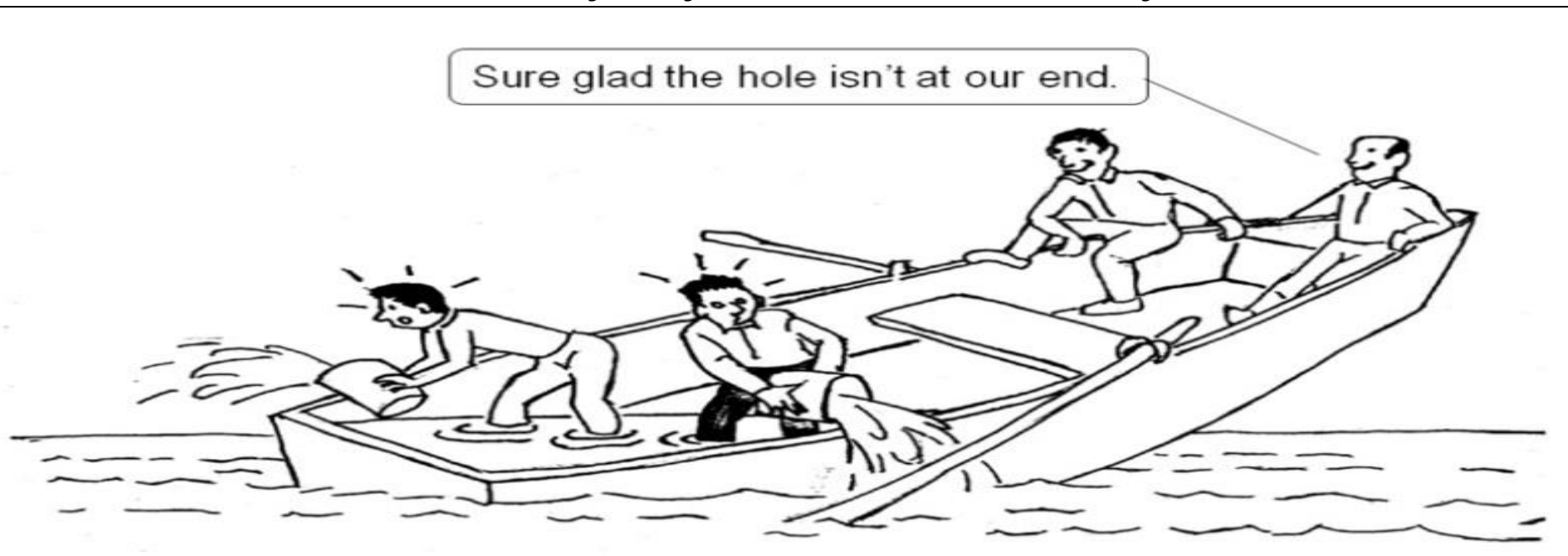
- **To achieve strategic objectives.**
- To provide quality with fewer resources.
- To eliminate non-value added efforts.
- **To align customer priorities** and expectations with the customer.
- To track progress.
- To evaluate process changes.
- **To continually improve performance.**
- **To increase accountability**

Performance Management is about Accountability!

- ▶ It is about sharing expectations (goals/objectives) hence creating certainty about what is required of Managers and Employees.
- ▶ Managing performance of teams and individuals against goals through their Personal and Team **Accountability**, thus executing strategic objectives.

PM means Taking Accountability

- In all workplaces, there is a vast library of creative excuses.
 - *I don't have enough time.*
 - *If only we had adequate staff (resources, etc.).*
 - *That's not my job. The staff can't be trusted /are incompetent*
 - *I don't know how, anyway the boss didn't say that!*



- Instead of focusing on why it can't be done or wasn't done, turn your attention to **“what else can we do?”**.



- It won't hurt for doing a little extra task, to attain your personal and corporate goals! Stop giving excuses such as: "This is Not in my job description, "I draw lines, I don't move trees"

Purpose of Performance Management

- There is much more to performance management than the annual performance review meetings. As mentioned in the introduction, performance management is a **continuous process of planning, monitoring and reviewing employee performance** with the major objective of **engaging employees, improving performance and productivity.**

How do we Increase size of the cake?



Purpose of PM

Performance Management: A system which is basically designed to help, encourage, and enable employees in an organization to achieve and sustain high work standards and improve productivity.

- Ensure fair and consistent treatment of employees.
- Provide Managers with a framework and guidance that will enable them to clearly communicate the standards of performance expected and ensure the performance objectives are met.
- Identify and implement mechanisms to enable employees to achieve the required standards and objectives of performance.
- Entrench a **continuous improvement culture** in the organization.
- **Encourage continued growth and personal development of all employees.**

The main purpose of PM is Growth

Everyone's growth takes different time.

Differentiating between Performance Management and Appraisal

Performance Appraisal

Setting work standards, assessing performance, and providing feedback to employees to motivate, correct, and continuously improve their performance.

Performance Management

An integrated approach to ensuring that an employee's performance supports and contributes to the organization's strategic goals/objectives.

PM is NOT performance appraisal

- ▶ Remember: Performance Appraisal is a means to an end.....!
 - ▶ Must be aligned with the Organization's Strategic objectives
 - Coordinated by HR
 - Driven by Line Managers
 - ▶ Ongoing feedback (both informal - continuous and formal -Quarterly or Twice a year)
-
- **So that the employee can improve both Behaviour and Performance!**

A good PM System: 10 Characteristics

1. Congruent with organizational strategy
2. Thorough
3. Practical
4. Meaningful
5. Reliable

An Ideal PM System:

10 Characteristics (continued)

- 6. Acceptable and Fair
- 7. Inclusive
- 8. Open (No Secrets)
- 9. Correctable
- 10. Ethical

1. Congruent with Organizational Strategy

- **Consistent with organization's Strategy, Vision, Mission and Values**
- Aligned with Departmental and Organizational Objectives

2. Thorough

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

3. Practical

- Available
- **Easy to use**
- Acceptable to decision makers
- Benefits outweigh Costs

4. 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 skills development

5. Reliable

- Consistent
- Free of errors
- **Inter-rater reliability**

6. Acceptable and Fair

- Perception of Distributive Justice
 - Work performed → Evaluation received → Rewards given
 - **Correlation of scores/ratings with Results**
- Perception of Procedural Justice
 - Fairness of procedures used to:
 - Determine ratings
 - **Link ratings to results to rewards**

6. Managing the Consequences

- **Fairness includes – facing the consequences**

Any performance management system will not be fully effective without processes to manage the consequences of varying levels of performance.

7. Inclusive

- ▶ **Represents concerns of all involved**
- ▶ When the system is created, employees should help with deciding
 - ▶ **What** should be measured
 - ▶ **How** it should be measured
- ▶ Employee should provide inputs on performance prior to evaluation meeting
E.g. Role Clarity, Role in the Value-chain, Team and Individual contributions

8. Open (No Secrets)

- Frequent, ongoing evaluations and **honest feedback**
- **A 2-way communication in appraisal meetings**
- Clear standards, ongoing communication
- **Communications are factual, open and honest!**

9. Correctable

- Recognizes that Managers are human beings! So they too, make mistakes.
- **Appeals mechanisms provided!**

10. Ethical

- **Supervisor suppresses self-interest!**
- Supervisor rates only where he/she has sufficient information about the performance dimension - **evidence?**
- Supervisor respects employee privacy and confidentiality.

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



On-going



Monitor

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



End of Performance Management Cycle



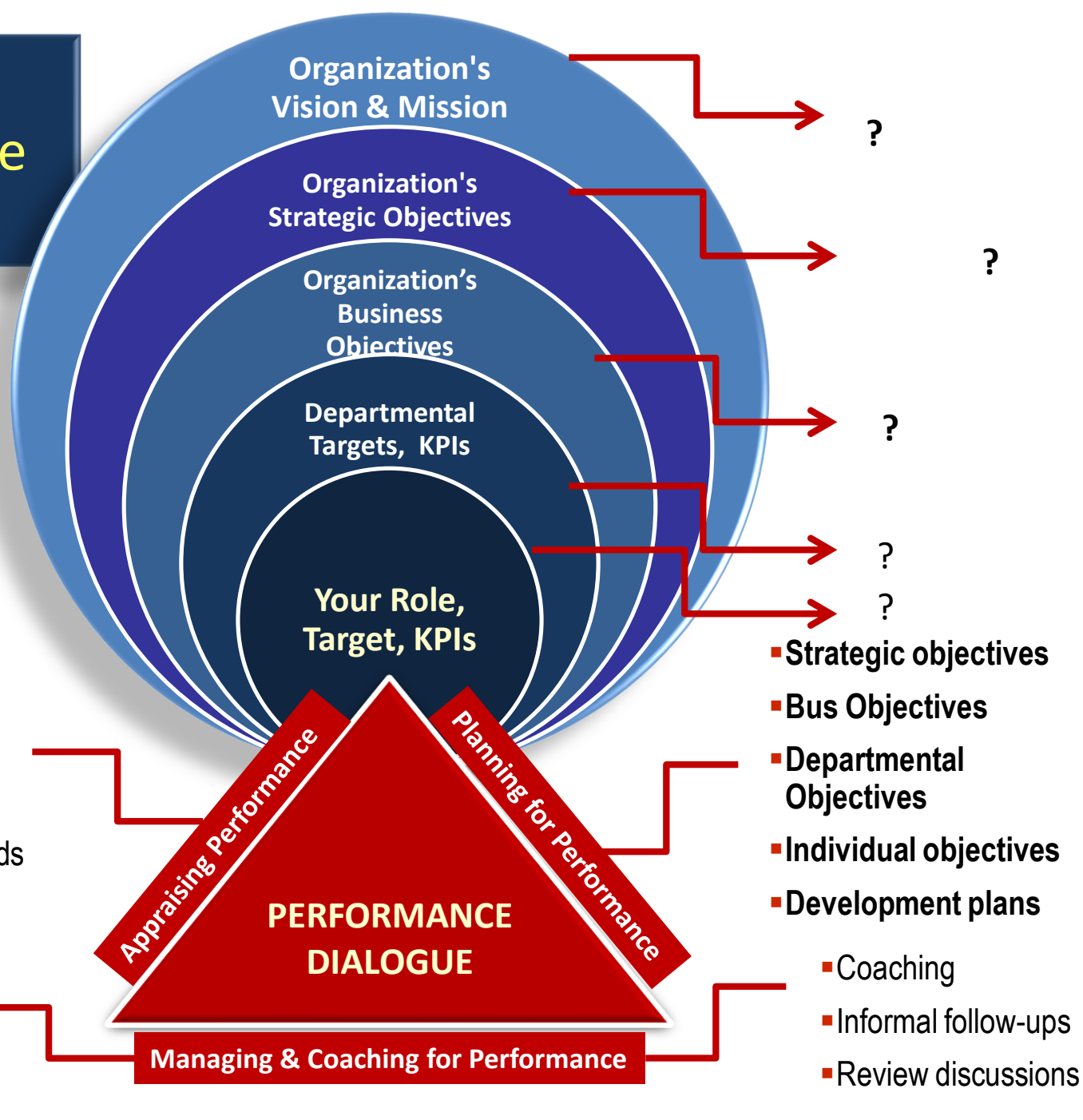
Review and Evaluate

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

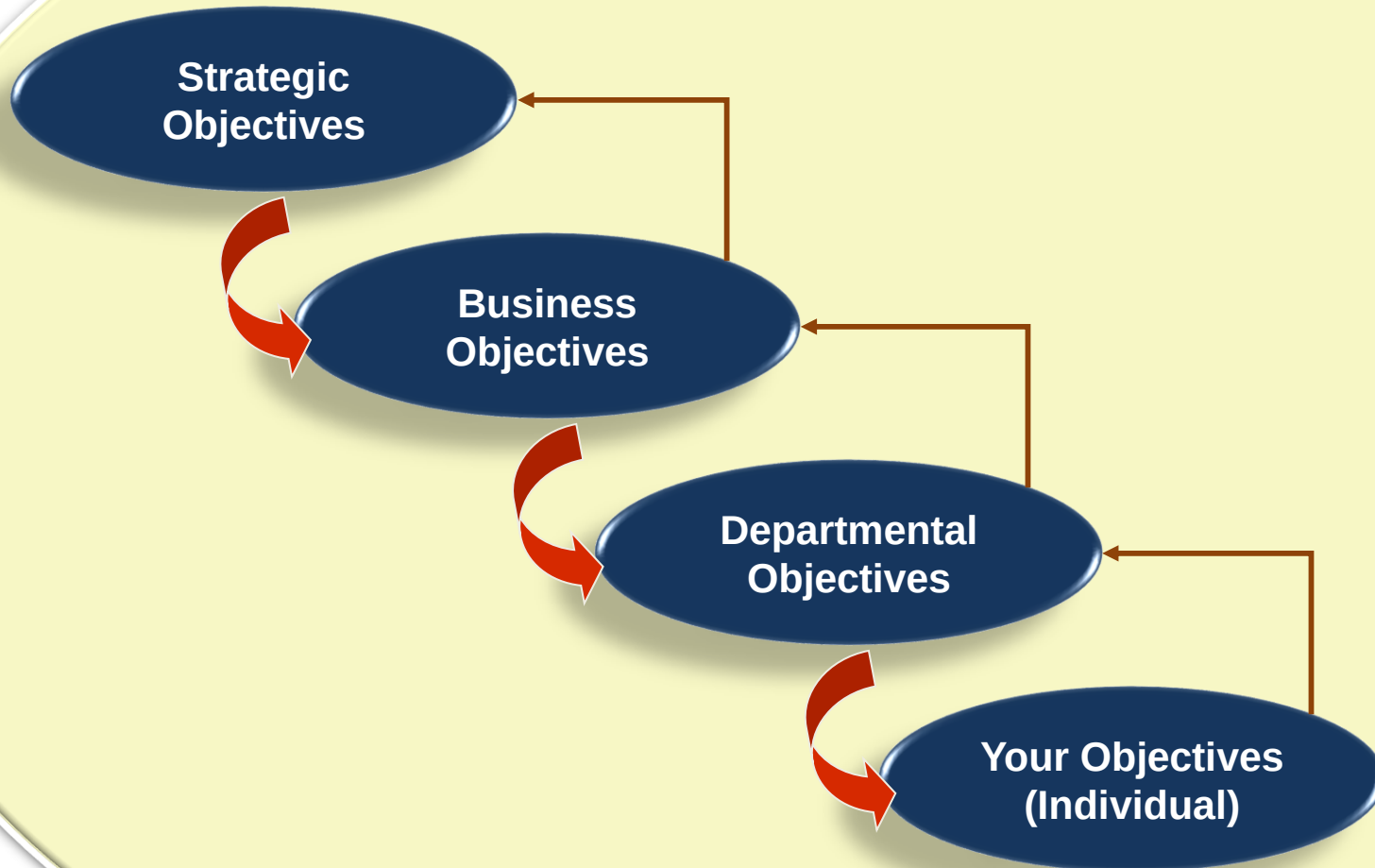


The Performance Dynamics

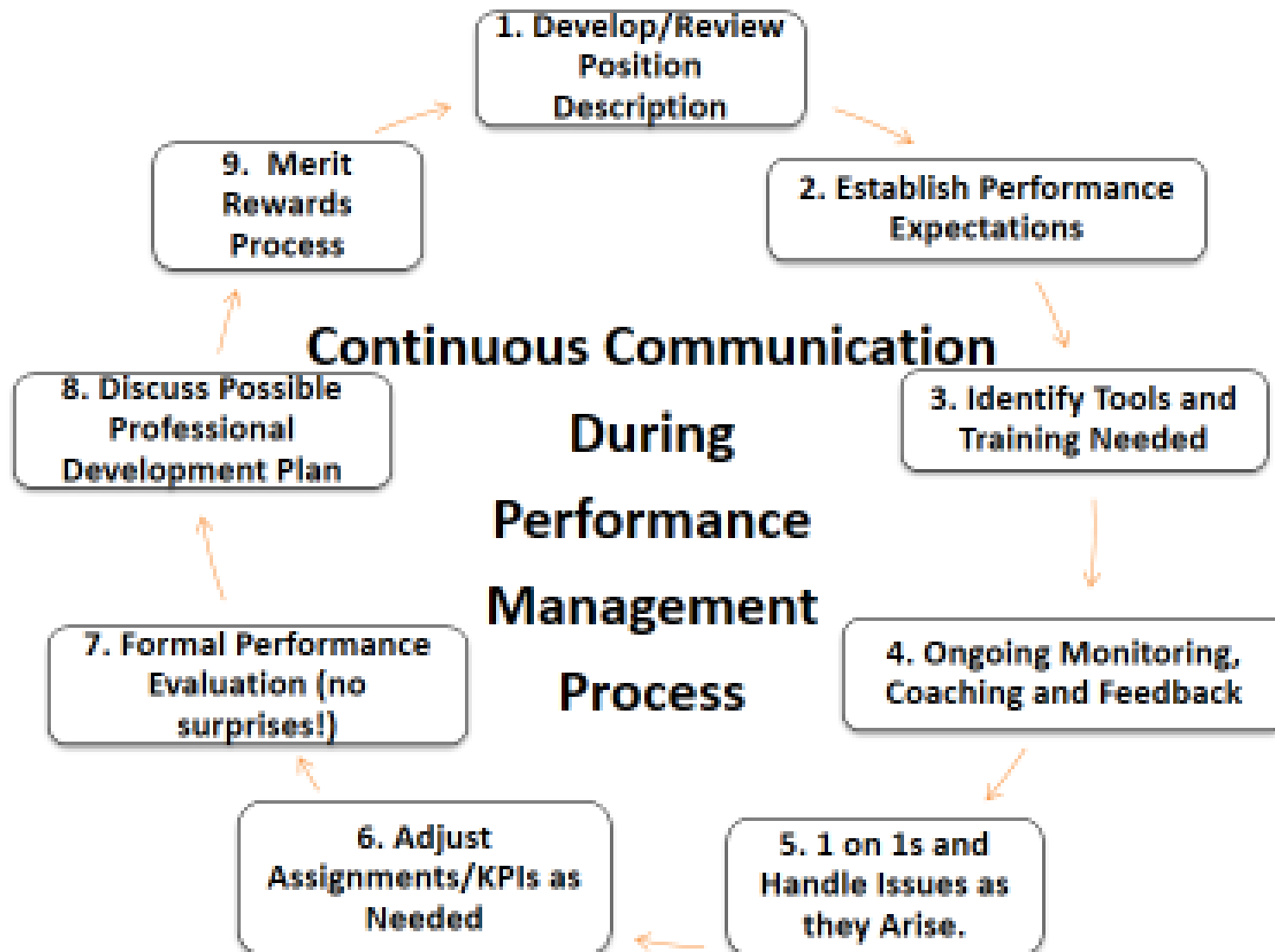
Organization's
5yr
KPIs



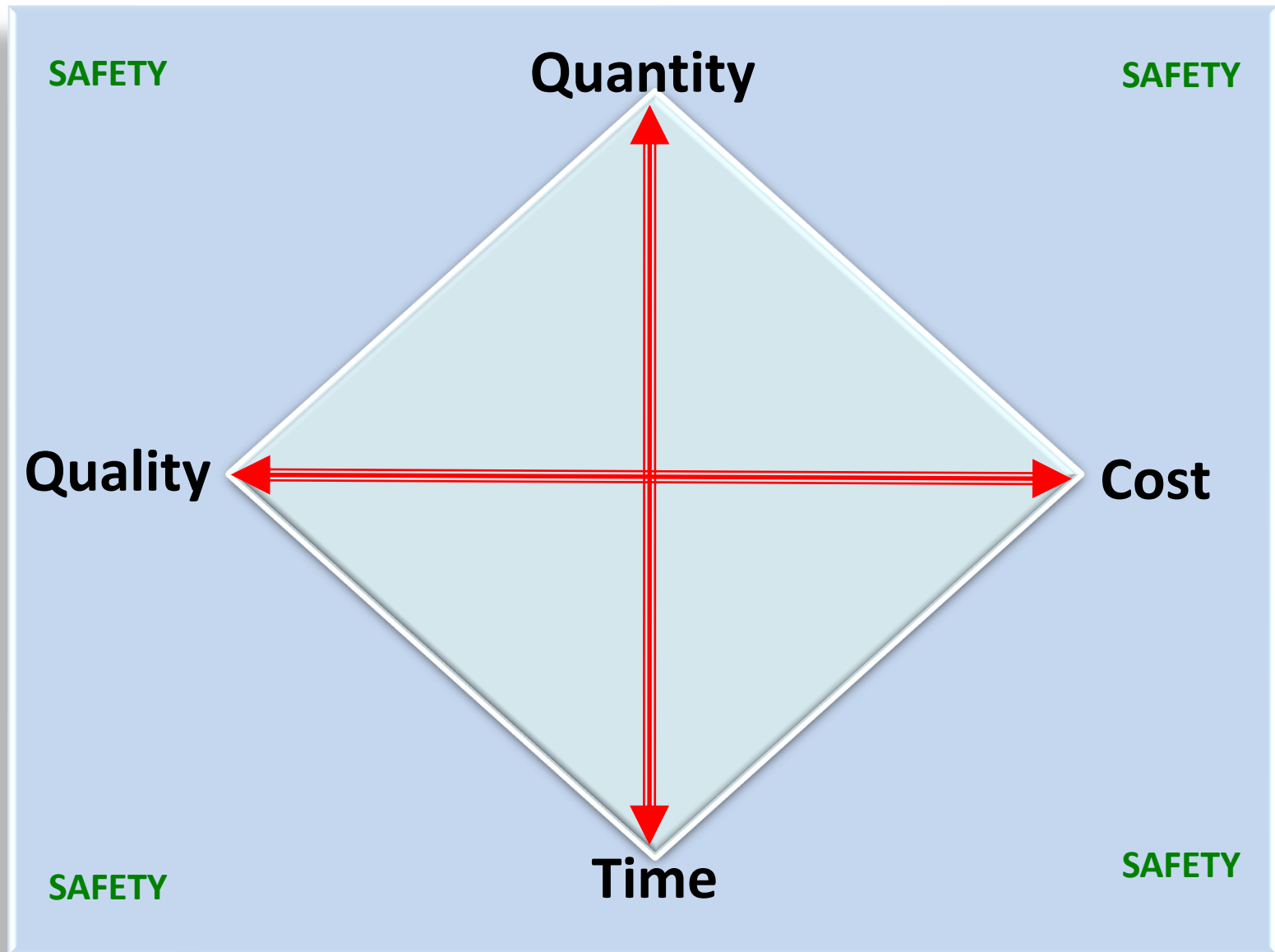
Cascading Performance Objectives



Performance Management.....



Performance Standard Criteria



MONITORING PERFORMANCE

- For a performance management system to be effective, employee progress and performance must be continuously monitored. Monitoring day-to-day performance does not mean watching over every aspect of how employees carry out assigned activities and tasks. Managers should not micro-manage employees, but rather focus their attention on results achieved, as well as individual behaviors and team dynamics affecting the work environment. During this phase, the employee and manager should meet regularly to:

.....Monitoring

- Assess progress towards meeting performance objectives
- Identify any barriers that may prevent the employee from accomplishing performance objectives and what needs to be done to overcome them
- Share feedback on progress relative to the Objectives

....Monitoring

- Identify any changes that may be required to the work plan as a result of a shift in organization priorities or if the employee is required to take on new responsibilities
- Determine if any extra support is required from the Manager or others to assist the employee in achieving his or her objectives.

Continuous Coaching

- Performance management includes coaching employees to address concerns and issues related to performance so that there is a positive contribution to the organization. Coaching means providing direction, guidance, and support as required on assigned activities and tasks. As a coach, managers need to recognize strengths and weaknesses of employees and work with employees to identify opportunities and methods to maximize strengths and improve weak areas.

.....Continuous Coaching

- The role of the coach is to **demonstrate the required skills and to give the employee all the necessary tools and support, regular feedback, and encouragement** while he or she practices new skills. **Good listening skills on the part of the coach, together with the ability to deliver honest feedback, are crucial.**

Major Steps of Managing Employee's Performance

First, performance and results expectations and standards of performance are established and communicated to employees

The Supervisor then observes behaviour and performance results, comparing them to the standards set.

Finally, the Supervisor provides reinforcement for acceptable or excellent performance and works with employees to develop remedies for inadequate performance

Stage 1: Establish and Communicate Expectations.

- During the planning process and related action plans, the supervisor spells out who is to do what in order to accomplish the department objectives.
 - This information will indicate what each employee must do in order to help the department or work group meet its objectives.
 - One approach is to list three to five major responsibilities of each position; then focus on these responsibilities.

Stage 2: Observe and Measure Individual Performance

- The Supervisor should continuously gather information about each employee's performance.
 - It is an ongoing process, not something the Supervisor saves to do when filling out appraisal forms.
 - You had earlier agreed the KPIs with your subordinates.
 - Performance appraisals should focus on behaviour and results.

Stage 3: Reinforce Good Performance

- To keep employees motivated and informed, the supervisor needs to tell them when they are doing something right, not just when they are making a mistake. Reinforce good behaviour and performance by pointing out to employees:
 - You observe how they have been performing
 - §The areas in which their performance is good.
 - §Where the employee falls short of the standards.

Reinforcing Good Performance

- In the world of work we need to look at a person with his relationships in his work environment!
- How do you build positive relationships between the individual employees, their colleagues and their Supervisors?

Performance Appraisal

- (1) According to **Edwin Flippo**, "Performance Appraisal is the systematic, periodic and impartial rating of an employee's excellence, in matters pertaining to his present job and his potential for a better job."
- (2) According to **Dale Beach**, "Performance Appraisal is the systematic evaluation of the individual with regards to his or her performance on the job and his potential for development."

What is appraisal?

An opportunity for job holder and Leader to discuss job performance in terms of:

- past performance
- strengths and weaknesses
- potential
- personal concerns
- future objectives and actions

APPRAISAL PROCESS

- The Performance Appraisal process involves the following steps :
- (1) Establish the Standards of Performance. (6)
- (2) Communicate these standards to employees.
- (3) Communicate the rating to the employee
- (4) **Measure the actual performance**
- (5) **Compare actual performance with the standards established.**
- (6) In case of variation, ask for reasons and initiate corrective action.
- (7) Discuss the feedback with the employee.
- (8) Initiate corrective action (PIP), if required .

Benefits of appraisal

To the organisation:

- Identifies training and development needs
- Identifies potential Employees
- Improved Organisational performance
- Focuses efforts and resources on key objectives
- Increases morale for Staff
- Input for Succession planning

Benefits of appraisal

To the Manager:

- Builds knowledge of own staff
- Builds relationships
- Exchange of ideas
- Helps to resolve challenges
- Strengthens Manager's role
- Provides feedback

Benefits of appraisal

To the job holder:

- Identification of strengths
- Identification of development needs and opportunities
- Agreement on actions and improvements
- Provides direction and motivation
- Opportunity to exchange views

Effective Performance Appraisal Requires Preparations

- Think through what you want to address in the meeting, confirm the facts of the performance issue and make sure you know and can describe what happened or is happening in performance.
- **Be clear about what the issue is and about the consequences if the employee's performance does not improve and the support he/she needs.**

The Performance Discussion

- Plan to meet in a location where there will be privacy and minimal interruptions (note that in a unionized environment, you may have to invite a union representative to be with the employee during the discussion).
- Be calm, so that you can approach the discussion objectively and with clarity!
- Using a non-threatening tone, describe the performance issue in an objective, factual, nonjudgmental way, *providing specific examples.*

Providing Feedback

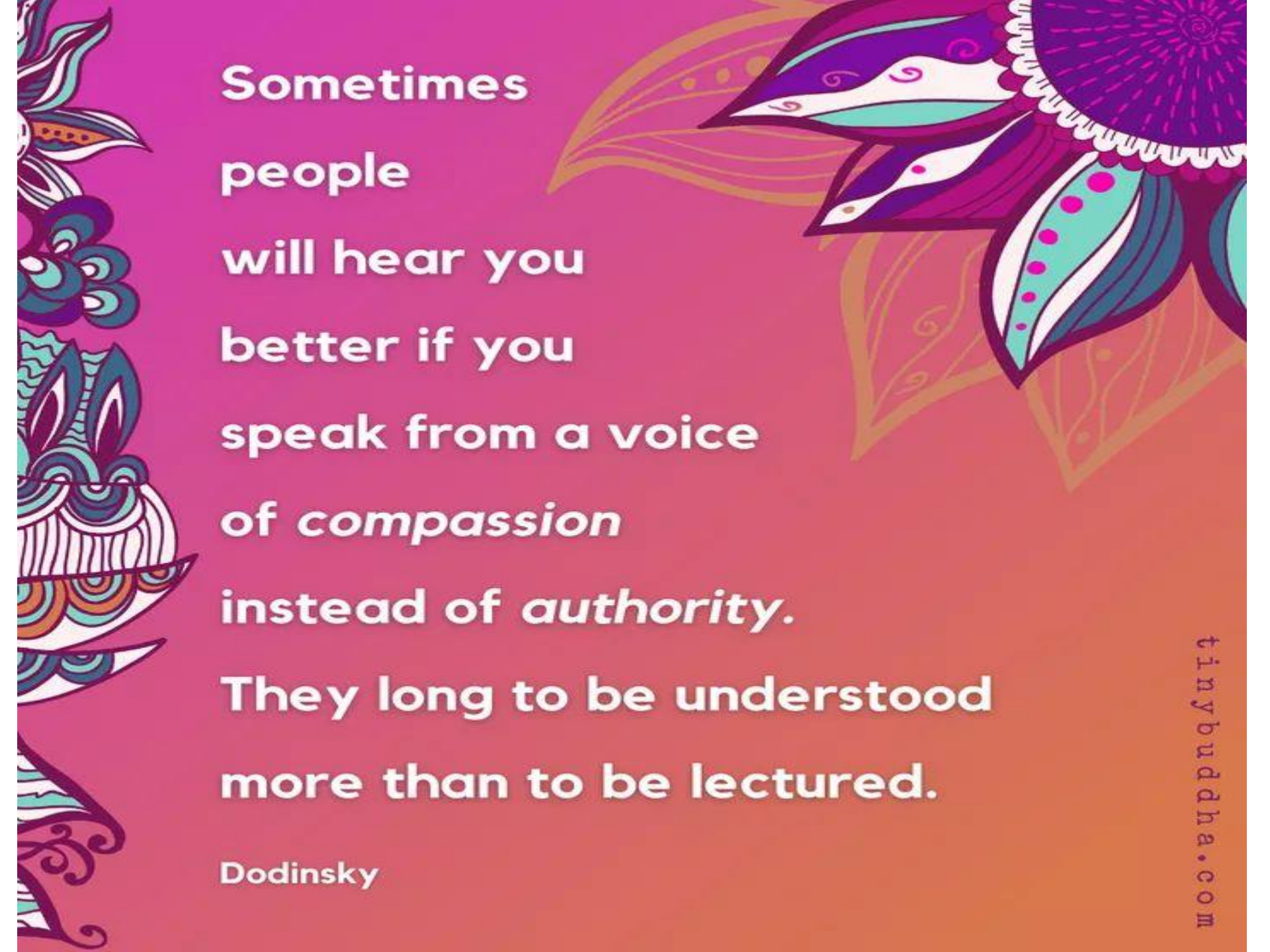
- **Positive feedback involves telling someone about good performance.** Make this feedback timely, specific and frequent. Recognition for effective performance is a powerful motivator!
- **Constructive feedback alerts an individual to areas in which performance could be improved.** It is descriptive and should always be directed to the performance issues, not on personality.

Listen more and speak less!

- Give the employee more “airtime”!
- Have the employee describe the situation from their own perspective and allow them to provide an explanation. Be open to any new insights that may arise.
- Ask the Employee on how he/she enjoyed the journey and how the job needs to be enriched to make it more meaningful and value adding.

Appraisal Skills

- Skills Required : **Communication**
 - Listening!
 - Rapport building(build trust)
 - Questioning?
 - Ability to give honest feedback
- Ability to focus on the beauty of the Rose rather than the thorns! - Do you use the Appraisal sessions to encourage improved Behaviour and Performance?



Sometimes
people
will hear you
better if you
speak from a voice
of *compassion*
instead of *authority*.
They long to be understood
more than to be lectured.

Dodinsky

Agree on Action Plan

- Ask the employee for their suggestions for addressing the issues at hand and offer your suggestions, if necessary.
- Agree on a specific plan of action: including what the employee will do, how they plan to do it and within what time period and the kind of support they need from the Manager.

Follow Ups

- Monitor results and meet periodically to discuss progress on performance.
- Provide positive reinforcement for improvement and continue to offer support.
- If the issue has not improved or been resolved over the specified time period, enact the consequences as discussed in the action plan.

The Appraiser should:

- Discuss the job, the work and the operational challenges/achievements rather than focusing on the personality
- Listen to what the Appraisee says and if essential, criticize behavior and performance, not the person;
- If at fault admit it and ask questions whenever the Appraisee makes a comment that is not understood
- Avoid discussing:-
 - **other employees**

Wacha



umbea



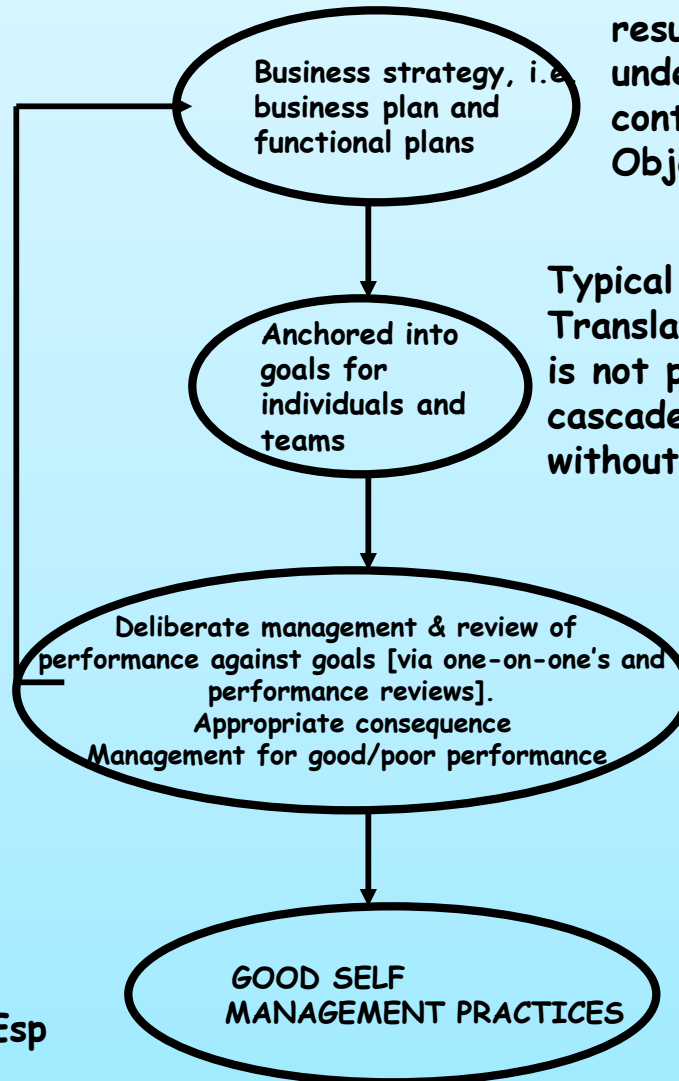
Nobody has ever gone up by bringing others down, and no one has ever crossed to the other side by cutting others to pieces. You can never use rumors, gossip and lies to achieve your purpose. Always be aware of people who sweet talk you by assassinating other people's characters in your presence, the same saw they use to cut others in your presence they will use it to cut you in your absence.

Typical errors picked up from Performance Management

Typical error 1:
Strategy is not sufficiently
clear/known for translation into
meaningful goals.

Typical error 2:
Insufficient communication,
resulting in limited
understanding of business
context, including strategic
Objectives.

Typical error 3:
Translation of strategy into goals
is not properly done, e.g. it is a
cascade into functional structures
without considering Customer needs.



Typical error 4:
Managers do not use goals to
actively manage the performance
of individuals and teams.
Goals are
not kept alive. The spirit is
compliance rather than passion.

Typical error 6:
No/inconsistent management of
consequence, both for good
performance and/or poor
performance

Typical error 5:
Employees are not expected
to take full
ownership and accountability
for delivery against goals. Esp
Supervisors?

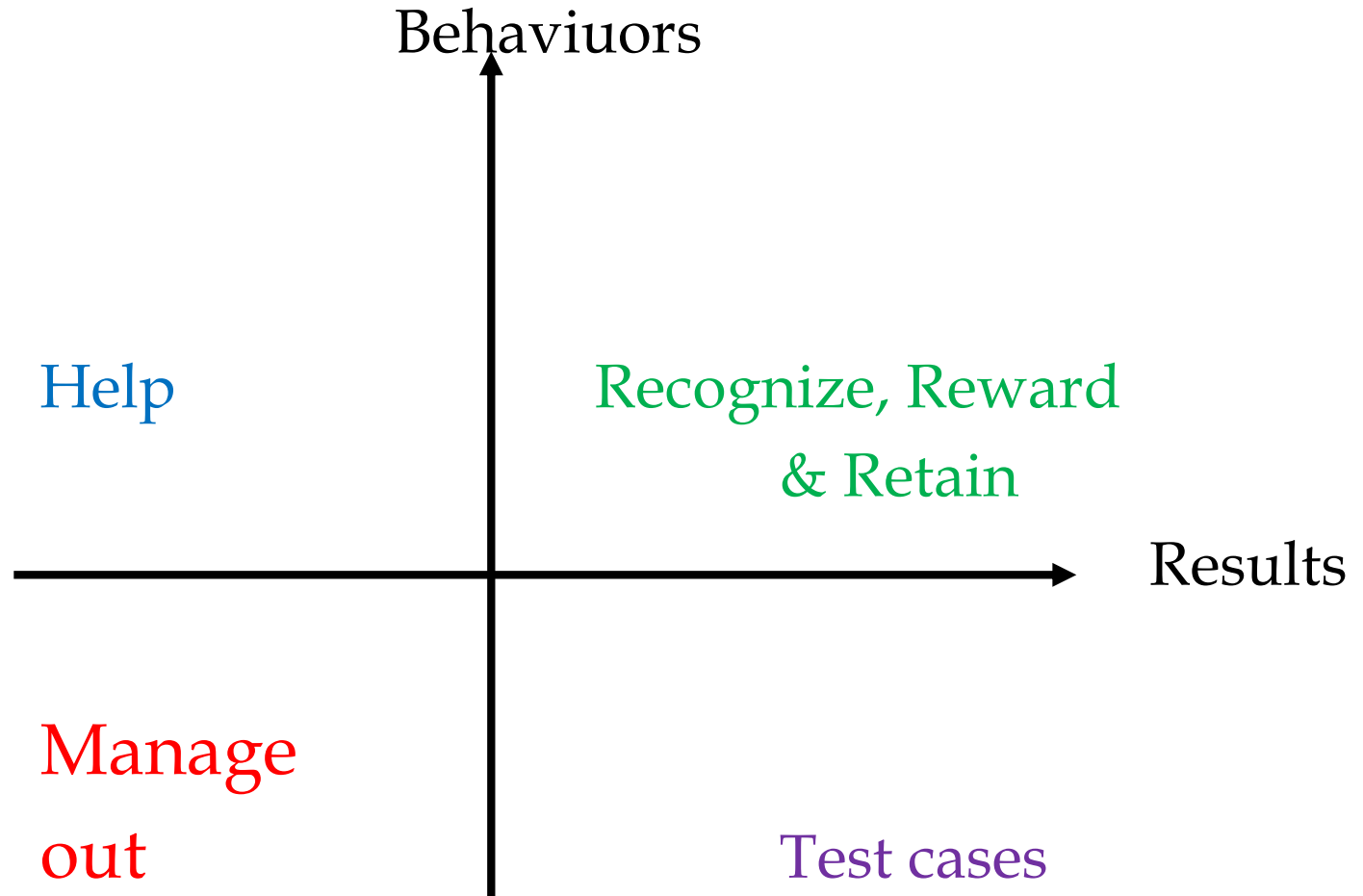
Common Performance Management Mistakes

- Focusing only on Performance Appraisals only
- Starting too late, Setting Objectives when the Financial Year has already started
- Not linking individual objectives and KPIs to the organization's strategic plan and budgets
- Line Managers and sometimes HR not involved in the planning process (from SP to Business Plans)
- Chasing only the WHAT and forgetting the HOW!
- Not considering gender issues, diversity and inclusiveness

Other Pitfalls to Avoid

- **Lack of leadership – Tone at the Top!**
- **Lack of communication**
- **Lack of transparency**
- **Lack of understanding**
- **Making assumptions about culture change**
- **Lack of follow ups and honest feedback**
- **Lack of Consequence Management**
- **Not institutionalized**

Performance Management



Employees feel more empowered when they work for a Company that helps them improve and do their job better.

**“ Mtu yoyote aliefanikiwa na
atakubali kufanikiwa ni yule
ambae atakubali kwenda
kinyume na MAZOEA ”**

Ruge Mutahaba

Muasisi wa Fursa



CONCLUSION

Performance Management is **how we manage the performance of both Teams and Individuals** against set objectives through **Personal Accountability and collective responsibility** which drives execution of the Strategic Plan in a way that shapes a **high performance, high engagement culture** and ensures sustainable business performance and growth.

CONCLUSION.....

Public Institutions must be keen in developing and supporting a high performance culture in which Employees(individuals and teams) **take responsibility for their individual and team performance and for the development of their own skills** within the frame provided by a **robust system and Supportive Leadership.**

Final Conclusion..... What Research says about Performance Management

CEB | SHL Talent Measurement



Personality & Behavior:
Identify the Qualities that
Drive Performance

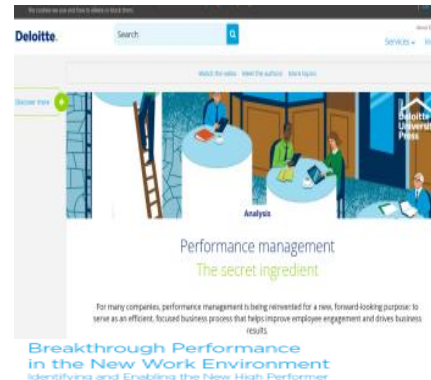
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SHRM Foundation's
Effective Practice Guidelines Series

Building a High-Performance Culture: A Fresh Look at Performance Management

By Elaine D. Pulakos, Rose A. Mueller-Hanson, Ryan S. O'Leary,
and Michael M. Mayrowsky

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1. Performance
management is
not rocket science!

2. The single most
important
performance
driver is
Leadership

FINAL CONCLUSION

- **Performance management is about Leadership; Delegating and taking Accountability; inspiring People and taking the Lead (Role modelling).**
- **As a Leader, you have to know the way, show the way, and go the way!!!**

Performance Management is about Leadership, and Leadership is about entrenching a continuous improvement culture

“ A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better.” *Jim Rohn*

BUT in the process of managing People sometimes you cannot avoid “pissing People off”!!! Colin Powell

LEADERSHIP tous means:

- We need to love one another here, collaborate and respect each other.
- **Preparing a conducive environment for your People to Perform to their best and be Accountable!**

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One Key Question to Managers!!

“How do I create a work environment and a sense of purpose that literally merits the gifts of innovation, creativity, passion and performance improvement?”

**Remember: About 75% of Employees
leave bad Managers!!**

**“When a flower doesn't
bloom, you fix the
environment in which it
grows, not the flower”**

Alexander Den Heijer

It's Not going to be Business
as Usual!!

Renewing Our Spirit

Mounting Up With Wings As Eagles

