

Performance Management - Sole Soul to Succeed Set Goals

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Abstract: *The veracity of Performance Management is very vast endlessly. The levels when comes to explanation are umpteen in number. Performance Management has close relations with Talent Management, Training Methods, Decision Making, Change Management, Material, Production and Marketing Managements and last but not least Disaster Management. Each one is dependent on each one for attaining targets or goals or aims. So, to say Performance Management is ubiquitous, unique, silent, soft and sole man event. Therefore, Performance Management is the most vital element that supports the Human Resources to codify and concoct policies connected to Career Development, Competency Recognition, and reward. Human Resource play an important role to accomplish targets of organization either it is service oriented of manufacturing units or divisions in terms of accruing profits. Customer Relation Management, Optimum utilization of available resources like Finance, Human Resources, Materials, etc., should be the key note and the route of all these have emanated from the root Performance Management. Performance is closely related to the way one works to meet the end result by doing perfect and flawless allotted duty with responsibility. But Performance is always rated by result. Hanuman located Sita in dense forest in Lanka - that is the end result. But how many hurdles he faced on the way do not count. Only end result matters most.*

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Introduction

Performance management is a systematic, ongoing process in which managers and staff routinely work together to match individual goals with more general corporate objectives. Modern performance management functions as a dynamic feedback loop intended to empower growth, maximize employee value, and continuously optimize overall company execution rather than exclusively depending on conventional.

There were volumes of books written by number of great persons on the basis of their perceptions, observations, empirical knowledge and wisdom. All of them touched certain subjects in their study. A few are: Performance Appraisals of workforce, Performance of materials supplied by vendors, Performance of Planning, Performance Benchmarking, Performance Metrics, etc.

According to Dr. T. V. Rao "Performance Management involves, thinking through various facets of performance, identifying critical dimensions of performance, planning, reviewing, developing and enhancing performance and related competencies".

Performance management can be split up as performance plus management. In fact, Performance Management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities, knowledge on the subject work and exhibition talents.

As a matter of fact, in the present scenario, several car manufacturers, including Honda, Hyundai, Maruti Suzuki, Kia, Mahindra and Tata Motors, are competing fiercely for buyers. Some companies also collaborate with foreign partners. They introduce new models every year, incorporating advanced technologies to attract customers. Petrol, diesel, electric (EV), CNG and hybrid variants now adorn showrooms. Factors such as fuel efficiency, low maintenance costs, strong body construction, safety features and attractive festive discounts play a crucial role in influencing buyers' choices. Ultimately, customer satisfaction and value for money should determine a car's success. PERFORMANCE in all aspects of any item, small or big matters more with effective and efficient team work. Coming together is beginning. Speaking together is progress and Working together is success. This is evidently possible if Performance goes in right direction.

In the present day, business world, qualifications in the relevant field, talented and knowledgeable employees are the most valuable assets of any organization. Other major parts to evolve the subjects are: pay for performance, rewards for good team work, etc. Organizational performance as well as individual performance are the main templates in Balanced Scorecard. The BSC is an ingredient of management

system of any company that tracks and reports data from fore core and critical perspectives, viz., strategic, financial, operational and customer service.

Definitions of Performance Management were explained in different ways which are referenced and cited in the following:

- "I think it is most effective to see Performance Management as an ongoing process of communication and consistent feedback with the aim of improving and refining Performance is the best way to view it", (A. Michael D. Haberman, Co-Founder, Omega HR Solutions, Inc.).
- "When the deep desire for improvement combines with the right environment, any Performance Management program will thrive", (B. Kevin Freitas, Chief Human Resources Officer, Dream 11).
- "When assessing Performance capabilities, programs must be able to compare the Performance of Robots and Machine Learning to the Performance of the people", (C. Dr. John Sullivan, Professor, Corporate Speaker and Advisor).
- "Instead of a copy-pasting a practice that proved to be successful in another organization, on one side, an organization should actively listen to what their employees want and care about", (D. Soumyasanto Sen, Co-Founder & Partner, People Conscience).
- "An effective Performance Management Program should make the employee responsible, share real-time feedback and recognize performance", (E. Harjeet Khanduia, Vice President of Human Resources at Reliance Jio).

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Acrostic-Style Breakdown of the Word PERFORMANCE

This is a clever and accurate acrostic-style breakdown of the word PERFORMANCE. Every single target letter is found within its corresponding success-oriented action verb:

This breakdown of the word *performance* in the form of an acrostic is correct and smart. Each target letter can be found in the success-oriented action verb that corresponds to it:

- P is the 3rd letter in Implement
- E is the 1st letter in Execute
- R is the 2nd letter in Prosper
- F is the 1st letter in Fulfill
- O is the 4th letter in Accomplish
- R is the 3rd letter in Perfect
- M is the 3rd letter in Complete
- A is the 1st letter in Achieve
- N is the 3rd letter in Finish
- C is the 3rd letter in Succeed
- E is the 8th letter in Capable

Creating this word or any new word can be used for a motivational presentation or speech.

Another way to break down the acronym PERFORMANCE into strategic and action-oriented terms to promote execution and success is as follows:

- P = Planning
- E = Enforcing
- R = Responding
- F = Formulating

- O = Organizing
- R = Rejuvenating
- M = Monitoring
- A = Accomplishing
- N = Navigating
- C = Cherishing
- E = Enriching

Decision Making in Performance Management

Decision Making is a very critical and crucial caricature in Performance Management. A decision taken after thoroughly observing and searching the consequences will have greater impact positively or negatively. A wrong decision may affect badly the future of the enterprise and a right decision may result in multiple profits. A few examples are: some of the Public Sector Enterprises in India like Fertilizer Corporation of India Limited, Ramagundam were wound up when Government decisions went wrong. The latest profitable company Vizag Steel Plant is in the process of sale on account of losing profits. Work force demands for captive mines but denied by the Administrative Controller. Though the PERFORMANCE of the inputs and industry is up to standards, the decision leads to despair. At the same time, Coco Cola private industry took a decision to sell this drink in 100 ml bottles for Rs. 10/-. This version resulted in big hit mostly in villages and it yielded crores of rupees profit. Decisions are ingredients of PERFORMANCE MANAGEMENT. Hence decisions are choices among many alternatives.

It is quoted by many authors that Decision Making should be the correct and core engine of the Performance Management turning data about employee and the outcome of any business into smart actions that finally appear reaching company targets. Why Decision-Making matrices are vital agents in Performance Management? This question has many answers propounded by authors and thinkers on this most valuable subject:

- When working teams fall off track, effective and relevant decisions set right the defective systems only to improve measures in Performance.
- Identified training needs help Managers decide where workforce struggle and enhance skills in performing allotted works.
- Timely decisions fix operational bottlenecks and address employee challenges in order to improve business productivity.
- To perfect the performance, two important and significant elements carry heavy weight. They are KPIs (Key Performance Indicators) and OKRs (Objectives and Key Results). The KPIs and OKRs though different in its approaches (KPIs tell where OKR needs and OKRs help permanently improve a KPI). THIS CANNOT BE REACHED UNLESS WISE DECISIONS ARE TAKEN BY MANAGERS IN CONSULTATION WITH EXPERTS IN THE FIELD CONCERNED.

F W. Taylor opined that rigorous analysis of input, output and costs help development of any business. No place for guess work. How correct decisions enrich the performance? A few citations:

- Peter Drucker, Father of Management said: 'The boss should periodically ask the subordinates - Am I in anyway obstructing your work? What can I do to enable you to do your work in a better way'.
- Alfred Sloan, Chairman of General Motors (US) took impartial decisions to augment the existing version in his company. 'All board members agreed with the proposals of Chairman. But Sloan adjourned the meeting and advised members to come with alternative proposals/decisions.

The decisions are very crucial in updating and refining the ever-growing performance in more speedier and with precision than the existing schemes.

Models in Performance Management

There are many models in PERFORMANCE MANAGEMENT. Experts exposed to their experiences in service or manufacturing fields are also creating new concepts of Models. A few Models of great men are

SMART Pyramid. Model (Strategic Measurement and Reporting Technique): This concept was developed by Dr. AN Wang in 1951. This model was introduced emphasizing the need to focus on the organization's external effectiveness and internal efficiency while measuring the PERFORMANCE of the workforce.

The Performance Pyramid /SMART Pyramid: It was developed at Wang Laboratories and it was further developed by Lynch and Cross (1991) after gathering feedback from the heads of the Institutions of hundreds of organizations. It is an effective tool to improve the link between the organizational vision /strategy and its business operations. The Pyramid is divided into four levels which focus on both the internal efficiency and external effectiveness of the organization.

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Tactics Level

This level comprises three stages:

- Stage A: This is known as "Task System" entrusted to engineers.
- Stage B: It involves decisions.
- Stage C: At this stage actual PERFORMANCE is compared with exemplary standards.

Spangenberg's Integrated Model of Performance Management: It also consists of three levels, such as:

- Organizational level
- Functional level
- Individual level

Royal College of Nursing (RCN) Model: which consists of various limitations in Performance Management.

ATI Model of PM: In this model some methods of training are better suited to certain type of individuals. ATI (Attribute Treatment Interaction) method was developed by Professor Ruth Kanfer and Phillip Ackerman. This theory is known as "Cognitive Resource Allocation. Performance always refers to an employee effort towards the job and the outcome of such effort. Performance focuses mainly on shared organizational objectives and principles. Here one important aspect is needed to be mentioned:

- Students' performance in their studies
- Parents' attitude in guiding their children
- Teachers' role is not only teaching syllabus but digressive method also required to keep the young minds afresh
- One should never ignore the unpaid labourer that is Mother who prepares delicious food. If she lightly neglects, the food may go waste.

Above are all coming under the fence of Performance Management.

Performance Shaping Factors: Yerkes - Dodson's Law: Organization can improve performance Shaping Factors with the help of following strategies.

- Good and professional working environment should be maintained in the Organization.
- Discrimination between employees should not be allowed.
- Effective Training Programmes should be conducted.
- Opportunities should be provided to the employees at various levels.

Work of employees should always be monitored and motivated. Thus, from the above strategies, organization can take out effective and efficient work from the employees.

Performance Appraisal Process

A. M. SARMA gave a detailed note on Performance Appraisal Process. A brief note is given below:

1. Establish Performance Standards: The appraisal process begins with the establishment of performance standards. Appraisal system requires performance standards to serve as Benchmarks against which performance is measured.

2. Once performance standards are set, it is necessary to communicate their expectations.

3. Measure actual performance such as:

Personal Observation

Oral Reports

Oral reports and

Written reports

Each has its strengths and weaknesses. What is to be measured is probably more critical to the evaluation process than how we measure.

4. The fourth step in the appraisal process is the comparison of actual performance with standards to find out if there are any variants between the two.

5. The final step in the appraisal is the initiation of corrective action when necessary. Corrective action can be of two types: One is immediate and deals predominantly with symptoms. The other is basic and delves into causes.

Creating Performance Standards to Communicating the Performance Standards to Measuring Actual Performance to Comparing Actual and Standard Performance to Communicating the Appraisal to Taking Corrective Actions.

Corporate Performance Management:

In spite of putting many efforts as per set standards sometimes Performance may not give results. For examples out of many missiles sent into space, some crashed. Chandrayaan-2 did not do well. We cannot say Performance or its Management is not up to the mark. So, also many manufacturing goods pass through Quality Control Departments, yet mishaps happen. Hence performance reviews are taking place at corporate levels to set right malaises. Planning methods when implemented may boomerang. Corporate Performance Management (CPM) is also known as Business Performance Management (BPM) or Enterprise Performance Management (EPM).

Corporate Performance Management includes a group of management and analytical activities effectively managed by appropriate technology, which helps the organization in setting strategic objectives, managing organizational performance and measuring such Performance against the set objectives and standards. It helps in addressing both operational and financial performance deal with the tasks of data accumulator and its analysis.

CPM involves the following activities:

- Strategic Planning
- Planning forecasting and budgeting
- Dashboarding and score carding
- Management, financial and statutory reporting
- Financial and operational planning
- Business planning analysis

- Gathering and consolidating information from various sources
- First Order OLAP analysis
- Monitoring key performance indicators
- Planning and analyzing profitability and making efforts for profit maximization.

EFQM Model: There are quite number of Models to write. One of such important Model is European Foundation for Quality Management (EFQM). It is a non-prescriptive performance which is constructed on Model Nine Criteria in which five are known as "Enablers" which are undertaken by the institutions and rest four are "results" which represent the output/achievements of the organization. Enablers and results are known as criteria because they are used as standards to measure organizational development with respect to excellence. Organizational outcomes (results) depend upon enablers and feedback obtained from results helps the organization in further improvement of enablers.

It consists of five criteria i. e., leadership, policy and strategy, partnerships and resources, people and process and all these enablers lead to four results i. e., customer results, society results, people results and key performance results. Though innovation and learning organization, capabilities can be strengthened which in turn brings improved results.

The nine criteria along with their respective sub-criteria are explained below:

- Leadership criteria
- Policy and Strategy
- People
- Relationships and Resources
- Processes and Procedures
- Customer Related Outcomes
- People Related Outcomes
- Society Related Outcomes
- Key Performance Results.

360 Degree Appraisal System: 360 Degree Appraisal method can be defined as a systematized process of collecting and providing feedback on collected data an information related to individuals' performance can be gathered from various sources like - Superiors, subordinates, peers, customers and by the researcher himself. There are advantages and disadvantages.

A few advantages are:

- 360-degree appraisal system minimized the difference between self-appraisal and appraisal by others (colleagues)
- Generates accurate feedback
- Improves self-awareness
- 360-degree appraisal method facilitates feedback from all the parties around an employee.
- The system fills the gap between superiors and subordinates.

A few disadvantages are:

- Appraisal based on rewards is considered as wrong.
- The chances of bias are more in 360-degree appraisal process.
- Lack of connection between performances and organizational objectives.
- Sometimes 360-degree appraisal system is used to degrade a person.

- Unfavorable feedback given by a person may in turn affect his performance feedback from others.

Disaster Management: What kind of measures are being taken in different methodical ways to control disasters by the governments, NGOs and good Samaritans. Earth quakes, storms and other natural calamities in which innocent lives are lost. Rescue operations being undertaken in a planned, systematic, efficient and effective manner are essential.

In December 2023 due to trough in Bay of Bengal typhoon caused extreme damage to grown paddy, people and property. The typhoon named as Michaung makes a landfall in Andhra Pradesh wreaks havoc. Heavy rain and high velocity winds with a maximum speed of 90 to 100 kmph lash coastal town of Bapatla. Power supply affected, people lost their life in rain related accidents, trees felled, movable and immovable property damaged, crores of rupees worth material destroyed. Similar is the situation in Tamil Nadu. Tyres of aircrafts in Meenambakkam Airport were submerged. PERFORMANCE of rescue operations took spontaneous succour support as advised by the State Disaster Management Authorities concerned in both Tamil Nadu and Andhra Pradesh.

Global leaders, how high their stature is, have failed to prevent world wars and subsequent conflicts between nations. The continuing wars involving Russia and Ukraine, Israel and Gaza, and the recent confrontation between the United States and Iran are reminders of the catastrophic consequences of armed conflict.

Despite the devastating loss of lives and destruction of property caused by past wars, leaders continue to demonstrate their military valour rather than their ability to manage differences through dialogue and diplomacy. True leadership should be measured not by how effectively a nation wages war, but by how successfully its leaders prevent conflicts, protect human lives and establish lasting peace. This is a glaring and ineffective example of Disaster Management. PEACE CAN BE STATED AS AN INTERVAL BETWEEN WARS.

Conclusion

PERFORMANCE MANAGEMENT cannot stand on its own legs. Likewise other Managements like Human Resource Management, Talent Management, Decision Making System, Scientific Approvals, etc. One Management is dependent on other Managements. Ultimately all these rest on final one that is PERFORMANCE which should be managed artistically, technically, scientifically and of course judicially through excellent and flawless Administration. The subject PERFORMANCE MANAGEMENT is very vast and the authors have to set a limitation to the extent possible and what is needed to explain in that limitation is only presented in this article.

Performance Management, in many ways, is not a new concept. Our homes have long been centres of practical knowledge, particularly in the art of cooking. For generations, women have mastered the preparation of a wide variety of delicious and nutritious dishes without formal qualifications in Home Science or Catering Technology. Much of this knowledge was acquired through observation, imagination and experience, and passed down from mothers and grandmothers to succeeding generations.

Unfortunately, today many people increasingly depend on ready-made and packed foods available in the market. Despite doctors advising people to avoid excessive consumption of outside and processed foods for better health, such advice is often ignored.

Our traditional household practices demonstrate that valuable knowledge can be acquired through experience and passed from one generation to another. In this sense, Performance Management is hardly a new subject; it has existed in practical form in our homes for generations.

Suggestions

The existing PERFORMANCE systems, methods and models are based on experiences of the past. One can never look into them as it is the only solution. The globe is fast advancing in the field of science and technology. The latest such development is ARTIFICIAL INTELLIGENCE. The past systems, methods and approaches are being carried out by programming man-made ROBOTS for hundred percent accurate result. Tomorrow how much height the technology grows cannot be predicted, but surely replaces the existing systems it is afraid that A.I. may eventually turn into a Frankenstein's Monster. Stephen Hawking once said

“The Primitive form of A.I. we have, have proved very useful. But I think the development of full A.I. could spell the end of the Human race”.

However, HUMAN INTELLIGENCE can never be replaced by any technological invention. Therefore, PERFORMANCE MANAGEMENT is a process in the direction of finding fresh channels with only commas endlessly. Failures can be treated as stepping stones for success. Eisenstein achieved his mission finally after scores of unsuccessful attempts. Kentucky Fried Chicken (KFC) founder Colonel Harland Sanders is an example. He took his failures and did not just make lemonade; he made the world a better place. He was rejected and discouraged by several organizations. His perseverant PERFORMANCE took him to dizzy heights in more than hundred countries after he crossed 40 years of age. Therefore "A good performance accountability is about having a positive conversation between Manager and employee. A Manager is a coach and communicator, not a commander and controller".

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