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## QUARTERLY HR DEVELOPMENTS

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# Performance Management



*Performance management should be a two-way process. If problems are identified, employees should be supported with appropriate training or coaching. If you don't know what is wrong with your performance or what targets you are being measured against, ask your manager for clarification*

HR professionals must remember that Performance Management does not mean "Performance Appraisal". It is a holistic system of inter-related human resource components designed to create a customer-focused, results-oriented, motivated creative and satisfied workforce.

### Note from the editor, *Olympia Fantis*

Dear Readers

Welcome back once again to another interesting issue of e-HR trends. Central and core subject of this issue is **'performance management'**. Conditions change, people change, But the scientific laws of human behaviour are *always* constant.

Through constant research we concluded and defined **performance management** as: 'the process of **creating** a working environment or setting which **contributes**, develops and improves organisational effectiveness in the accomplishment to **achieve** the organisations **missions** and **goals**'

*In other words*, performance management is a **strategy** which relates to **every** activity of the **organisation** set in the context of its **human resource** policies, culture, style and communications systems

Managing the performance of the workforce is an **important** way to achieve that end. Although HR Professionals **know** that the pieces of the **puzzle** which produce the **desired** results-including training measurement and other tactics and systems- are difficult to fit together. Even more difficult is **assessing** how to invest limited **resources** and how to make sure those resources are having the greatest performance **impact**. That is why performance management requires as systematic and holistic approach based on the highest quality of management.

*"Remember in order for you to be successful as a supervisor, your employees should be successful"*

### Better Manage your Human Capital. By *Kathleen M.White*



Human capital policies or 'people policies' must support, be aligned, and have resources allocated towards your facility's vision, mission, values and goals. Once again we are reminded how important HR professionals are, to integrate at the same level with line management.

"... human capital- the term sounds complex, but it's really quite simple: skills, experience and knowledge have economic value to an organisation. Therefore as employee value increases, so does your organisation's capacity."

what about performance management? Human capital is intertwined with performance management. It is therefore those who recognise the importance of human capital, that create a work environment that facilitates maximum employee performance. In other words, hiring the right people, rewarding with performance incentives and emphasizing continuous learning

"... identifying types of performers you have on staff is where all the secret lies. It is not the high performers which have brilliance and drive or the middle performers who are steady and committed which are painful and lower the bar for everyone, but performers who block the advancement of a more talented role "

So what is to be done with such performers? First identify them, then agree on an explicit action plan, which includes and ensures fairness , respect along the way, feedback, instructive coaching and if necessary the support they need to make the decision to leave the organisation.

Source: [www.nursingmanagement.com](http://www.nursingmanagement.com)

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## Performance Management (continued)

### How to Improve Performance Management by Patrick Cunneen

Why is it that management rhetoric proclaims performance appraisal to be hugely important, yet managers look for all sorts of reasons to procrastinate— or indeed, avoid it all together— if they can get away with it? It is said that objective and candid feedback is essential for organisational improvement, yet many managers fail to give such feedback .”

“The key to performance management with a powerful and positive effect is when it is directly linked to the business planning process, prominently modelled by senior and skilled managers, conducted on a continuous basis and focused on actual improvement ”.

Patrick Cunneen describes below seven “musts” of effective performance management:

1. Continuous Process of Coaching and Feedback
2. Train your managers
3. Avoid tick boxes exercises
4. Be aware of hidden agendas
5. Remember it can work

As a supervisor, you have many responsibilities in performance management. You should provide recognition and reward achievement while removing barriers that impede an employee's success. One way of accomplishing this is by role modeling the desired behaviors. Model your vision, goals and expectations. Negotiate methods. Challenge employees to reach their optimum level of performance and hold them accountable.

Source : [www.peoplemanagement.com](http://www.peoplemanagement.com)

### The Great Motivational Myth: Turning Back the Clock by Jerry Pounds



“ The incentive machine depersonalises the employees in the eyes of managers. Similarly, the employees see the manger as the handler coaxing them with the perennial dog biscuit in hand. The manager controls the distribution of goods, and as such incurs no positive regard for the employee. Employees resent being pulled back and forth like puppets by each motivational programme. They soon learn that when it comes to being recognised for a good job there are many strings attached...”

“... so how would employees perform if their only encouragement was the traditional salaries, raises, bonuses, and promotions? Has the constant bombardment of merchandise incentives eroded the most valuable component of the worker's self-esteem-pride in doing something well? Have the values that drove a strong work ethic been replaced with the instant gratification of trivial rewards? ”

So where does the answer lie to these challenges? The answer lies in turning the clock back. Organisations can take the following steps to get back to traditional programmes which will include respect, recognition and reward for a job well done; *Creating meaning, creating relationships and allowing employees to participate in the solution.* It is well designed management practices that **can** retain employee value.

“ Every employee wants to feel good about their job, that their job has meaning. Treat them as important contributors and in return drive their performance up the ladder, to retain the company's mission.

“Incentive systems, motivational programs and manipulative reward strategies can, in the long term be crippling to an organisation's competitive functioning because they have slowly erased employee commitment to the company, along with loyalty to the customer and the product.”

Source : [www.management-issues.com](http://www.management-issues.com) March 2006

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