

2m Questions

1. Define Performance Goals

Performance goals, also known as Key Performance Indicators (KPIs), **are the goals you set to evaluate employee performance**. They are commonly used in workforce management. Specific performance goals depend on the employee's job role, but they should always be connected to the overall business goals.

2. What is Feedback

Feedback is the process of evaluating, discussing, and organizing an employee's performance. It is an action used to offer constructive information to a team member. The process of giving feedback creates an open working relationship between the team leader and member, allowing each to understand their progress toward a pre-set goal.

3. What is performance coaching

Performance coaching is the process of helping individuals or groups identify their strengths and areas for improvement to achieve their goals. It follows a four-step process: assessment, goal setting, action planning, and implementation

4. What is performance evaluation

Performance Evaluation is defined as a formal and productive procedure to measure an employee's work and results based on their job responsibilities. It is used to gauge the amount of value added by an employee in terms of increased business revenue compared to industry standards and overall employee return on investment (ROI).

5. What is employee commitment

Employee commitment has been defined as, "The strength of an individual's identification and involvement in a particular organization."

The authors who provide this definition developed a questionnaire-based tool in order to measure this construct. It describes employee commitment using three distinct components:

- A strong belief in and acceptance of an organization's goals;
- Staff motivation or willingness to exert considerable effort on behalf of the organization they work for;
- A strong desire to maintain membership in the organization.

6. What are extrinsic motivations

extrinsic motivation means an individual's motivation is stimulated by external factors- rewards and recognition. extrinsic rewards can sometimes promote the willingness of a person to learn a new skill set.

7. What are intrinsic motivations

Intrinsic motivation means that an individual is motivated from within. He/she has the desire to perform well at the workplace because the results are following his/her belief system.

8. What is employee satisfaction

Employee satisfaction is a term that is used to describe if employees are happy and fulfilling their desires and needs at work. The crucial factor with employee satisfaction is that satisfied employees must do the job and make the contributions that the employer needs.

Employee satisfaction is a wider term that is used by the Human Capital industry to describe how satisfied or content employees are with elements like their jobs, their employee experience, and the organizations they work for.

4m Questions

1. How to set performance objectives (5 points and explain each)

1. *Collaborate with employees*

Setting up objectives and key results is no easy task, but collaborating with employees will make the process a lot easier — and your results, more powerful.

Whether you're dealing with a departmental or individual conversation, an employee's contribution to goal setting is invaluable. Collaboration lets employees discover how their actions contribute to their company's long-term growth, increasing autonomy and ownership.

2. *Align your objectives with your company mission*

It would be pretty ironic if you owned a startup that wanted to revolutionize the world of data but didn't give employees a work environment suitable for creativity, innovation, and change.

If your company wants to promote open communication and a flat hierarchy, your top goals should be things like:

- For management roles — Become a people-centric leader
- For teams — Take on regular collaboration initiatives
- For individuals — Level up communication skills

Ideally, each employee's personal goals should focus on their development, while team goals should be tied to the company's overarching mission.

3. *Focus on growth*

Some of your best talents are sitting there just waiting to excel. And if you don't support their growth, they'll move on and excel somewhere else.

Performance objectives don't only benefit the business: they should help employees grow within their organizations — enriching the company itself.

4. *Motivates members*

A motivated team is often a productive one. Feedback can encourage team members to complete goals and objectives. Feedback can also help you better understand the strengths and weaknesses of your team, allowing you to build on them and further motivate team members.

5. *Make your performance objectives SMART*

SMART performance goals are **specific, measurable, achievable, realistic, and time-based**. Let's look at an example of SMART goals in action:

✗ Increase productivity [vague & not measurable]

🚀 Increase productivity by 12% by the end of January [SMART goal]

By adding a timeline and percentage, the first statement becomes a SMART goal.

6. *Build cascading goals*

Let's consider another goal-oriented example. A C-level team is pushing to increase revenue by 10% over the upcoming quarter. But what does that mean for each team and individual at the company? Would simply increasing everyone's output (and workload) by 10% (e.g., HR hiring 10% more people) help achieve that? Probably not.

This imaginary C-level team needs to work on cascading goals to get where they want to be.

Developing cascading goals is the process of structuring goals and promoting alignment at all levels in the organization. With cascading goals, plans at the leadership level trickle down and shape the objectives of all other company employees. When that happens, you get measurable and attainable individual goals that align with the company's mission.

2. *State Common Elements and how feedback improves performance*

- **Timeliness:** The most effective feedback is timely. Offer feedback when the team member can take action to improve, either immediately or shortly after the event in question.
- **Communicative:** Communicative feedback creates a collaborative environment. In comparison to written feedback, communicative feedback allows team members to ask questions or gain more clarity.
- **Constructive:** Effective feedback is constructive, offering positive solutions. Only offer feedback on actions or tasks that can be improved.
- **Specific:** Specificity in feedback is important so that team members understand their areas of strength and weakness. This allows them to improve specific skills.
- **Detailed:** Providing details with feedback can help team members develop a clearer understanding of the areas in which they can improve. Offer specific details about events and tasks.

Feedback is a crucial part of improving a team's performance. Feedback can achieve the following purposes in a team setting:

1. Provides direction

Feedback provides direction by identifying performance indicators and allowing team members to understand their progress toward a goal.

2. Improves individual performance

Team feedback can also improve the performance of each team member. When each team member understands their role on the team and the tasks they are expected to complete, the team can complete more goals.

3. Encourages engagement

Effective feedback is two-sided. When team members have the chance to provide feedback, they are more likely to be engaged. Engaged team members will often have better performance.

3. Types of Team Feedback

1. 360-degree feedback

360-degree feedback allows all team members and leaders to be involved in the feedback process. This form of feedback is confidential and comes from the entire work team, not just management or team leaders. Feedback might include co-workers, direct reports, and managers. A rating scale method is used and covers pre-designed questions. Individuals are then allowed to leave written comments. The person being rated will also fill out the same form, rating themselves.

360-degree feedback offers the following advantages:

- Offers insight into specific skills that team members can work to improve
- Gives team members a better understanding of feedback from the entire team
- Allows team members to build on current strengths
- Encourages team members to better understand their roles and team expectations

2. Constructive criticism

Constructive criticism is a type of feedback that includes both positive and negative statements. Team members who receive constant negative feedback may eventually feel like they are not capable. By offering feedback that highlights both the positive and the negative, you can motivate and encourage them at the same time.

Constructive feedback offers the following advantages:

- Gives team members a new perspective on both achievements and areas of improvement
- Creates a trusting relationship between you and the team member
- Gives team members specific and measurable areas in which they can improve
- Identifies actual solutions to problems

3. Coaching

Another common feedback method is the coaching feedback model. In this model, you first encourage your team members to offer themselves feedback. From there, you and the team member consider the self-rated feedback as you offer your input, acting in the role of a coach.

Coaching feedback offers the following advantages:

- Encourages team members to develop feedback skills
- Helps you understand each team member's concerns
- Creates a collaborative relationship

4. Evaluation

An evaluation type of feedback requests both you and your team members use a scoring tool to rate performance. The scores are then compared and discussed together. This feedback method is useful in a work setting in which performance can be numerically evaluated.

Evaluation feedback offers the following advantages:

- Creates an environment in which you can openly discuss performance
- Encourages team members to consider performance based on a measurable number
- Gives a measurable method of improvement

4. Explain the benefits of performance coaching

1. Personalized development

Coaching provides personalized support to employees, allowing them to identify their specific development needs and create a tailored plan to address them. This individualized attention is one of the key advantages of coaching over other development methods.

2. Objective third-party view

Coaching provides an objective third-party view of how employees can improve, which can be more effective than self-reflection. It helps employees see where they can improve, especially in stressful situations.

3. Big-picture perspective

Coaching helps employees see the bigger picture of their work and how their individual goals fit into the organization's wider objectives. This renewed sense of purpose and drive helps employees feel more invested in their work.

4. Flexibility

Coaching can be delivered in several ways to suit the needs of the organization and the individual employees. It can be delivered in the flow of work or in dedicated sessions.

5. Increased engagement

Coaching helps increase employee engagement by providing regular feedback, helping them identify and develop their strengths, and supporting them in their career development. Engaged employees are more likely to be productive and produce high-quality work.

6. Retention

Coaching strengthens retention rates by making employees feel valued and appreciated. When employees feel supported in their development and feel a sense of loyalty to the organization, they are more likely to stay longer with the organization.

7. Benefits all employees

Coaching benefits all employees, not just underperforming employees. It helps high-performing employees to further develop their skills and achieve their career goals, which can increase their job satisfaction and motivation to continue performing at a high level.

5. Examples of performance coaching at work

1. Time management

Employees receive coaching on how to better manage their time, for example, by learning how to prioritize tasks and create a realistic schedule.

2. Communication

Employees receive coaching on communicating more effectively, for example, by learning to assert themselves or active listening.

3. Conflict resolution

Managers or leaders get coaching on how to better handle conflict, for example, by learning to identify and manage emotions or have difficult conversations.

4. Goal setting

Employees receive coaching on how to set and achieve goals, for example, by learning to create SMART goals or break down a goal into smaller steps.

5. Problem-solving

Managers and employees receive training on how to better solve problems, for example, by learning how to brainstorm or use the scientific method.

6. Stress management

Employees get formal training on how to better manage stress, for example, by learning to identify and reduce stressors in their life or practising relaxation techniques.

7. Team-building

Managers or leaders get coaching on how to better build and lead a team, for example, by learning how to delegate tasks or give feedback.

8. Public speaking

Employees receive coaching on how to better give presentations or speeches, for example, by learning to overcome stage fright or craft a compelling story.

9. Networking

Employees receive coaching on how to better network, for example, by learning how to make small talk or work in a room.

10. Leadership

Managers or leaders receive coaching on how to better lead, for example, by learning to give feedback or develop a vision.

11. Sales

Employees receive coaching on how to better sell products or services, for example, by learning how to overcome objections or close a deal.

12. Customer service

coaching employees on how to better serve customers, for example, by learning how to handle difficult customer service situations or defuse customer anger.

6. Strategies that will help you to measure employee performance (Any 4 of it)

1. Set Measurable OKRs and Individual Goals

Setting measurable OKRs (Objectives and Key Results) for your employees is a great way to keep them motivated and moving forwards. Breaking down big objectives into smaller, measurable actions that lead to methodically achieving a desired result helps employees attack goals more effectively.

Completing the smaller tasks should lead to a greater chance of achieving the overall objective, and provide a measurable way for the employer to track progress or see where deviations might have led to not achieving it.

OKRs help your employees set clear objectives, prioritize effectively, stay focused and accountable, and grow as individuals (both personally and professionally).

2. Benchmark Performance by Implementing 'Sprints'

The sprint methodology is used by some organizations to help employees work more effectively together, through a mutual understanding of time pressure. It helps employees reflect on their working processes and make adjustments and improvements.

During a sprint, employees are assigned work that needs to be completed within a set amount of time (5 days is common). This greatly increases motivation as employees are working against the clock, and have the opportunity of rising to the challenge over time paralysis or leaving it to the last minute. Employees understand what they need to accomplish each week, and it's left to them to divide and conquer their weeks.

At the end of the sprint, employees look back at what they have accomplished, analyse what worked and what didn't, and develop better ways to work in the future.

3. Implement a Project or Task Management Tool

It goes without saying, the last few years have caused great upheaval to the workplace. Navigating the great resignation, new working conditions, and the blurring of work-life balance through remote work, it's safe to say that COVID-19 has put greater strain on managing employee relationships. As restrictions continue to fluctuate, many organizations have developed a hybrid working approach and are learning how to measure performance in a hybrid workplace.

Implementing project or task management tools are an effective way to do this. Tools such as Asana, Airtable, or Basecamp allow for team members and managers to keep on top of deadlines, maintain good workflow, and avoid feeling overworked. This is a great way to monitor performance, reduce stress, and avoid burnout- which has been at an all-time high over the last couple of years.

“When you have too much to do, it can become difficult to prioritize and deprioritize various tasks. Inattention can cause additional problems at work if you simply don’t have the time or energy to complete important projects. Over time, these behavioral patterns can increase your workload even further, causing you to spiral into a state of exhaustion.” says Kayla Gill, Content Director at [LuxuryRehabs.com](https://www.luxuryrehab.com).

4. Track Training Completion

For your organization to succeed, your employees need to grow and develop, too. And a big part of this is undertaking any relevant employee training programs. With new online learning courses, organizations can implement training programs to upskill their workforce, with is critical as many organizations begin to switch to new online tools and digital processes.

Tracking employee training allows you to analyse the progress of your employees as they learn and develop. What’s more, it helps you create a company culture of learning and development that will ultimately further the success of your business.

5. Create Your Own Employee Performance Metrics

As you can see, there are many ways to measure your employees’ performance. The most important thing to remember is that while everyone is different, the common goal should be the same. A fair, level playground for performance measurement is essential, and you should implement the system that you and they understand and agree upon. If either side isn’t tuned in and motivated, it’s doomed to eventual dissatisfaction, lack of motivation, or project failure.

Whilst the above is some of the more common methods used, you could take aspects of each to create your own employee performance measurements, using intuitive insights and data. Listening to the feedback provided by employees is very important, allowing you to curate the system that best fits your organization. This allows you to gain insight into their work performance and efforts, according to those they work with on a daily basis.

You could also ask your employee to carry out a self-evaluation. Typically, this is done in the form of a survey and requires multiple-choice answers. You can then compare the results of their survey with your own findings and highlight any similarities or differences. This can serve as a good talking point and can help you both find a suitable way forward.

6. Conduct a Skills Gap Analysis

For managers, many times it’s difficult to understand the skill set and expertise of your team members. Teams often are tasked with multiple tasks, consisting of various processes and digital tools.

To help understand where your employee’s skillsets are in different areas of their day-to-day, conduct a skills gap analysis. A skills gap analysis allows managers and HR teams to understand the level of expertise each individual employee has in different areas of their core job functions.

These skills gap analysis tests can be carried out via a simple online survey or exam, and will help identify:

- The skills an employee needs to do their job effectively
- The level of expertise an employee has in each of these areas
- Any gaps in a team member's knowledge that should be addressed with additional training and development

With this information, you can then support your team members who are falling behind with additional training by creating an employee development plan.

7. Ways to motivate your employees

1. *Employee motivation surveys*

Use an online survey software or platform to conduct employee motivation surveys.

2. *Employee satisfaction surveys*

Employee satisfaction depends on a ton of factors such as work environment, infrastructure, roles, responsibilities, etc. Conducting employee satisfaction surveys will help Managers understand dissatisfaction factors and act on them.

3. *Recognition*

Recognition helps create a healthy bond between the employer and employees.

4. *Focus on intrinsic rewards*

Extrinsic rewards fade very quickly. Focus on motivating your employees from within.

5. *Autonomy, not bureaucracy*

Micromanagement is the worst thing you can do as a manager. If you have hired people with certain skillset let them do their job, be a facilitator, not a dictator.

6. *Create an amazing work environment*

Creating a good atmosphere will motivate your staff.

7. *Be a visionary*

Lead with vision. Employees need to know their efforts are driving something important. They need to know their destination and, more importantly, the path that will take them there.

8. *Act on soliciting ideas and suggestions*

Now that you have conducted surveys, you have received feedback from your employees. Ensure that the ideas, suggestions, and grievances that they have put forth will look into and addressed in a timely fashion.

8. Types of Employee commitment

1. *Affective (Emotional) Commitment*

This type of employee commitment is the closest to what one might intuitively consider a commitment to be. It encapsulates the idea of emotional identification with the organization. This

leads to an increased desire to contribute and perform, as well as maintain the citizenship of the organization.

2. Normative Employee Commitment

This refers to a perceived obligation to remain with the organization. An employee can experience an obligation to perform work activities in the absence of a personal desire to do so.

3. Continuance Commitment

This is bound up in a very idiocentric and calculative decision-making process. Essentially, this involves the individual considering what they stand to lose should they leave an organization. Their perceived sacrifices, together with the alternatives open to them.