Prepared by group 3

Performance Management

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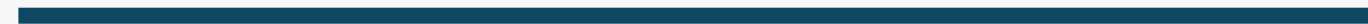
Agenda

1 Introduction to Performance Management

2 Evolution of the performance management system

3 Five popular performance management approaches

4 3 cases of performance management practices

5 Trends in Performance Management

Performance Management

Performance management is "a systematic management activity process used to establish consensus between the organization and individuals on goals and how to achieve them, and then adopt effective methods to enhance individual, group, and organizational performance."

3 things emphasized in performance management

1 Performance management is a management process.

2 Equip employees with a common understanding of performance goals and how to achieve them.

3 Increase the likelihood of achieving performance goals.

Evolution of the performance management system(2-1)

First Phase: 1908 – 1914
Rise Of Taylorism And
Scientific Management
Principles

Second Phase: 1914 – 1920
Taylorism's Popularity In
The USSR

Third Phase: 1930 – 1960
Growing Popularity Of WD
Scott's Performance
Appraisal Process

Fourth Phase: 1960 – 1970
Annual Confidential
Reports Become A Part Of
Performance Appraisals

Fifth Phase: 1980 – 2000
360 Degree Feedback Became
Ubiquitous

Evolution of the performance management system(2-2)

2010-2020

An open, egalitarian and constructive performance management system

2030

The future of performance management is all about empowering workers

Performance Management Methods

OKR (Objectives and Key Results)

Social Performance Management

Agile Performance Management

Adaptive Performance Management

The Application of AI in Performance Management

OKR (Objectives and Key Results)

① Objectives

- Consistency
- High Impact
- Timeliness

② Key Result

- High Impact
- Accuracy
- Variability

③ Execute plan

- Execute the plan
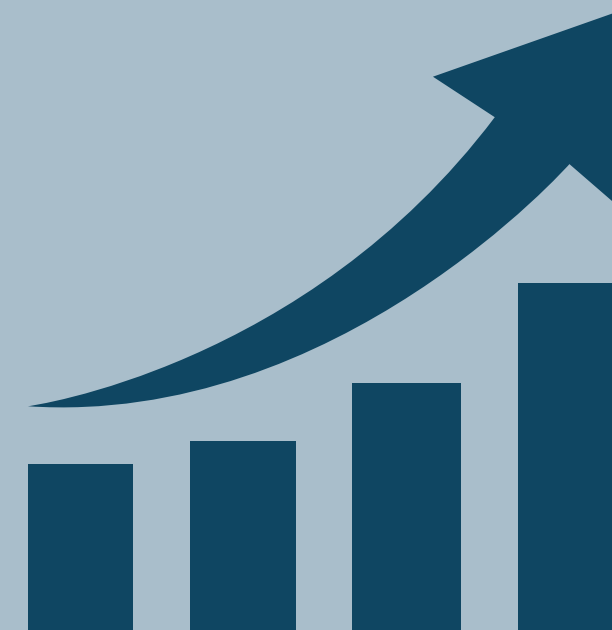- Achieve the goal

Social Performance Management

① Improve development

② Learn and grow
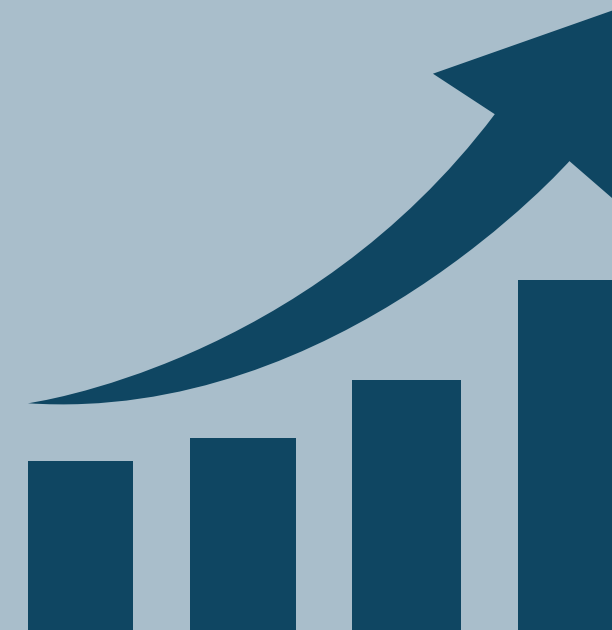
Agile Performance Management

① **Increase work engagement**

② **Follow market trends**

Adaptive Performance Management

① **Do what you like**

② **Goals to achieve**

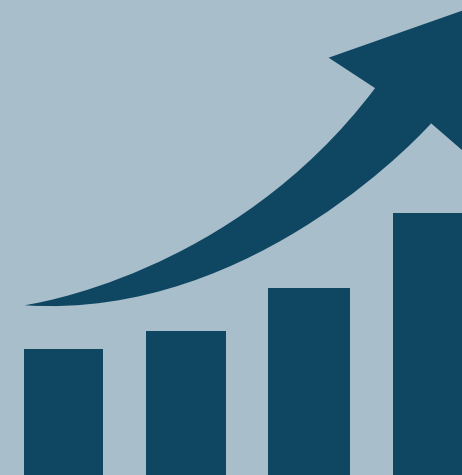# *The Application of AI in Performance Management*

① Improve efficiency

② Promote organizational development

Adobe's Agile Performance Management Transformation

Traditional annual performance review peocess

Agile performance management： "check in" system
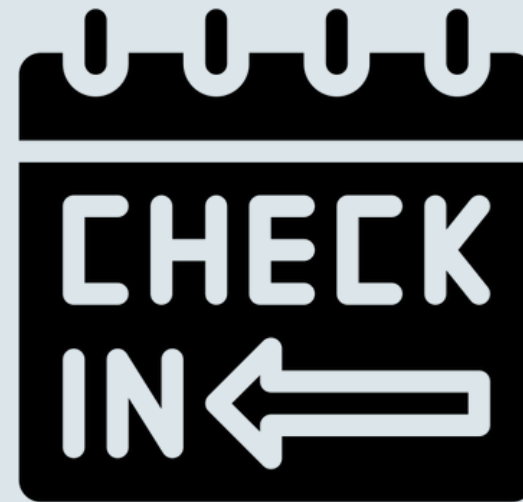
Continuous Feedback

① **Set goals**

② **Check-in**

③ *employee empowerment*

Empowering Managers as Performance Stewards

Ownership

Collaboration

Coaching

Communication

The Transformative Impact of Agile Performance Management

- **Increased Engagement**

- **Streamlined Processes**

- **Improved Employee Experience**

- **Stronger Manager-Employee Relationships**

- **Adaptability and Continuous Improvement**

The comparison table between the check-in system and OKR

Aspect	Check-in System	OKR
Goal-oriented	✔	✔
Regular	at least every 8 month or more frequently	Quarterly
Openness	Open dialogue and feedback	Transparent discussions
Continuous Improvement	Discussions on meeting	Periodic reviews and adjustments

IBM's Application of AI in Performance Management

Traditional performance management is too limited.

1.Social performance Management

2.Making use of AI technology

IBM Connections

Social Networking

- Stay connected with your professional network
- File sharing and syncing

Email

- Simplify complex work
- Contact management

Meeting

- Online collaboration
- High-definition audio and video

IBM Connections

Chat
- Enterprise instant messaging
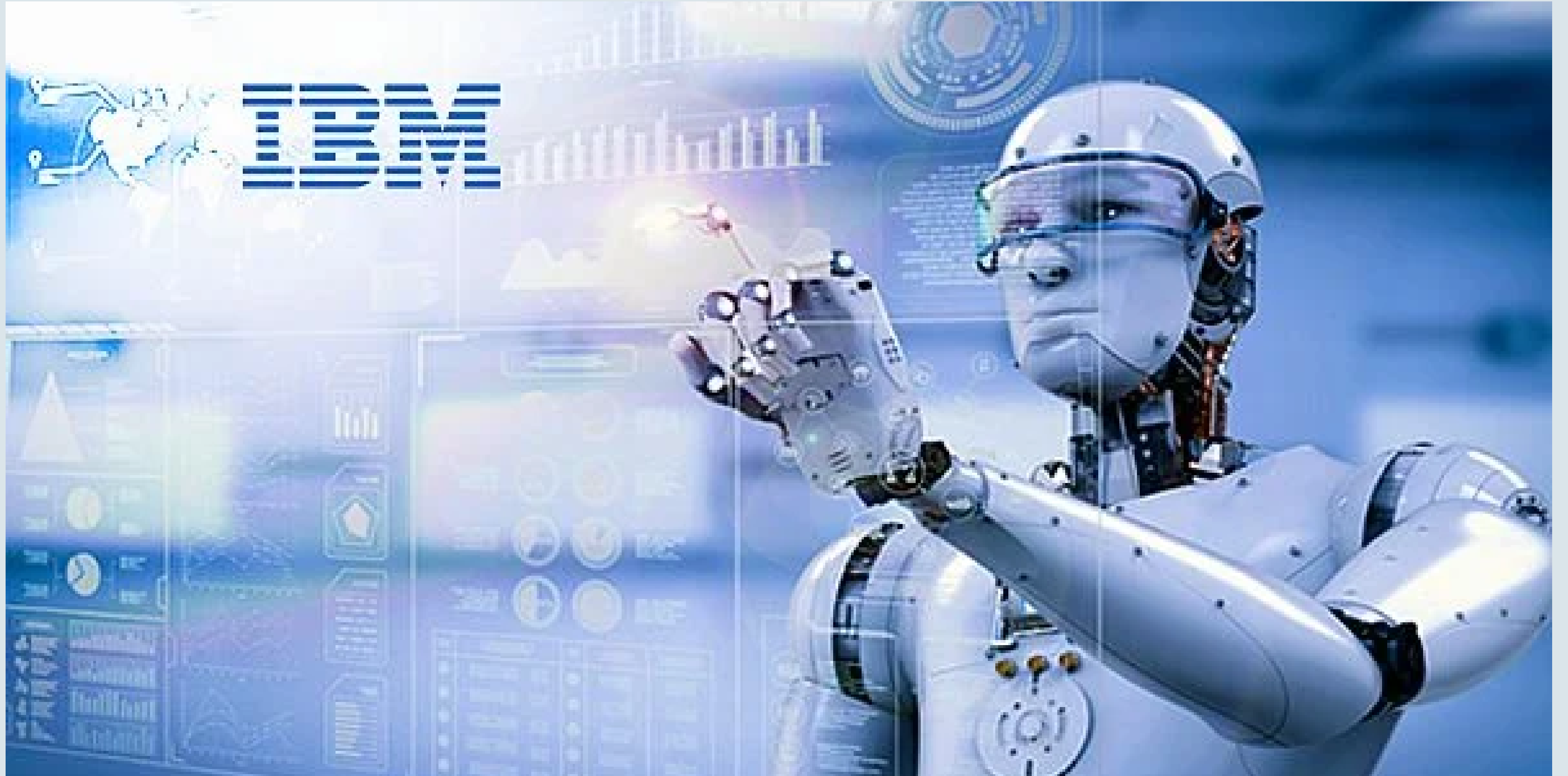- Community collaboration

Docs
- Online collaboration suite
- Document management

Content
- Collaborative content creation
- Document control

Making use of AI technology — Watson

What can Watson do

Retrieve employee data and history of projects undertaken

Search for data in the internal training system

PMCI's Performance Management Comparison

1.Use tactical performance management：
Workers were carefully trained to **follow processes exactly** as they were laid out.

2.Use adaptive performance management：
Employees secretly **developed and shared better ways** of doing the work. the performance of employees on those lines **increased** by **10% to 15%.**

Tactical Performance Management Pros and Cons

Pros

1. Repeatable and consistent

2. Easy to measure tactical performance

3. Great for short-term goals and scaling

4. Allows organisations to direct limited

resources appropriately

Cons

1. Strict procedures

2. Doesn't allow for transformation

3. Has the potential to slow down progress

4. Can impede innovative employee

performance

Adaptive Performance Management Pros and Cons

Pros

1. Fosters innovation and experimentation

2. Promotes problem solving

3. Allows you to create value in a world of uncertainty

4. Focused on future goals

Cons

1. Can be viewed from numerous perspectives if not defined

2. Potential to get lost in change if not implemented correctly

Tactical performance **Adaptive performance**

 Victory

Trend in Performance Management

1.Prioritizing Employee Wellbeing

2.Taking advantage of technology

3.Consistent Feedback

4.Supercharging Employee Growth With a Focus on Autonomy

5.Emphasis on Goal Alignment

Discussion

Which type of the performance management is the most impressive ? Why? Do you think that it's effective to improve the individuals and organizational performance?

Work division table

Member	Assigned Tasks
胡善翔	**Introduction to Performance Management**
陳又溱	**Evolution of the performance management system** **Trends in Performance Management**
邱妍馨	**Five popular performance management approaches**
陳鈺琪	**3 cases of performance management practices—Adobe**
陳孟萱	**3 cases of performance management practices—IBM**
林怡瑄	**3 cases of performance management practices—PMCI**

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Thank you