

## Who is your Performance Management Alter-Ego?

Below are a number of statements about performance management. Circle the number you feel matches closest to your organisation, for example if you think that performance management in your company is about achieving the highest performance level from an individual, circle number 1. Once you have a score for each line use the guide below to determine your super hero.



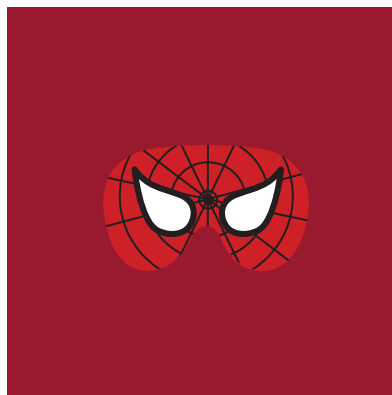
**Mostly 1s** Your approach to performance management, like The Hulk is strong, structured, not very flexible and there are consequences for employees not achieving a good rating through the system. You wouldn't like it when it's angry!



**Mostly 2s** Your approach is like Wolverine, on the strong and structured side of performance management but there is a slight appreciation of the benefits of individual development.



**Mostly 3s** Like Batman, your performance management processes are caught between two worlds. Your processes are trying to both ensure the highest level of performance for the business whilst trying to develop individuals and keep the process as friendly as possible.



**Mostly 4s** Your approach is like Spiderman, nimble, flexible but not quite free enough to fly. Employees are able to develop themselves without fear of failure and a culture of trust exists to let managers manage.



**Mostly 5s** Like Superman your performance management is reaching for the sky. You have very few boundaries and have set up a scheme that helps the individual develop themselves, achieve their best and consequently achieve for the business.

Whoever your performance management superhero alter-ego is the main question is, have you got the right superhero for the job? There is no point designing a scheme fit for superman when your business and employees like structure and clear outcomes.



Purpose						
Performance	1	2	3	4	5	Development
Link to pay	1	2	3	4	5	No link to pay

Performance						
Results	1	2	3	4	5	Ok to fail
Absolute best	1	2	3	4	5	Personal best
Business goals	1	2	3	4	5	Career goals
What	1	2	3	4	5	How

Frequency						
Annual objectives	1	2	3	4	5	Fluid objectives
Annual review	1	2	3	4	5	Regular conversations

Ratings						
Scores	1	2	3	4	5	No scores

Pay						
Annual review of pay	1	2	3	4	5	Ongoing review of pay
Central review	1	2	3	4	5	Manager discretion
More reward for better performers	1	2	3	4	5	Reward shared amongst everyone
Individual performance	1	2	3	4	5	Company performance

Now, repeat the process thinking about what you would like performance management to look like in the future. Think about the culture of your business and how your approach to performance management compliments this. If you would like to speak to Innecto about how we can work together to close these gaps, we would be happy to help.

What are the three key topics where your current state and future state are furthest apart and what are you going to do to close the gap? E.g. to move towards fluid objectives, I will hold a focus group to understand what really works in our business.

1. To move towards .....  
I will .....
2. To move towards .....  
I will .....
3. To move towards .....  
I will .....

Please get in touch if you'd like some support and advice with your performance management.