



THIS MONTH FEATURES...



FOUNDER'S ARTICLE
Niket Karajagi gives insights into performance appraisals.



OD ENTHUSIAST'S ORATE
Praseed TV shares tenets for building fair appraisal systems.

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KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER



FOUNDER'S ARTICLE



Niket Karajagi is the Founder Director of Atyaasaa, which contributes to the top corporate brands globally. He is a business psychologist, a coach and an organization transformation facilitator with niche areas of expertise and contributions. Niket is an authority on creativity and innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding management processes.

PERFORMANCE APPRAISALS "TO BE OR NOT TO BE IS THE QUESTION"

Performance appraisals are not about meeting the Principal at school; it is a conversation between mature adults. It is the most important event that employees look forward to. However, it is also the most emotive moment they dread. It is thus important that we deal with it as not only a manager and a team member but also administer and cooperatively respond as good "social being". It is a two way discussion that must be productive and enjoyable; however good or poor the performance under consideration maybe. next page >>

THE EDITOR'S MESSAGE

This issue focusses on **The Essence of Fair Differentiation in Performance Assessment**. Appraisals and performance management are the most emotive processes in every organization. These processes impact the motivation of people significantly. Fairness in assessment is the key to retention of talent and controlling undesired attrition. Organizations of today are struggling to ensure that these processes are implemented in most ethical manner. Discussions are rife whether we should do away with the appraisal processes and only have developmental focus. In the next issue we look at ways of ascertaining fairness in performance assessment.

The theme for next month is **Power of Feedback and Feedforward**. Behavioural corrections are fundamental to performance but lack the requisite focus. Boosting performance by focussing on correct behaviours accentuates the true capability which otherwise exists as mere potential in your teams. If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 350 word article with your brief profile along with your photograph in jpeg format to atyaasaeditor@atyaasaa.com

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BUSINESS COACH
Niket Karajagi

LOCATION DATE
Mumbai, India Mar 4-5, 2017

WHO SHOULD ATTEND
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TITLE OF THE MONTH
EMOTIONAL INTELLIGENCE: ACTUALIZED

BUSINESS COACH LOCATION TIME / DATE
Niket Karajagi Webinar 3PM-4PM, Feb 9, 2017

WHO SHOULD ATTEND
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◀ from previous page | **FOUNDER'S ARTICLE : PERFORMANCE APPRAISALS "TO BE OR NOT TO BE IS THE QUESTION"**

Issue on Hand:

Dilemmas associated with appraisals are numerous. Let's enlist a few that lead to their postponement with a resultant headache and heartache:

- They inevitably come up during the crucial quarter of the year and thus an impact on morale and relationship would impact performance. If the method and approach are correct we can minimize this for sure. But emotions are real and they do transform, it's just a matter of time.
- We want to rate and be rated "benevolently" to keep everyone happy and engaged. This is a misconception. Socially acceptable ratings can negatively impact morale and future performance. Each member delivers uniqueness in performance and the same yardstick cannot be used.
- It's a carrot to motivate performance for the coming year. This is nothing less than a gift, which is forgotten soon enough. You don't need carrots. You need self-motivation, capabilities and focus to deliver performance.
- Attrition happens after the appraisal is another incorrect understanding. People leave people; they don't leave because of grades and increments unless they have been grossly under rated and underpaid over years. It is better to leave as a winner than a loser. After all attrition is a reality. It is not a blood relationship that cannot be parted away.
- Will we look good is the next dilemma. In reality false grades and assessment do surface. It is just a matter of time. It can erode the credibility of individuals forever. We are dealing with performance and not with personalities and individuals alone. This distinction is a must.



There are much more but the important aspect is how to manage all these dilemmas. Well to start with it's easy. It's all about "personal touch" in relationships. If the connect is good and trust is high you sail through these turbulent waves. The investments in relationships that are based on two way feedbacks and feed forward are a pre-requisite to good appraisals. Unfortunately this takes a back seat, which results in discomfort. It's about a multiplier effect of "Relation and Performance" for all stakeholders.

Solution on the Table:

Let's thus get to the crux of a successful appraisal:

- Get the Setting Right: Use a non-threatening environment. It must give a feeling of equality, comfort and mutual respect.
- Get the Mindset Right: Allow preparation time. The discussion must be purely based on facts and data coming from the same source. Operate in an adult frame of mind; focus on rationality more than emotional outbursts. State this expectation right at the start.
- Listen Actively: The "inner world" of the appraiser and that of the appraised are different. We have to look at both the worlds. Empathy and compassion play a crucial role here. Opinionated appraisals always create a sad outcome. Keep time for a healthy conversation don't hurry it.



- Moderate the Communication: Deal with one issue at a time. Don't intertwine performance issues. Close one gate at a time. Start with the pleasant, move to the unpleasant and end with the pleasant. It gives a feeling of holistic fairness. A neutral entity in the room can surely help moderate.
- State and discuss the competency behaviours demonstrated. Overemphasis on numbers is an incorrect method. The accomplishment of KPI cannot be the only basis. Behaviours must be shown through their intensity and frequency for a suitable reward.
- Force Rank: Sit back; take a neutral viewpoint of the year. All are not equal in performance. Make a ranked list of team members and be rational. In the case of a tie, apply a differentiator. A personal favourite may not always deliver.

Conclusion:

An appraisal is about the development of individuals for the coming year. Give and take feedback. Set goals and back their accomplishment with a development plan. Don't make it a ritual. Appraisals on time go a long way. Not discussing an appraisal frankly is the greatest "corporate sin". Use appraisal process to build great relationships.

After all relationships only happen when discomfort is managed in a comfortable way. Enjoy the process, use humor, use suggestions and ideas and look at alternatives. Make it positive. Appraisals are an important part of the organization's policy. Use it as an opportunity to enhance performance and culture.

True competence of a good manager and a team member is put to test here. Like you appraise the appraised the appraised also appraises you during this time. So don't fail each other. An organization without an appraisal process is a "country club" and work is not a retreat as it delivers tangible results, which must be documented accurately and rewarded with differentiation and correct discretion. **E**



OD ENTHUSIAST'S ORATE



Praseed TV is Senior Biz Project Manager with a global leader in digital marketing and digital media solutions in the USA. He has over fifteen years of experience as subject matter expert, programme manager and worked with leading Fortune 500 firms. A 1993 IIT Mumbai alumni and currently with Adobe, USA, Praseed also is an avid off-road driver marshall certified from the Jeep (USA) and participated in numerous driving adventures which he claims releases stress and helps rejuvenate oneself when in contact with nature.

TENETS FOR BUILDING FAIR APPRAISAL SYSTEMS

Fairness is a social rather than a psychometric concept. Its definition depends on what one considers to be fair. Fairness, thus, has no single meaning, and therefore, no single definition, whether statistical, psychometric, or social. Most corporates review performances of employees annually and in some cases it is quarterly. Building a fair Performance Appraisal System is the key to determining its effectiveness through every aspect of its operation and implementation. Some of the building blocks to such fairness are outlined below:

Firstly one needs to build a fair appraisal structure which is a system grounded in terms of current and accurate job descriptions that define the task which the employee need to perform. Clear explanations need to follow regarding what criteria will be used to assess how well they perform and this information provides a common understanding between employer and employee. Today many of the off-the-shelf Performance Appraisal software tools work on the generic set of assessment criteria which is mostly unfair.

Secondly one needs to build a fair appraisal report where an employee's performance is observed and recorded in a systematic manner over a period of time which provides a fair picture. Employees should be informed of who is submitting information about their performance. Multiple appraisal channels improve accuracy and reduce bias.



Thirdly the most important building block is conducting a fair performance appraisal interview. It helps sometimes by providing appraisers with formal training to understand the goals of the performance appraisal system and how the interviews work i.e. what needs to be asked, how to deal with difficult situations, provide feedback, etc. Professionally conducted interviews help neutralize the potential bias and increase the employee's perception of its fairness. Self-assessment of the employee should be allowed as it provides a greater opportunity to explain the circumstances which may have caused them to underperform and identify barriers preventing good performance and suggest things improve upon the same.

To operate effectively, employers must ensure and build a Performance Appraisal System that not only demonstrates fairness through every aspect of its operation but also support and improve employee performances. **E**

ABOUT ATYAASAA

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



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BEANSTATEMENT

Fair performance assessment and calibrated reward system builds trustfully engaged culture.