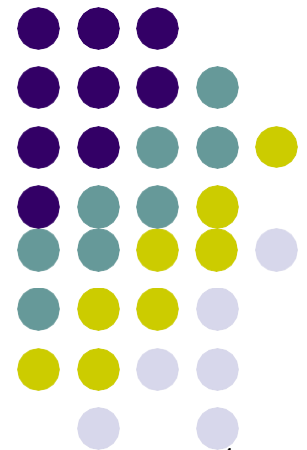


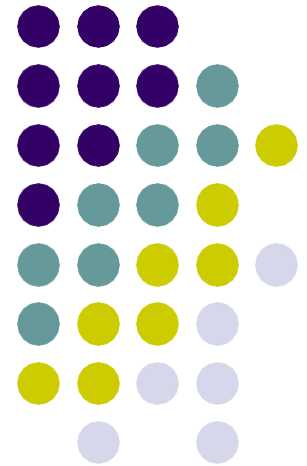
# Performance Analysis

By Ms.Laxmiprada Pattnaik



# Performance Analysis

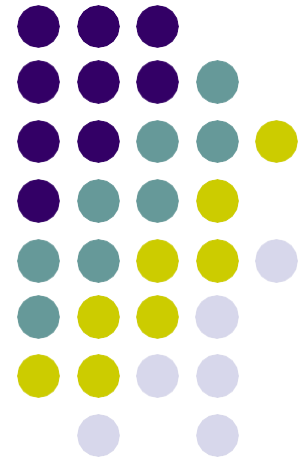
Understanding the constituents of performance by breaking it into various elements and understanding the factors that cause performance is called performance analysis.



# The Performance Equation

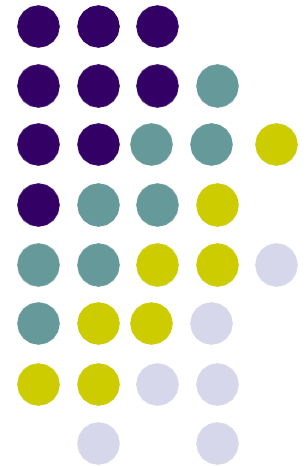
Individual Performance = Ability x Motivation X  
Organisational Support + or – Chance Factors.

Performance analysis involves analysing or understanding the various factors contributing to performance (positively or negatively ) for a given period, and managing them to enhance performance in the subsequent period.



## Objectives of Performance Analysis

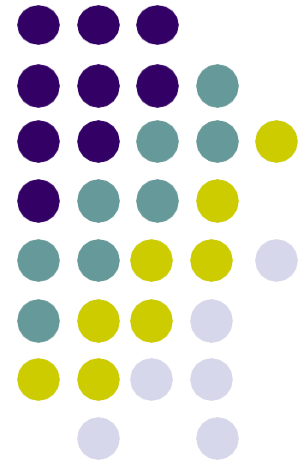
- Identification of the 'facilitating factors'.
- Identification of the 'hindering factors'.
- Identifying developmental needs.
- Gaining a better understanding and enhancing communication.

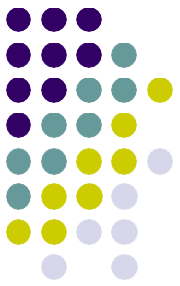


Performance analysis forms the basis for appraisal ratings ,counselling discussions, identification of developmental needs and action plans.

# Methodology

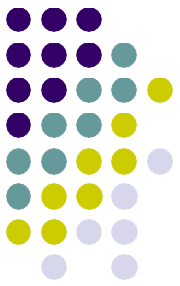
- The appraisee should list down all the factors that have prevented him from doing better or that have helped him in accomplishing his tasks.
- After listing the facilitating and hindering factors , the appraisee should classify these factors into certain categories:





# Performance Analysis

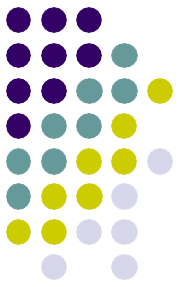
- FI = Facilitating factors attributable to the individual.
- FRO = Facilitating factors attributable to the reporting officer.
- FOS = Facilitating factors attributable to the organisation and systems.
- FS = Facilitating factors attributable to the subordinate staff.
- FE = Facilitating factors attributable to the external environment.



# Performance Analysis

- II = Inhibiting factors attributable to the individual.
- IRO = Inhibiting factors attributable to the reporting officer.
- IOS = Inhibiting factors attributable to the organisation and systems.
- IS = Inhibiting factors attributable to the subordinate staff.
- IE = Inhibiting factors attributable to the external environment.

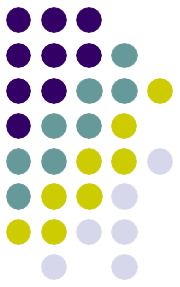
# Performance Review Discussion –(PRD)



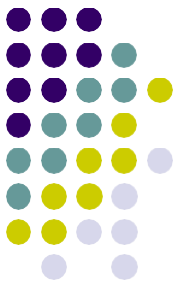
- It is a neutral term which connotes a formal discussion between the appraiser and the appraisee on the latter's dyadic performance for a given period of time to identify the factors that have positively or negatively affected their performance and to prepare action plans to improve their performance using the performance equation.



# Performance Review Discussion –(PRD)



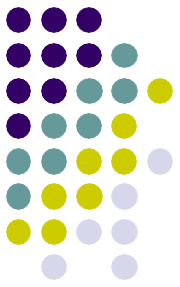
- It is a dyadic process.
- The focus of PRD is the employee's performance on the task assigned too him.
- The onus of making the PRD successful rests jointly on the appraiser and the appraisee.



## Purpose of PRD

- These discussions allow employees to improve their performance by identifying performance problems and solutions to overcome them.
- It helps in building a good relationship between the supervisor & employee.

# Objectives of Performance Reviews



- Planning
- Motivation
- Learning & Development
- Communication.



# The Process of PRD

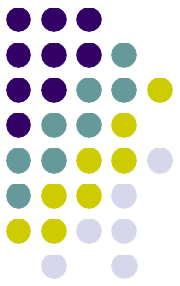
- Communication:
  - Inter-personal communication is the basis of performance review.
  - Non-verbal communication is as important as verbal communication.
  - The three main elements in communication are:
    - Listening
    - Asking questions and responding
    - Feedback
- Influencing
- Helping

# The typical sequence of performance review meeting is:



- Explain the purpose of meeting.
- Conduct Self appraisal
- Share Ratings & Explain Rationales
- Discus Developments
- As employee to Summarize.
- Discuss Rewards
- Hold Follow up meetings
- Discuss Approval & Appeals Process
- Conduct Final Recaps

# Coaching

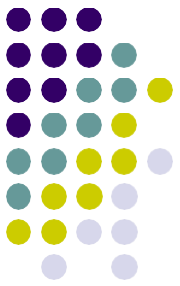


- Coaching is a collaborative, ongoing process in which the manager interacts with his employees and takes an active role and interest in their performance.
- Coaching involves directing, motivating and rewarding employee behaviour.
- Coaching involves observing performance, complementing good work & helping to correct & improve any performance that does not meet expectation and standards.
- It is also concerned with long term performance and the developmental plan to be achieved.

# Coaching involves the following functions



- Giving Advice
- Providing Guidance
- Providing Support
- Giving Confidence
- Promoting Greater Confidence.



# Key Behaviours

Coaching helps turn feedback into results.

For this to happen coach needs to engage in the following.

- Establish Development Objective
- Communicate Effectively
- Motivate Employees
- Document Performance
- Give Feedback
- Diagnose Performance Problems
- Develop Employees

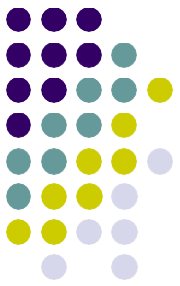




# Coaching Styles

There are four main coaching styles

- Driver
- Persuader
- Amiable
- Analyzer



# Coaching Process

- It is an ongoing and cyclical process
- It includes five components.
  - Setting Developmental goals.
  - Identifying resources and strategies needed to achieve the developmental goals.
  - Implementing strategies.
  - Observing and documenting developmental behaviours.
  - Giving feedback.