

THE 10 PEAK PRACTICES THAT CREATE MERITOCRACIES

If you are going to do performance management you need to do it thoroughly and well, which may put more hesitant organisations off, or see them just dabble a little. Committing half-heartedly can be worse than doing nothing; you may well experience a lot more ‘sting’ than ‘sing’! So what are the most capable organisations doing? What are the practices that have merit?

Each organisation tends to express their own culture through their approach to performance management, but here is an outline of what Pivot commonly sees in the organisations serious about it.

1 CLARITY

Performance matters and is clearly differentiated. It supports a meritocracy where performance expectations are clear, evaluation is robust and the consequences are meaningful.

3 OWNED BY THE BUSINESS

It's driven and valued by the business, not a side activity driven by HR.

2 REGULAR FEEDBACK

Ongoing employee and manager Communication and feedback are at the heart of the process.

4 ENGAGING, COLLABORATIVE

The process is engaging and collaborative (rather than one-way), staff are empowered to drive their performance.



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Performance Management?
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*“Does your approach to
Performance Management
‘Sing’ or ‘Sting’?”*

www.pivotsoftware.com/ebook2



5 **MANAGER SUPPORT**

Managers are supported with skills training/mentoring. They are disciplined in their approach; there are strong global performance standards, it's led from the top, and there are real consequences for those not engaged.

7 **ALIGNMENT AND AGILITY**

Objectives are set and aligned to company goals; the approach is increasingly agile (e.g. go day reviews, holistic measures).

9 **CULTURE-LINKED**

Their approach supports the culture they want to develop (e.g. linked to values or desired competencies).

6 **MODERATED RATINGS**

Ratings are moderated for consistency and a rounded perspective, ensuring performance levels are differentiated.

8 **REWARD BEHAVIOUR AND RESULTS**

They reward behaviour as well as individual results. And increasingly, contribution to the performance of others (team and organisation).

10 **PROCESS EFFICIENCY & MONITORING**

They use state of the art systems and processes. And monitor the effectiveness of the process as well as the performance it's measuring.



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