***SUBJECT:***

***Talent Management***

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**PROGRAMME:**

**Ms 1st Term**

***DEPARTMENT OF BUISNESS ADMINISTRATION***

***IQRA NATIONAL UNIVERSITY HAYATABAD MAIN CAMPUS PESHAWAR***

***Answer To Question No.01:***

***Performance Management:***

Performance management is a process of ensuring that set of activities and outputs meets an organization's goals in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, an employee, or the processes in place to manage particular tasks.

Performance Management can be defined as a process which continuously identifies measures and develops the performance of the workforce in the organization. And to do so, each individual's performance and objectives are connected with the overall mission and goals of the enterprise.

***Characteristics of Performance Management Process:***

A strong performance management should have the following main characteristics to manage the performance of employees within an organization to achieve the following three objectives:

* Drive results
* Build capability
* Carve up consequences

1. To enable the employees towards achievement of superior standards of work performance.
2. To help the employees in identifying the knowledge and skills required for performing the job efficiently as this would drive their focus towards performing the right task in the right way.
3. Boosting the performance of the employees by encouraging employee empowerment, motivation and implementation of an effective reward mechanism.
4. Promoting a two way system of communication between the supervisors and the employees for clarifying expectations about the roles and accountabilities, communicating the functional and organizational goals, providing a regular and a transparent feedback for improving employee performance and continuous coaching.
5. Identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.
6. Creating a basis for several administrative decisions strategic planning, succession planning, promotions and performance based payment.
7. Promoting personal growth and advancement in the career of the employees by helping them in acquiring the desired knowledge and skills.
8. Concerned with the output (the results achieved), outcomes, processes required for reaching the results and also the inputs (knowledge, skills and attitudes).
9. Concerned with measurement of results and review of progress in the achievement of set targets.
10. Concerned with defining business plans in advance for shaping a successful future.
11. Striving for continuous improvement and continuous development by creating a learning culture and an open system.
12. Concerned with establishing a culture of trust and mutual understanding that fosters free flow of communication at all levels in matters such as clarification of expectations and sharing of information on the core values of an organization which binds the team together.
13. Concerned with the provision of procedural fairness and transparency in the process of decision making.

***Strategies for Effective Performance Management Process:***

1. According to the concern author an organization should divide goals of an organization and approaches to achieve such goals between different goals.
2. According to author by Integrating individual goals with the enterprise goals an organization can easily achieves there settled goal of performance effectively.
3. According to author an organization should create such environment during working hours in which individuals easily exchanges their views and performance activities to each other.
4. Invest more in process execution than program design will also lead to high performance achievements.

***Answer To Question No.02:***

***Hygiene vs motivators theory by Herzberg:***

According to Frederick Herzberg’s there are certain job factors are consistently related to employee job satisfaction whereas others can create job dissatisfaction. His study consists of the following two main factors:

1. Motivators
2. Hygiene Factors

**Brief explanation:**

The motivators and hygiene factors are common factors in any work environment, but if they are not present, or if the hygiene factors are in any way managed or implemented improperly, they cause employees to be demotivated and disillusioned with their jobs.

1. ***Motivators Factors:*** According to Herzberg, motivating factors also known as satisfiers are primarily intrinsic job elements that lead to satisfaction.

i.e Achievement, recognition, the (nature of) work itself, responsibility, advancement, and growth.

1. ***Hygiene Factors:*** While Herzberg termed hygiene factors also called dissatisfiers are extrinsic elements of the work environment.

i.e Company policy, relationships with supervisors, working conditions, relationships with peers and subordinates, salary and benefits, and job security.

These are factors that can result in job dissatisfaction if not well managed. One of the most interesting results of Herzberg’s studies was the implication that the opposite of satisfaction is not dissatisfaction. Herzberg believed that proper management of hygiene factors could prevent employee dissatisfaction, but that these factors could not serve as a source of satisfaction or motivation.

According to Frederick Herzberg motivation is the key element towards achieving organizational settled goals, once employees are motivated to work then it will be very easy for an organization to achieve its purpose within time otherwise, if an organization fails to satisfy or motivate the individuals then it will cause towards loss.

So, both Motivators and Hygiene factors should be keep mind by any organization while motivating individuals and reach to organizational settled goals.

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***Answer To Question No.03:***

***Leadership Coaching:***

Leadership coaching is a powerful management training tool to help business leaders at all levels leverage the leadership skills within themselves to maximize performance.

The coaching process can give a leader a new perspective and focus. Coaching helps leaders implement personal and organizational change by providing support and keeping them focused on attaining their personal and professional goals.

**Key Elements of Coaching:**

## ****1. The Coach-Client Relationship:****

Without a strong coach-client relationship based on mutual respect and mutual pursuit of goals, there is little point in coaching at all. Not all coach-client teams will be able to build strong rapport, and that’s no reflection on either party. Some personalities simply work better together than others. When choosing a coach, it is absolutely essential to determine upfront how well the coach and client communicate and how easy it is for them to work together.

## ****2. Problem Identification and Goal Setting:****

Most coaching clients have some idea of which skills the client needs to work on most. Even so, the best coaches use multiple, proven assessment tools to verify this and to identify the client’s strengths and weaknesses. This process helps both coach and client develop the most effective ways to bridge skills gaps and to further improve strengths. Articulating which issues the client will work on with their coach, setting goals, and determining how to measure goal achievement keep the coaching relationship on track to produce the best results.

## ****3. Problem-Solving:****

The right problem-solving technique for one coaching client may be completely different from that of another coaching client. That’s why the assessment of strengths and skill gaps is so important. Working with the client to map out how to get from where they are now to where they want to be is a highly individual process, and the leadership coach is uniquely positioned to help create that “roadmap.” It’s far from a one-size-fits-all process but must be tailored to the individual in the context of their work setting.

## ****4- Transformational Processes:****

The skilled leadership coach can help the client define specific actions that need to be developed and practiced until they become second nature. For one client this may be communication. For another, it may be delegation. The transformational processes used in leadership coaching are uniquely customized to the client and their particular needs. Without proven transformational processes, client improvement may be short-lived.

## ****5. Outcome Definition and Measurement:****

The coach should work with the client to define what success looks like. Maybe “success” means fewer last-minute phone calls about who is responsible for what. Or maybe it means the leader has more free time due to letting go and effectively empowering team members rather than trying to do everything themselves. The only way to know if a coaching client has succeeded is to define what success means.

Organizations and individuals within them who are interested in coaching should understand which elements are necessary to a strong and successful coaching relationship. The more invested the individual and their organization is, the more likely they are to get the results they want.

***Role of Coaching in leadership performance ultimately profitability:***

* 1. ***Empowerment:***

Coaching empowers leaders to do exceptional work. Coaches establish an advantageous relationship that uncovers hidden strengths and weaknesses within the leader. Goals will be created to enable leaders to pinpoint their weaknesses and track their progress. Reflective sessions with a coach empower a leader to fully recognize their improvements and appreciate the work they have done to meet those goals.

***2. New Insight:***

Leaders gain new perspective on everyday responsibilities from their coach. The coach pushes them to step back and reflect when a leader is having a bad day or week, often uncovering a deeper problem. Together, they discover new insights into the leader’s reaction by analyzing the problem and creating a plan for similar situations in the future.

***3. Free Thinking:***

Coaching reduces narrow-minded thinking in leaders. Coaches encourage the leader to open their thought patterns and consider other points of view by asking questions. This benefits the leader by provoking free thoughts and encouraging flexible leadership. The Center for Management and Organization Effectiveness calls flexible leadership a “[business necessity](https://cmoe.com/blog/flexible-leadership-business-necessity/)” as it allows for quick, creative, and precise decision making under pressure.

***4. Enhanced Performance:***

Targeting coaching to a leader’s problem area makes a huge difference in attitude and abilities. Coaching allows the leader to learn and implement [new leadership techniques](https://www.activecampaign.com/blog/leadership-techniques/) tailored to the leader’s weaknesses. Techniques include the leader avoiding the terms “but,” “no,” or “however” as they accidentally discourage ideas or answering questions with questions as they tend to supply all the ideas for their team. Individuals that were difficult to reach before will respond better to their leader’s new approaches.

***5. Improved Communication:***

Coaching enables leaders to realize that their communication isn’t always as clear as they think. Coaches will highlight areas of communication that need improvement and practice those areas with the leader.

Coaches can also teach leaders how to communicate with individuals of different personality types, cultures, or ages using their past experiences as examples. Good communication skills allow people to connect with one another. A coach who can guide an individual to communicate effectively will improve their credibility and overall leadership abilities.

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***Answer To Question No.04:***

***Critical Evaluation of Cappelli and Anna Tavis 2016 HBR Article:***

One reason why performance management fails is that the process is not properly structured. It is not a one-time process and needs to be repeated more often. Because the main reason behind having a performance management process in an organization is to improve overall performance of the employees in the organization.

Most organizations already have a performance management system, but if you are planning to implement a performance management system in your organization or to improve the existing one, here’s a list of common reasons for the failure of performance management system that you might need to avoid.

#### 1. The Process Is Not Structured:

One reason why performance management fails is that the process is not properly structured. It is not a one-time process and needs to be repeated more often. It is not possible if you don’t have a

well-designed structure for performance management. Because the main reason behind having a performance management process in an organization is to improve overall performance of the employees in the organization.

So, a well-structured performance management system helps the employees understand the organizational strategies better and work towards achieving their goals with more motivation.

#### 2. Goals Aren’t In The Picture:

In many organizations, employee goals aren’t in the picture when the performance review process is carried out. Sometimes performance management also fails because wrong goals are chosen to optimize the performance of the employees. In short, goals are important to keep employees motivated and perform better.

#### 3. Lack Of Communication:

Sometimes, managers aren’t able to communicate what they expect from their employees. It is important for them to communicate properly with the employees about the benefits of performance management. Employees should be provided with necessary resources to improve themselves constantly and should know the importance of continuous learning and a performance management system.

#### 4. Overemphasizing Recent Performances:

This is one of the most common mistakes that managers/ HRs make. Performance management processes are plagued with various biases in general. Recency bias is one of them. This is an unconscious bias since part of the problem can be attributed to memory and the way the mind makes associations. But it is a dangerous bias all the same. Very simply, it is because recency

bias can make or break a performance review. So overemphasizing recent performance can result to failure of the performance management system.

#### 5. Annual Performance Evaluation:

Performance evaluation is valuable only when it is carried out on a regular basis. Annual performance review is not enough for any organization. Some mangers claim that it consumes a major portion of their time. But if performance evaluation is carried out annually, employees have to wait for a year to give or receive feedback; which is not good for the organization’s productivity.

So, annual performance evaluation is one reason why your performance management system could fail.

#### 6. No Recognition/ Rewards:

Appreciation and recognition are very important to keep your employees inspired and to drive productivity. A performance management system that doesn’t include recognition and rewards for employee performance tends to fail more easily. It is important to keep track of employee performance and appreciate their good work.

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