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Q No 1.

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Performance management is a continuous comprehensive process of communication and evaluation b/w a manager and an employee. A performance management system aims to fulfill the strategic objectives of the organization.

Performance management focus on employee engagement development and performance evaluation. Performance management wants that the employee will engage in the work and also develop the basic skills which are required for an employee. The performance management will develop that skills. The performance management will evaluate means to check the performance of the employee time to time.

characteristics of performance management.

Performance management has a lot of characteristic.

Performance management concerned with measuring output of delivered performance compared with expectation expressed objective. means the output of the employee are according to the expectation of the management. or the employee will take the high input and express low output.

another characteristic of performance management is that the performance management will check the performance and standard.

The employee will work according to

according to the standards of the company. e.g a company want to take a duty from employee 8 hour in a day. but the employee will work 6 hours in a day. it's means that the employee will work below the standards.

continuous and flexible process:-

Performance management is a continuous and flexible process that involves managers and those whom they manage acting as partners within a framework that sets out how they can best work together to achieve the required result.

Focus on future performance:-

Performance management will focus on future performance and improvement rather than on planning

on retrospective performance appraisal it is function as a continuous and evolutionary process in which performance improves over the period of time.

strategies which can improve performance management:

i) Taking the critical look at performance management begins with the most fundamental question.

1) Drive Result: The intent of performance management is to drive improvement in business result through individuals group, and enterprise goal alignment measurement and rigorous performance information sharing.

2) Build Capability: The intent of performance management is to drive organization and individual capability

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developing by clarifying role specific competencies, establishing an environment of constructive feedback, and using formal coaching:

3) CARVE UP consequences: The intent of performance management is to differentiate performer and yield as defensible performance assessment/rating that can be used to make rewards decision involving compensation, work assignment and recognition.

How to motivate employee.

i) Gamify and incentive: different organization will motivate their employee by giving different incentives. Some company will give bonuses to motivate their employee. Some company will give a motivating training to the employee.

Although we haven't implemented ~~for engaging~~ it yet, we're developing a feedback system that rewards employee for engaging with our wiki and for learning how to use our application via our wiki and for learning how to use our application or via our training videos.

Radiate positivity. The company pumping energy through the office. The some company really enthusiastic and want my staff to feed off that positive energy. b/c the culture is so important for company.

3) learn what makes each employee tick.

Ask what they do and don't like working on, share the big picture company goals, and respond to their question. Discern their goals and then invest in their professional growth.

During one-on-one check-ins listen to their ideas, because they are the best at what they do.

Hygien & motivation Theory:

Another important contribution to our understanding of individual motivation come from Fredrick Herzberg's studies came from Fredrick Herzberg's studies, which addressed the question.

What do people really want from their work experienced? "In the late 1950. Herzberg surveyed numerous employees to find out what particular elements made them feel exceptionally good or bad about their jobs.

The result indicate that certain job factors are consistently re-lated to employee job satisfaction.

According to Herzberg, motivating factors also called Job satisfier.

one of the most important result of Herzberg's studies was the implication that the opposite of satisfaction is not dissatisfaction. Herzberg believed that that proper management of hygiene factor could prevent employee dissatisfaction. but that these factors could not serves as a source of dissatisfaction. but that these factors could not as a source of satisfaction or motivation. Good working condition for instance will keep ~~emerged~~ employee at a job but won't make them work harder. But poor working condition which are job dissatisfier. may make employee quite.

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A Job with many satisfiers will usually motivate workers, provide job satisfaction and prompt effective performance.

So Herzberg motivation Theory or two factor Theory, provides two factors that affect motivation in the workplace. These factors are hygiene factors and motivating factors. Hygiene factors will cause to work less and motivating factors will motivate an employee means to encourage an employee to work harder if present.

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Leadership coaching: However leadership coaching is a collaborative b/w a leader and the coach. The leader could well be an executive manager, supervisor, leader or business leader owner. For example anyone in charge or responsible for a group of people

Regardless it is a partnership - on in which both sides work to each other reach and agreed upon - destination.

The aim of the partnership is to bring about sustained behavioural change and to transform the quality of the leaders working and personal life.

Key element of coaching.

Coaches use similar common and tools to help the client excel. They implement these tools in different ways, but the common denominators present in most coaching relationship can have lasting effects on employee performance. A good coach can identify a client's problem and provide a best solution for it in order for the client to willingly accept the steps given by the coach.

2) The coaches communicated successfully. Communicate with the client building a sincere level of trust so all parties could be on the same plane for change. Effective communication is the best foundation for a

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great working relationship. A great coach not only knows this, they capitalize on it.

3) The goal of empathetic coach is to give everyone around them the feeling of being recognized. which is why they are very careful to spend more times listening and paying attention to verbal and non verbal cues that are common during everyday interaction.

4) coach can also discussed with the client personal insecurities and issue they all had in common.

reason for the statement: It knows everyone that for every work the coaching is very necessary. without the coaching the employee will not

Perform well. why b/c The basic things which are necessary for every employee to work in a good. The coachings will provide these basic things. e.g. The HR manager whose duty is to hiring of employee. If he knows the basic information which are necessary for hiring. Then he can easily hire the employee. If he did not know about the basic things then he will face different problem. directly it will ~~provide~~ harmful for the organization. The organization will face different problem. on the other hand the performance is very necessary for profitability. If the employee will perform according to the company or the organization expectation. Then the organization will directly goes

to the profitability side. so the main reason is that of the coaching and performance will take place in the organization. The picture of the organization will be groom day by day. and the organization will take more profit.

Appraisal can be traced back to military's merit rating system created during world war I to world war II to identify poor performance for discharge or transfer.

After world war II about 60% of US companies were using them (by the 1960s, it was close to 90%).

Though seniority rules determined pay increases and promotion for unionized worker, strong merit scores meant good advancement prospects for managers.

And then a severe shortage of managerial talent cause a shift in organizational priorities. Company began using appraisal to develop employee into superiors.

in 1960 The shift will be changed from development or performance side to the accountability side. Inflation rates shot up, and merit based pay took center stage in the appraisal process. During that period the wages annual increased mattered. Supervisor often had discretion to give raises of 20% or more for those who shows a strong performer. means to gives a high output and gives a high performance. First to Jack Welch became CEO of General electric in 1981. to deal with the long standing concern that supervisor failed to label real differences in performance. Welch champion forced-rankling system

another military creation. Thus the U.S. military has decided it just before entering world war II to identify the officers in a large number for the purpose of to immedate the military expansion. GE used it to shed people at the bottom. Equating performance with individuals inherent capabilities (and largely ignoring their potential to grow.) Welch divided his workforce into "A" player who must be rewarded "B" player who should be accommodated "C" player who's should be dismissed. in the system the development was reserved for the A". Second, 1993 legislation limited the tax ~~deductions~~ deductibility of executive salaries to \$1 millions but exempted performance base-pay

That leads to a rise in outcome based bonuses for corporate leaders. a change that trickle down to frontline managers and even hourly employees. and organization relied even more on the appraisal process to assess merit. So the company using performance appraisal in 2000's to hold employee with the organization and allocate rewards. means the organization will give different types of rewards to hold or to touch the employee with the organization for long run. For this the companies will give different rewards to the employee due to which he perform well. By some estimates as many one third of U.S. corporation. - and 60% of the Fortune 500 - had adopted a force ranking system.

so the article shows that the system will change time to time. 1st the system will be in accountability position. After some times it will change to development and then the system will change ~~from~~ back to accountability. After some times the system change back to the development again. so the turning turning from accountability to the development in 2005. A few year after Jack Welch left GE. The company quietly backed away from forced ranking b/c it fostered internal competition and undermined collaboration. Welch left GE The company quietly backed away from forced ranking b/c it fostered internal competition and undermined collaboration. Welch still defend the

The Practice. but what he really support is the general principle of letting people know how they are doing. "As a manager, you owe candor to your people" he wrote in The Wall Street Journal in 2013. They must not be guessing about what the organization thinks of them. It is hard to argue against candor of course.

The companies will start struggle to upgrade their talent management. why b/c there will be a huge competitor present in the market. due to which different companies will face the different problem. so due to which the best companies will make improvement in their talent management process. so it means learning is very necessary for every employee & managers to which are the need of

of the present job. different companies will do a struggle to eliminate dissatisfier which can make the employee away from the organization. So different companies employees will co-ordinates to one another. so from this article we pick up that teamwork is the ~~best~~ best way of learning. different employee have a different skills. If he co-ordinates to one another and share his skills. then its very profitable for every employee and also for every organization.

So of course the many HR manager worry about that if we can't communicate and converse with employee and also with sub-ordinates once a ~~year~~ year. how he can expect

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Them to do so more frequently.
It is also a source of learning
when the manager meet with their
employee and share his personal
experience then he pick up alot
of information.