



PSYCHOLOGY GROUP

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MANAGING PERFORMANCE

UNDERSTANDING THE PERFORMANCE REVIEW PROCESS

“What is an ideal performance review process?” A question our clients often ask around this time of year.

At OPRA Psychology Group, we have the expertise and capability to help you design and build an integrated performance framework that supports optimal performance across the employment life cycle.



WHAT ARE PERFORMANCE REVIEWS?

Individual performance reviews are regular reviews between a supervisor and an employee to ensure both parties have a common appraisal and understanding of what has been achieved. They provide an opportunity to discuss strengths and areas for improvement based on past performance whilst also providing an opportunity to establish performance goals and objectives for the upcoming year.

THE IMPACT OF PERFORMANCE REVIEWS

Employee performance is important for any organisation as it impacts the success of delivering strategic initiatives and customer excellence. People are the linchpin of an organisation’s success. Ripple effects from poorly managed performance can lead to issues effecting the bottom line, e.g., product/service delivery, team cohesion, customer satisfaction, and staff turnover.

WHAT DOES AN IDEAL PERFORMANCE REVIEW PROCESS LOOK LIKE?

A clear definition of high performance

It is important that we define and clearly articulate what high performance looks like across the organisation. In turn, this supports a fair and transparent process underpinned by structured development pathways and clear, well-defined performance objectives.

Having robust performance metrics and measures

Having robust performance metrics means that we can accurately and objectively measure on-the-job performance, address the important performance gaps, and put in place actions that can be re-assessed down the track.

Important questions to ask yourself of your performance review process:

- What does high performance look like in our organisation?
- How do we best measure performance?
- Are we measuring the right attributes that are indicative of performance?
- Are staff clear on what the desired behaviours are?
- Are we over generalising expectations of performance for different roles?
- Are our measures subject to bias?

Conducting a training needs analysis

Well-defined performance measures allow for the analysis between current performance and any professional development that might be required to bridge the gap.

Take the whole picture into account

Performance issues may not necessarily sit with the individual in their entirety but could be impacted by other environmental factors that influence how performance is being measured. Among other things, this could include inefficient systems, confusing processes, work structures and design

Agile Performance Reviews

Rather than waiting for the 6-to-12-month formal review process, regular check-ins allow for on-going coaching for performance as needs arise. Here at OPRA, we use an overarching methodology known as OPRA REAL™ to help frame this process and guide these conversations.

1. **Release** – defense mechanisms and any barriers to learning.



2. **Engage** – establish ownership and build awareness of performance strengths and limitations.
3. **Achieve** – provide opportunities to apply knowledge and skills using actual role-based tasks and situations.
4. **Live** – fine tune and nurture performance improvements through regular coaching and support.

Ultimately, any performance development programme should be designed to facilitate sustained behavioural change through applied learning, and with a primary focus on building self-insight and capability in areas of strength.

Quality feedback and self-efficacy

Feedback is a critical component of performance management. It helps employees gauge current performance against expected standards and identify actions that might need to be taken to achieve higher levels of performance.

A key component of effective performance development feedback is that it helps build an employee's self-efficacy or their individual beliefs about their ability to perform. In support of this, OPRA has designed an online programme that supports individuals to raise awareness of their objective self, build their self-confidence, and experience themselves as being competent in their ability to learn and perform.

Not only is an employee's self-efficacy key to performance, but so is the quality of feedback that is given which can impact on an employee's engagement, motivation and job satisfaction (Anguinis, Gottfedson, & Joo, 2012).

ANGUINIS, GOTTFEDSON, & JOO (2012) OFFER RECOMMENDATIONS FOR DELIVERING EFFECTIVE FEEDBACK:

- Deliver constructive feedback and in a private setting.
- Use a strengths-based approach to identify what your employee does well and what you want them to continue doing or build upon.
- Identify areas for development that are based on knowledge and skills which are more changeable rather than talents which are harder to develop.
- Ensure you are familiar with the employee and their job, so that you can provide feedback that is specific and accurate.
- Allow the employee to engage in the feedback process.
- Tie important behaviours and goals to how it impacts the job, team, and organisation's performance.
- Follow up regularly.

Provide Support

Research demonstrates that supervisors play a critical role in their employee's development. Supervisor support has been shown to have direct positive impacts on motivation to learn, training readiness, learning transfer and job performance (Park, Hye-Seung, & Eun-Jee, 2018).

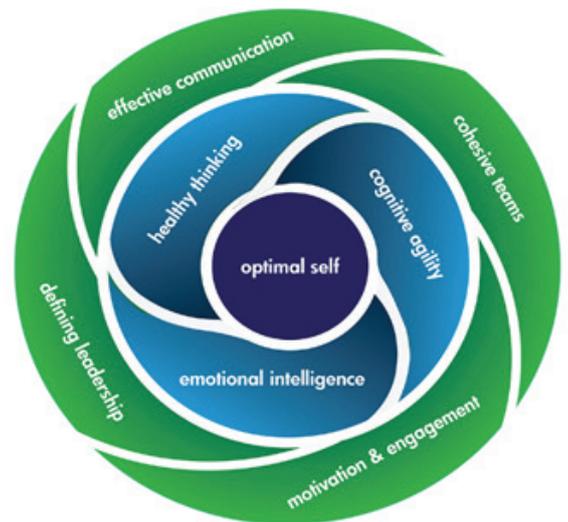
Development Plan

1. Set realistic goals.
2. Be specific about what behaviours and actions are required.
3. Provide transparency and clarity on how goals will be measured.
4. Establish time frames for when progress will be evaluated.

For a more information about performance management speak to your local OPRA consultant contact@opragroup.com.au or visit www.opragroup.com for additional resources.

At OPRA, our purpose has always been quite simple; **we inspire individuals, teams, and organisations to be the very best they can be.**

OPRA has reviewed the psychological literature and structured our development model around the core components that we believe allow individuals to perform at their optimal selves; whilst also inspiring and empowering the performance of others.



CLICK ON THE VIDEO BELOW TO VIEW MORE ABOUT OPTIMAL SELVES.

