Keep

Performance Management

Why are we doing performance management?

The new MoS of Talent Management is shifting to % of members that are performing. How do we know if people are performing or not?

We need to implement performance management strategy.

AIESEC

What is performance management?

The fundamental goal of it is to promote and improve *members effectiveness*.

It is a continuous process where team leaders and team members work together to *plan, monitor and review* an employee's work objectives or goals and his or her overall contribution to the organization.

What can performance management help you with?

Succession

By identifying members with high performance and motivation we can better plan for our successors.

Learning & Development

Not only can you analyze which department is being effective or not, for you to align or adjust your training timeline.

Reward & Recognition

Performance management helps you to identify the highest performer and also the members with high potential of growth.

Talent Capacity

The review will help you to identify if there is a talent gap in your entity. You can adjust your recruitment flexibility according to the insights.

What activities does it include?

Team leaders and team members work together to

plan

monitor

review

a team member's work objectives or goals and his or her overall contribution to the organization.

*How and where
do I start?*

AIESEC

Expectations

To fully implement a performance management process, it needs your time and commitment. But the return will be worth it, because it provides you the most important HR business intelligence to strategize.
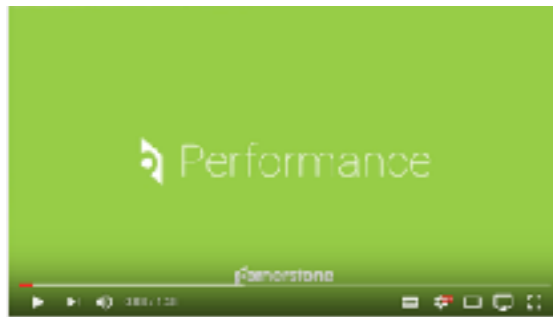
From AIESEC International:

We are currently configuring and piloting the functionalities in AIESEC Hub. Make sure all your members have EXPA account.

entities

From all entities:

Having the system itself will not solve all our problems, we need to build the habit of conducting Performance Review so when we roll out the system, it's a easier change management to manage.

Step 1 — Understand the basic logic

Development	High	6. High talented people	3. Talent Pool	1. Stars
	Mid	8. Regular Development	4. Talent Pool	2. Talent Pool
	Low	9 - Low Performing	7. Regular Performing	5. High committed people
Alignment Between Individual and Organizational Goals		Low	Mid	High
		PERFORMANCE		

You can see the basic logic of performance management on the chart above.

It consists of
Development: how much has someone developed?
Performance: how well has someone performed?

By evaluating a certain member in each of these 2 dimension using Low, Mid and High, we can place a member on a 3x3 matrix.

This is the basic logic of performance management. The catch is we do this every quarter for all our members.

This will require all members to have clear measurable target every quarter, so it can be tracked for performance.

Step 2

Plan - Make sure everybody has a GOAL and a DEVELOPMENT PLAN!

The basic two elements in performance reviews are the goals and the development plans.

Answering these 2 questions:

1) *How much of the goals the member has achieved?*
2) *How much the has member developed?*

Some Call to Actions

- *Train your EBs on how to set smart performance goals!*
- *Train your TLs on how to set smart performance goals!*
- *Ensure everyone in your entity has a plan for development! (e.g. I would like to learn how to use Photoshop)*

Step 3

Educate your network why, how and what of Performance Management

Performance Management Education

Quite like this training you are getting right now, there should a desire from your entity to conduct performance management processes. As MCVP TM, understanding the context and communicating the same is the key to onboard people for the process.
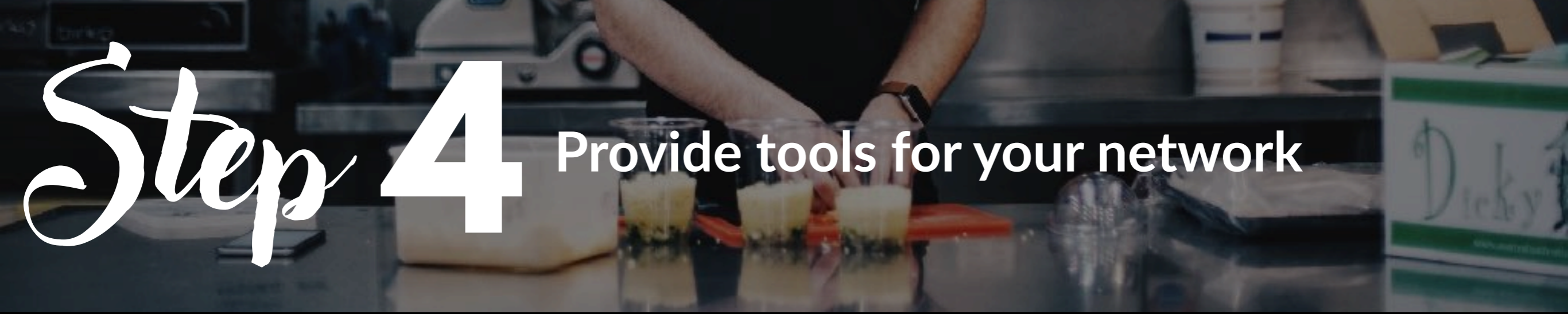
Before we officially launch performance management model on AIESEC Hub, you can start sending your LCs out with simple tools a TL can use to review their members. By providing a standard format, you can also also collect the data and provide national analysis.

Examples

Check out these examples from AIESEC in Indonesia

When to conduct performance review?

Recruitment	Induction	Goal Setting	Performance review	Analysis	Restructure LnD Recruitment
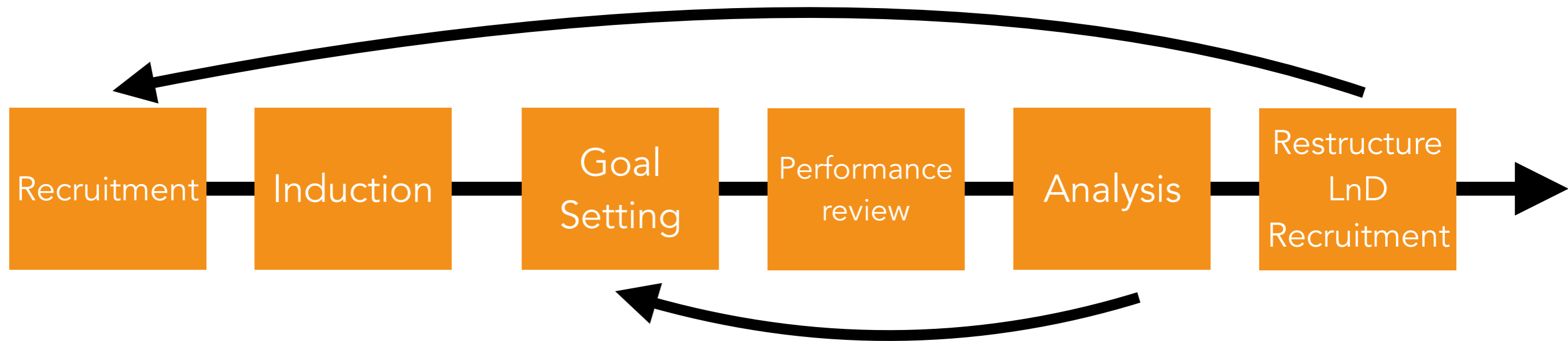
- A performance review should be conducted per quarter.
- Any performance review can only be done when a clear goal and a development plan have been set for each member.
- The analysis of the performance review can be used for shaping the recruitment, Learning & Development and Restructuring of the team. It can also influence the goal setting of the team.
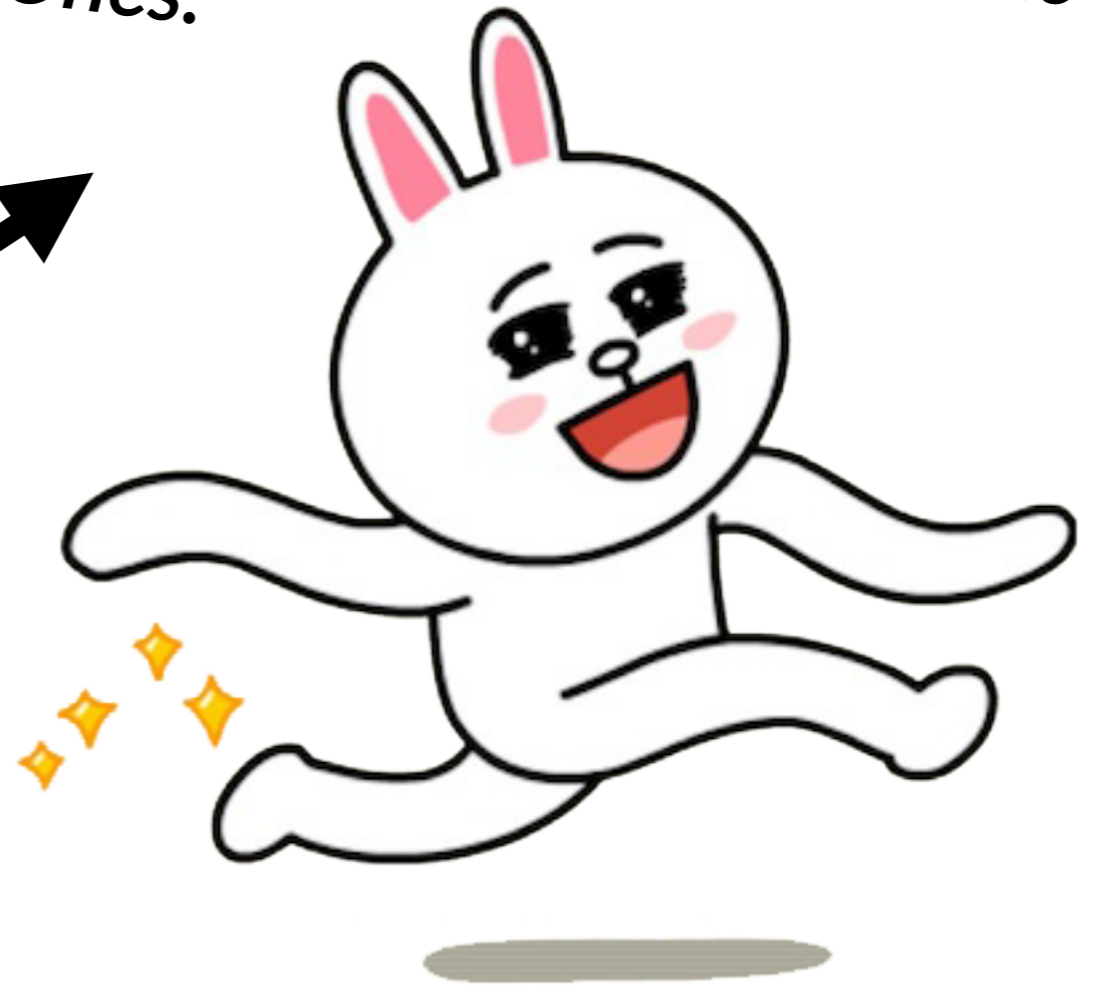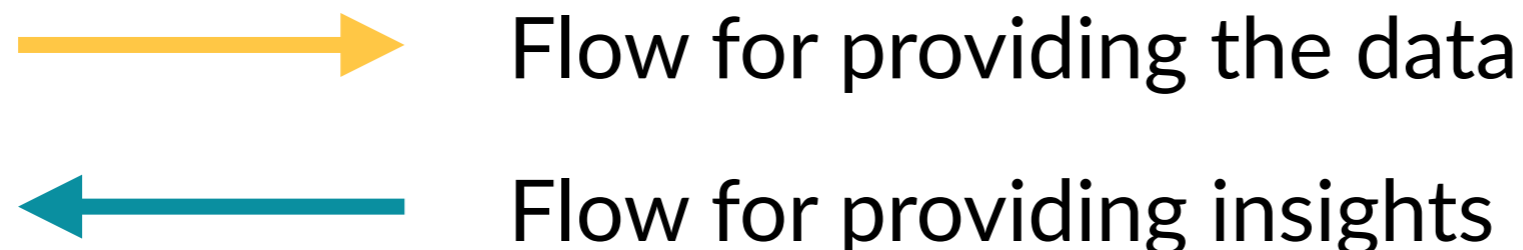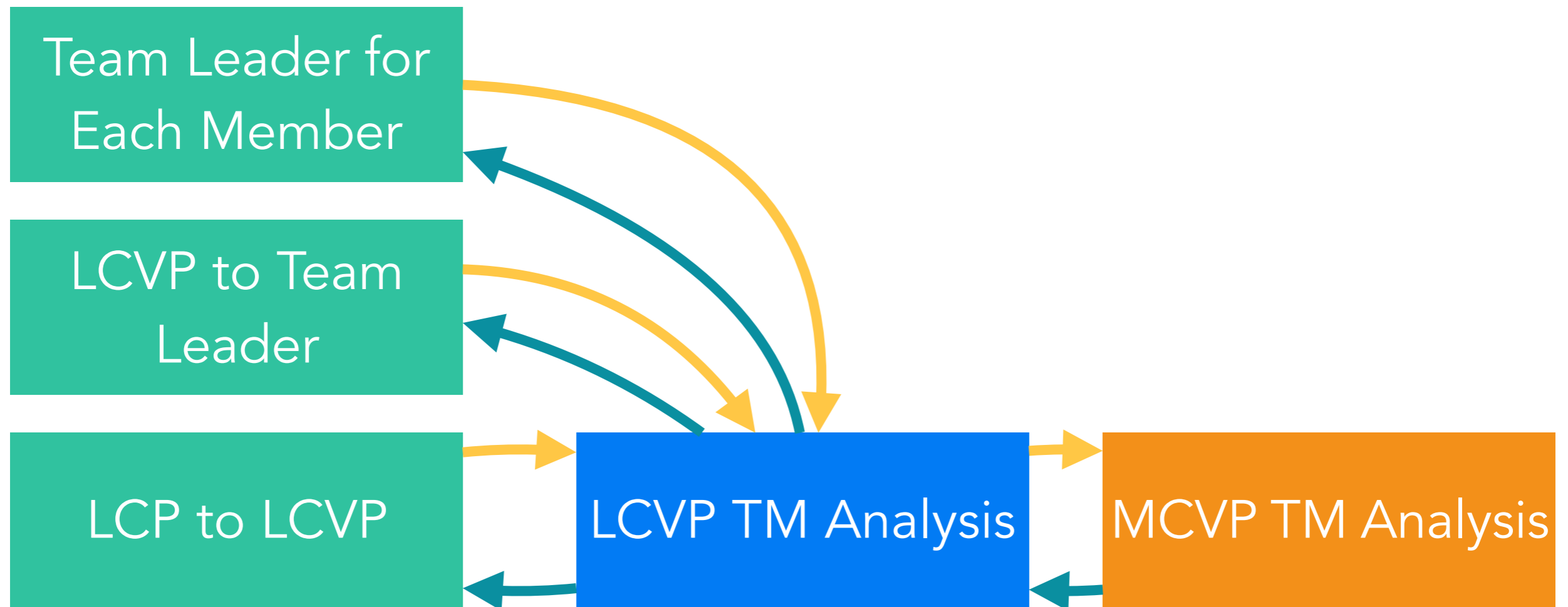
Implementation Flow

This is the Performance Review Excel

Development		6. High talented people	3. Talent Pool	1. Stars
	High	6. High talented people	3. Talent Pool	1. Stars
	Mid	8. Regular Development	4. Talent Pool	2. Talent Pool
	Low	9 - Low Performing	7. Regular Performing	5. High committed people
Alignment Between Individual and Organizational Goals		Low	Mid	High
		PERFORMANCE		

As a team leader, you review each of your team member by sitting in an One to One, using the matrix of development and performance.
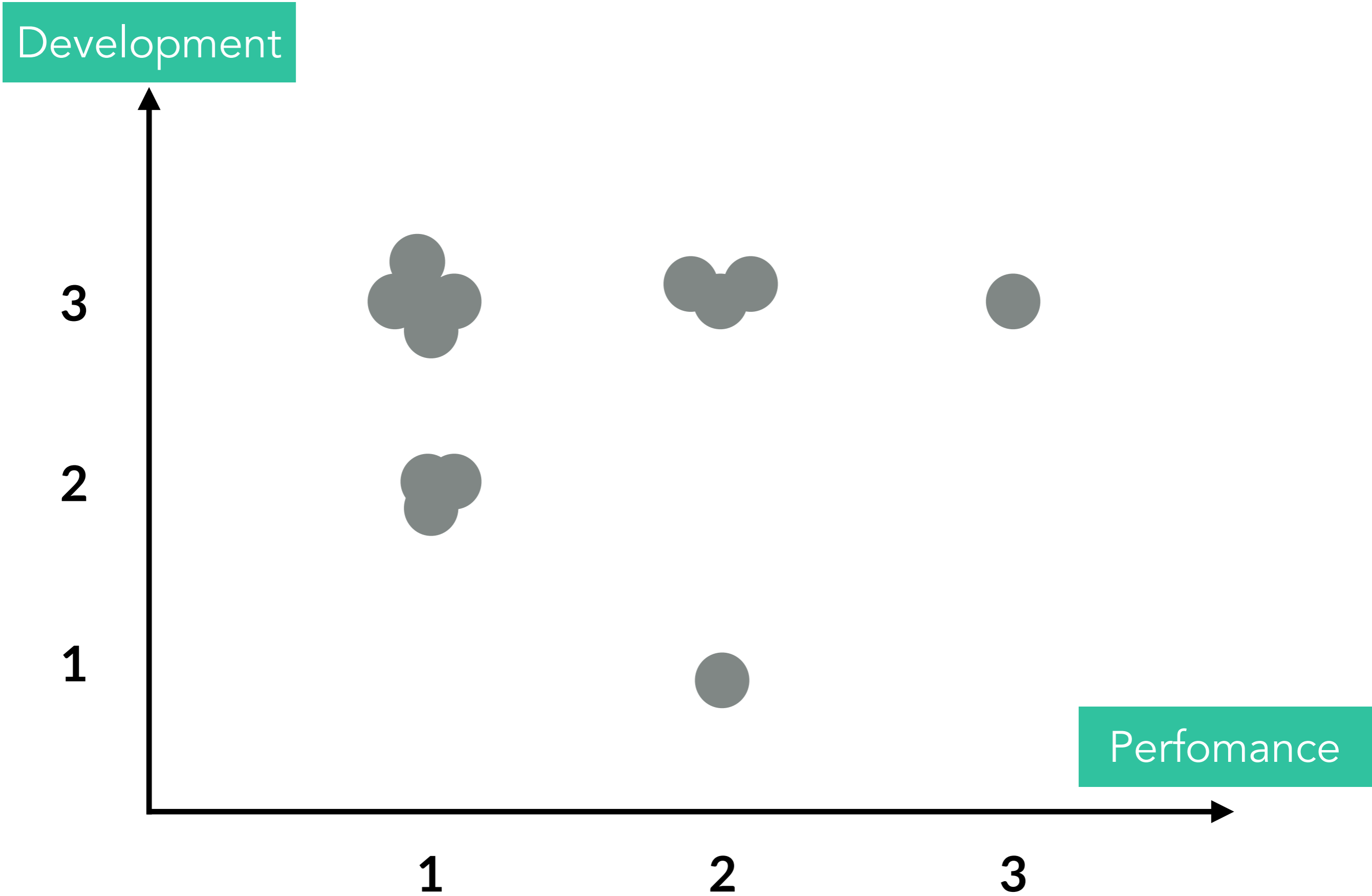
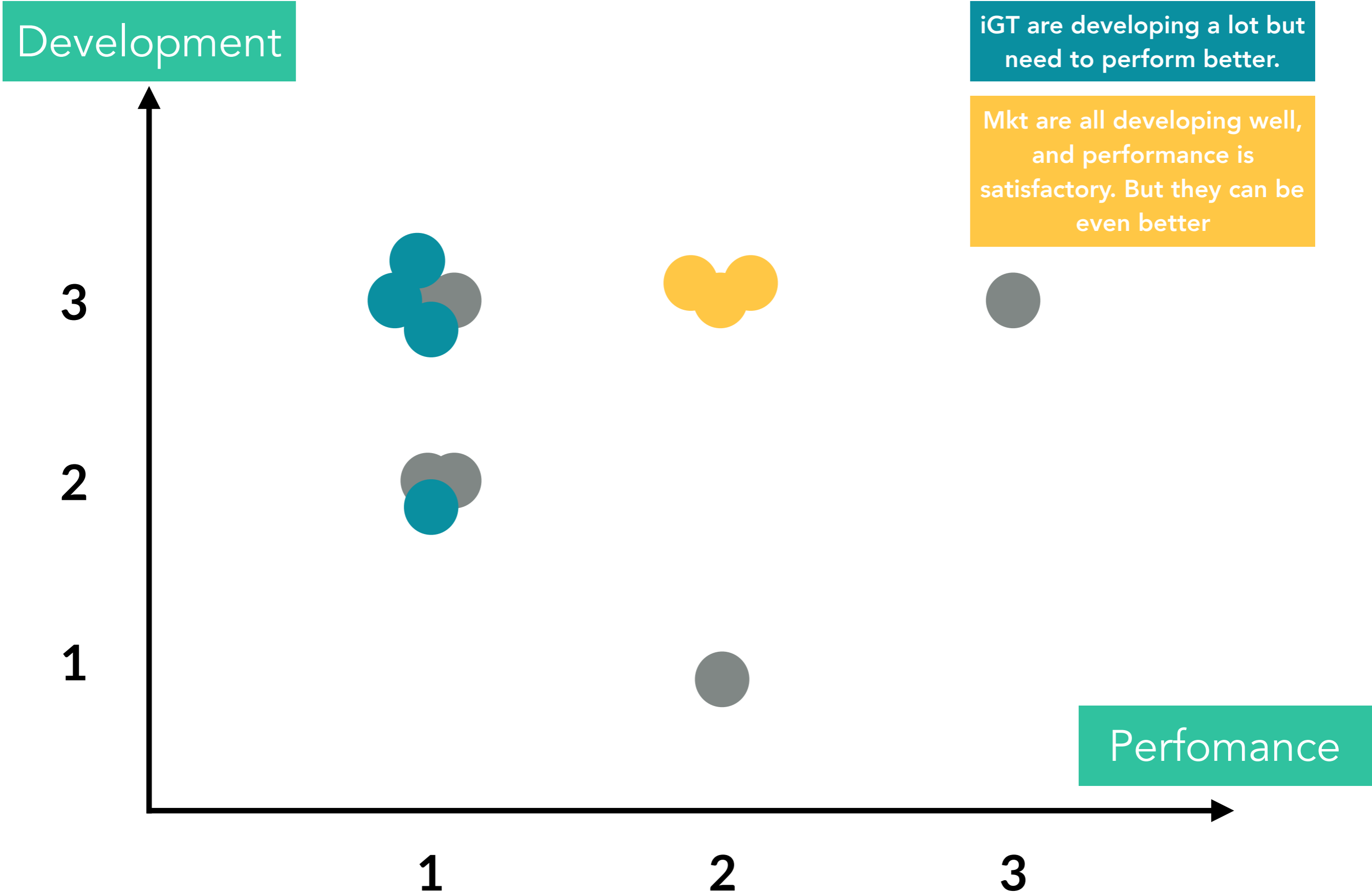# Now you can compile all your members in one excel

Name	Department	Position	Performance score	Development score	Rating
Bold man	oGV	LCVP	3	3	Star
Rabbit	oGV	TL	2	1	Regular performing
Smily guy	Marketing	TL	2	3	Talent Pool
Bear	Marketing	Member	1	3	High Talented people
Blondy	iGT	TL	3	2	Talent Pool
Cattie	iGT	Member	2	2	Pool
...	...	...			

If you differentiate them by functions, you can see which department will need what specific supports

Development

iGT are developing a lot but need to perform better.

Mkt are all developing well, and performance is satisfactory. But they can be even better

Perfomance

As MCVP, if you have each LCs data, you can even conduct a national comparison of each LC. This will help you to shape your TM strategy even better.
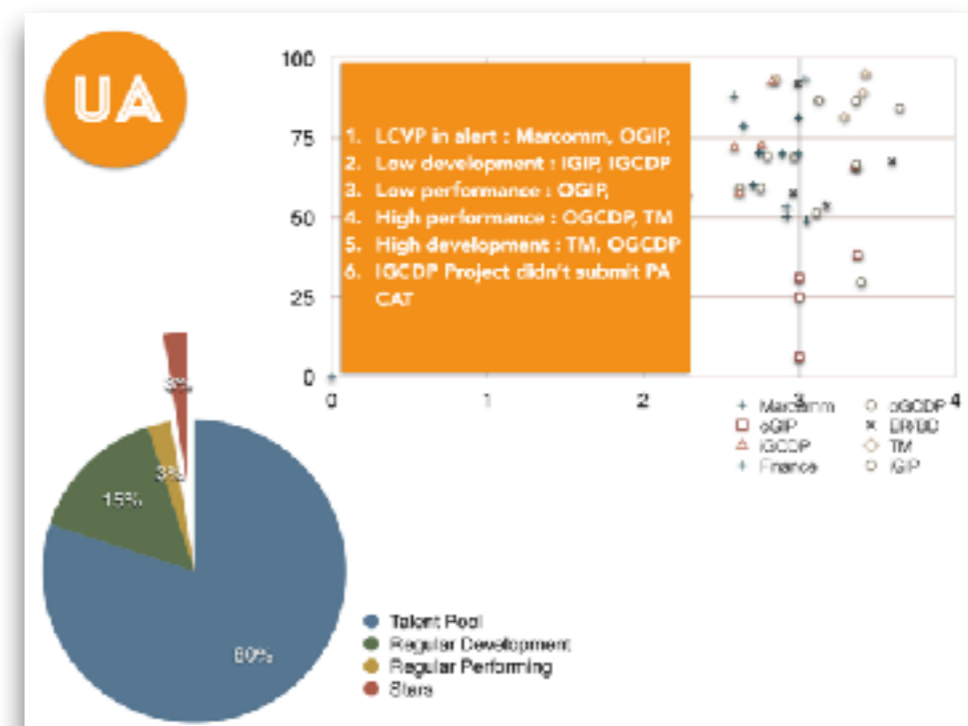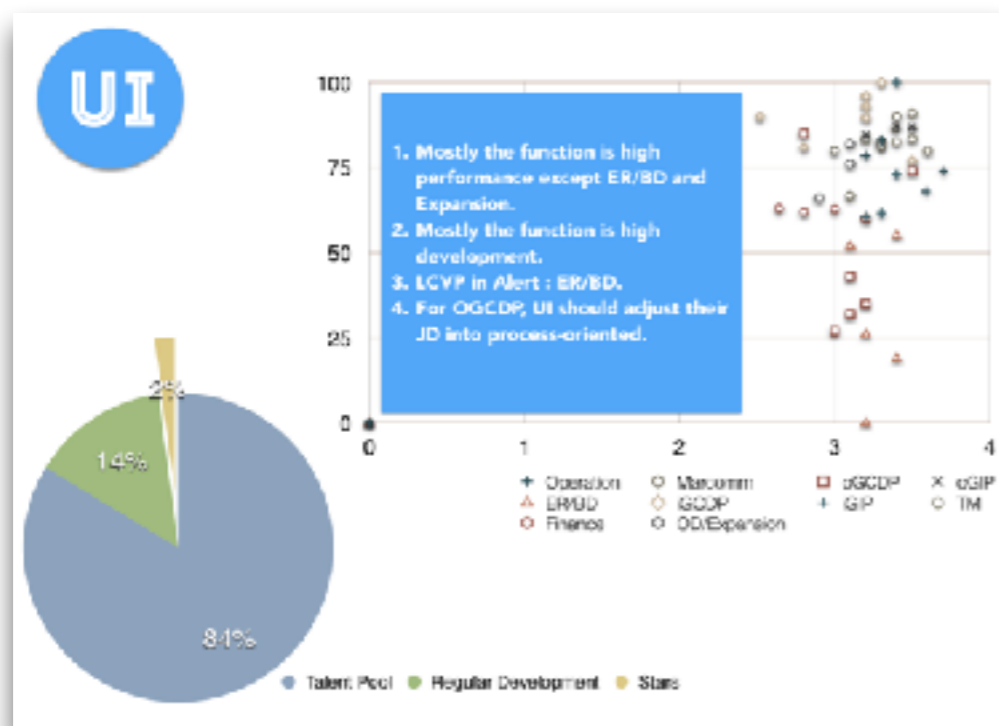
Example from AIESEC in Indonesia

This is not just another form to fill.

In your One to One you should also include other aspects to check up your member's overall learning, development and their experience in AIESEC.

Don't Forget!

- To discuss what's going well.
- To acknowledge any adjustments that the team member has made as a result of previous feedback.
- To review progress towards each performance goal.
- To discuss the outcome of any recent training/ development activity and ask them to put into practice.

Some questions you can use

During One to one

- How can I better support you to do your job?
- What could I do differently that would help you do your job?
- What am I doing that helps you do your job?
- Am I giving you enough feedback?
- Am I providing enough guidance and information when delegating work?
- Do you feel supported to achieve work-life balance?
- Do you feel you have been given opportunities to use and develop your knowledge and skills – how could we do this better?
- Have I supported you enough over the last …?
- Am I doing anything that hinders your capacity to do your job?

Everyday work

- How could I have supported you better on this task?
- Have I given you enough information and guidance?
- Is there anything more I can/could have done when you were working on this?
- What would you like me to do differently next time?
- Were you happy with the level of autonomy/ responsibility you were given?
- Could I have provided you with more feedback along the way?
- Have you been able to develop your skills while doing this work – how could we have better supported you to develop your skills

Most Important Thing

*Build a **culture** of setting goals and development plan, monitoring on them and reviewing them regularly. This mindset should be a day to day **habit** of everyone.*
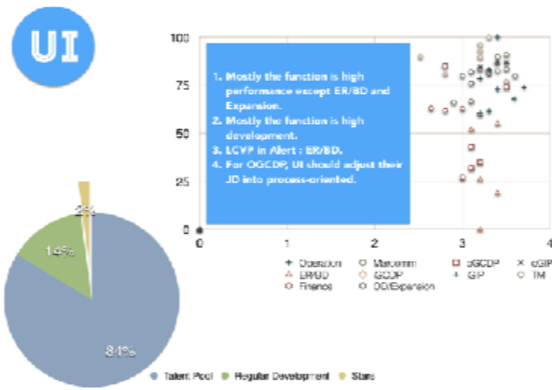
Step 4

Training your membership with specific tools and skills for the process

Put your shoes in the seat of a new Team Leader. How easy is it to use these tools?

Using the Review Excel sheet

Using talent mapping chart to see an overview

Train your members how to set goals and development plans

Provide regular analysis of the national finding

AIESEC

National Performance Review

2017 Q1 Report

- *Use it to adjust your national TM strategy*
- *Identify key functions needs support*
- *Identify key LCs need support*
- *Align with OD model to support growth through developing talent*
- *Adjust your engagement plan with your LCVPs!*