



# ATMC

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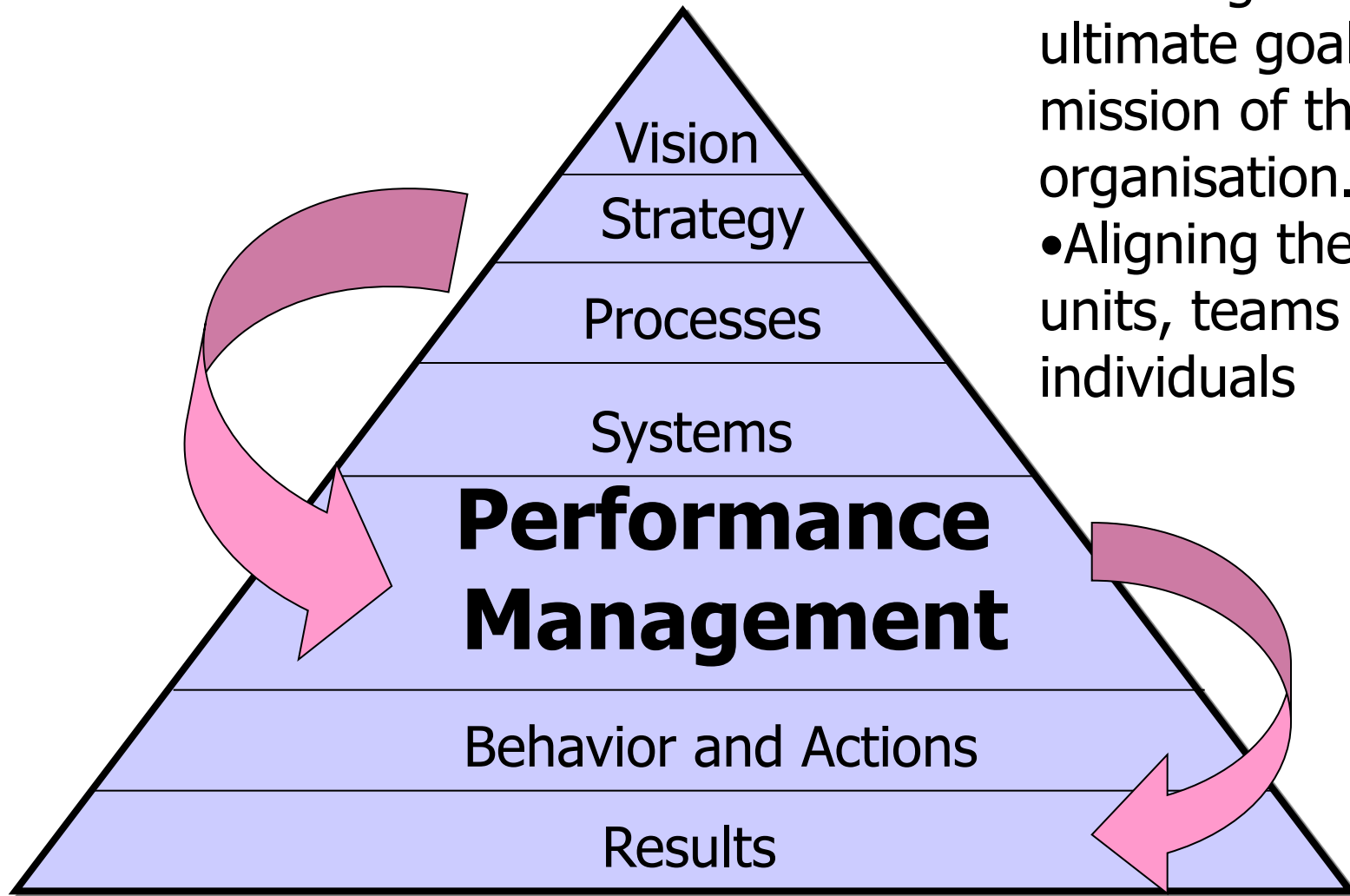
***Corporate  
Performance  
Measurement and  
Management***

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# Performance Measurement

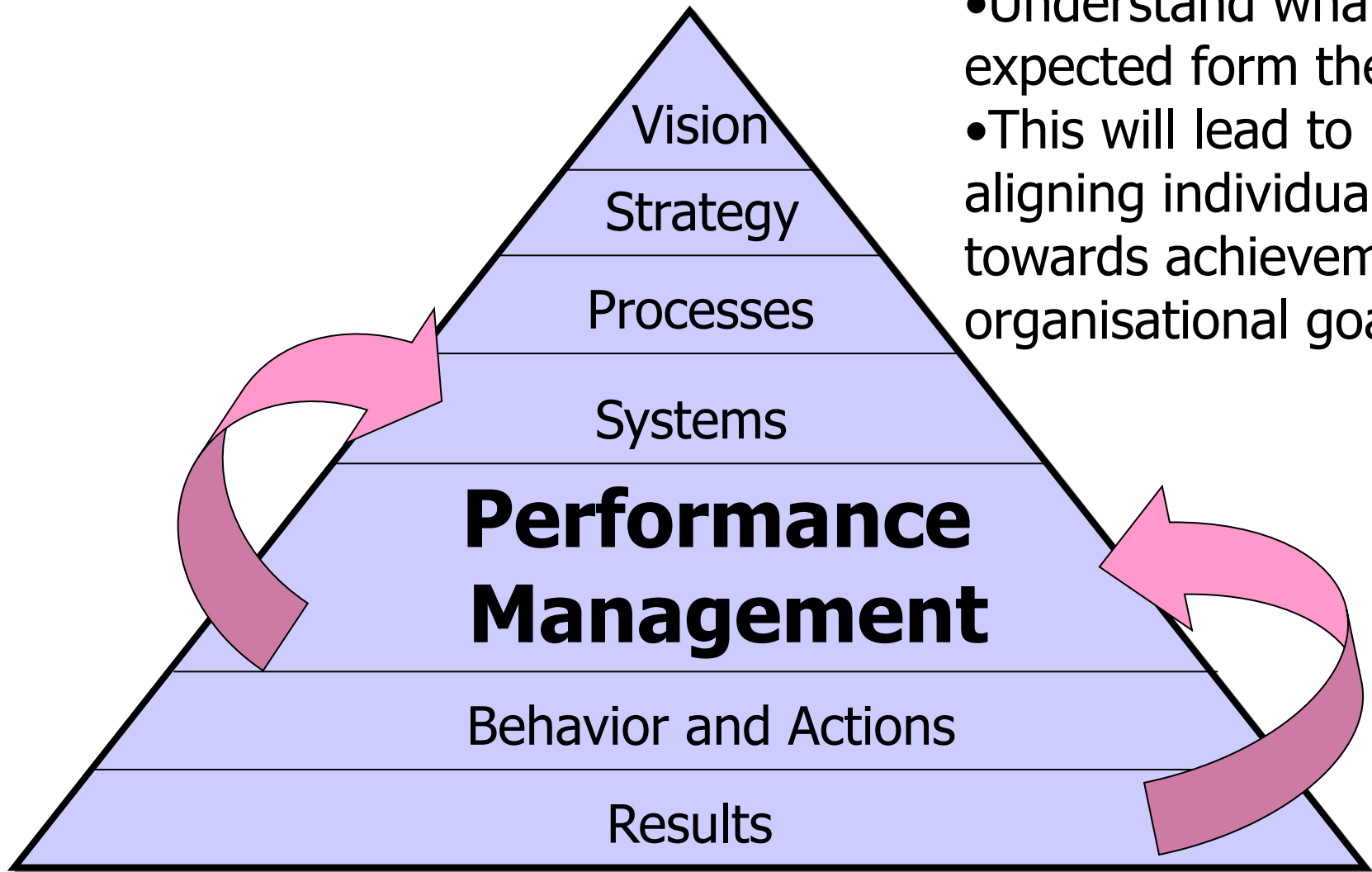
What gets measured gets done and ...  
What gets measured becomes important!

# Performance Management – the linking pin !



- Starting with the ultimate goal and mission of the organisation.
- Aligning the business units, teams and individuals

# What employees look for – the linking pin!



- Understand what is expected from them
- This will lead to aligning individuals towards achievement of organisational goals

# ***What does Performance Management Involve?***

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- **Achievement of strategic goals & objectives**
- Allocation of **KPI's**
- **Facilitate employee personal development** as part of a integrated process
- Understanding true **strengths and weaknesses** at every level of the organisation
- Transformation of people management into a **result-driven, strategic business function**
- **Alignment of employee goals** and actions with corporate strategy
- **Retention of top performers** and development of **low performers**
- Increased **quality** and frequency of **communication** between managers and employees



# ***CEO Questions***

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- Have I set the right organisation goals to achieve my strategy? There must be a more **systematic approach** we could use for **goal setting**.
- What kind of **behaviors and skills** and focus should I be directing my employees to have in order to achieve these goals?
- Does anyone know what behaviors will most likely help to **improve our financial performance or improve customer satisfaction**?
- Do the **employees understand** my vision and strategy? Have they been clearly communicated?
- Do employees **buy-in to these goals** and do they understand and buy-in their role or their divisions role in meeting the strategy?



# ***CEO Questions Cont.,***

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- Is my **company structured optimally** to fulfill our Strategy?
- Have we set up a performance **incentive system** that aligns with our organisation strategy? Does it include objectives that our staff **care about**?
- Do I have the **right tools, systems** and **processes** in place, both formal and informal to support performance related communication?
- Isn't there some form of **automation** that can give me more detailed, relevant information.



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# Performance Management

May the most agile win ...



# ***Measurement and Performance***

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- There are some questions that are relevant for business:
  - ✓ Do we attract and retain the right people with the right skills?
  - ✓ Are we performing effectively in our operations to produce and deliver to our stakeholders?
  - ✓ Are we meeting or exceeding our stakeholders expectations?
  - ✓ How are we doing financially?
    - o Margins?
    - o Costs?
    - o Revenues?
    - o New business revenues?

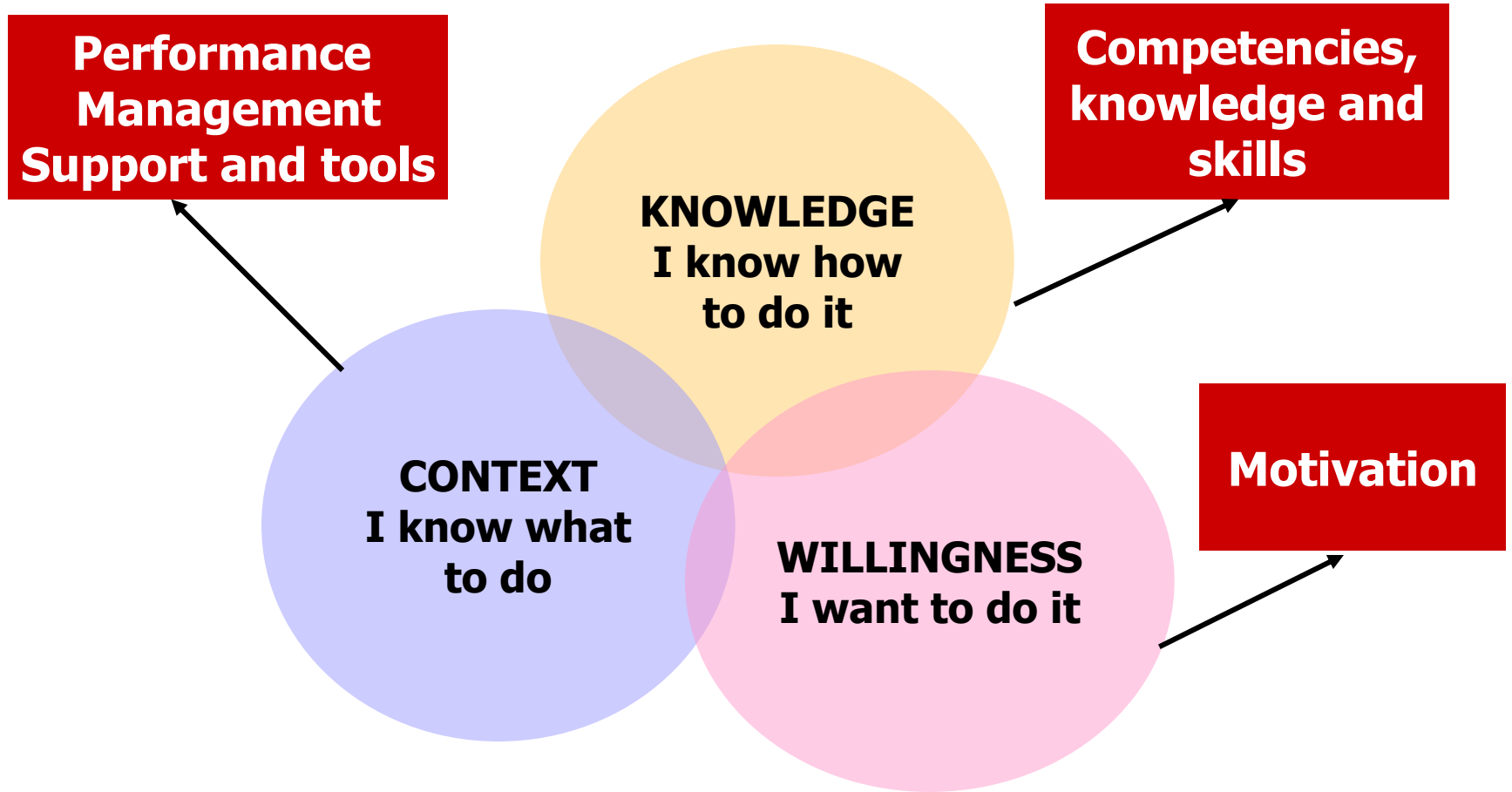
# ***So far so good ..... But .....***

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- Is there any difference between organisational and individual performance management?
- Where should management put more attention to when managing performance?
- At the end ...what is performance management?

# Defining Individual performance

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**Performance: Those behaviours, that under the right conditions, lead to the expected results**

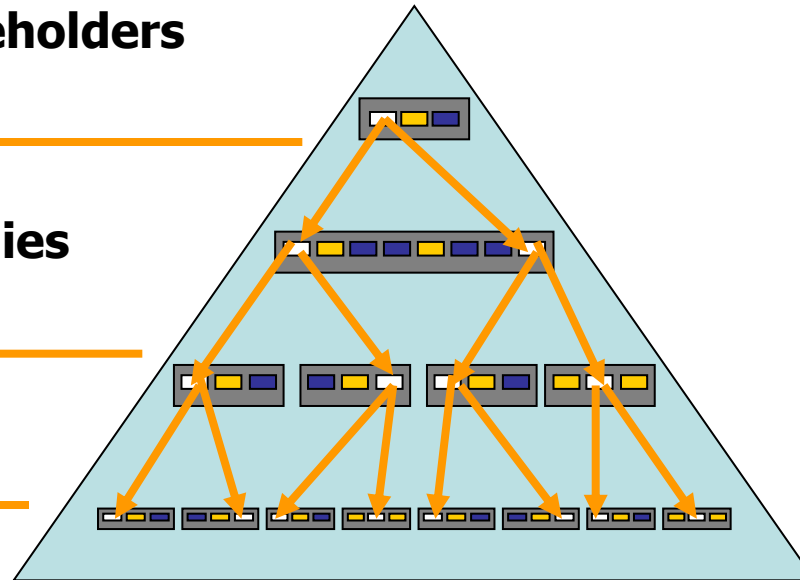
# ***The need to cascading down to level n...***

**Value for clients, stakeholders  
And employees**

**Organisational Strategies**

**Divisions, Sections,  
Programs Plans etc**

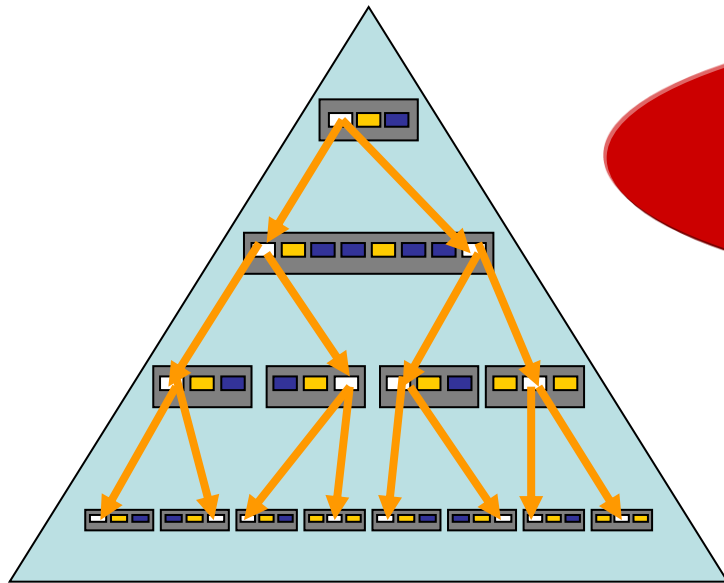
**Individual Action**



## ***Best Practices***

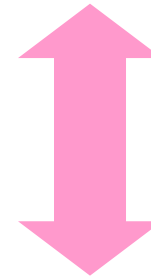
- In value based managed enterprises, individual **employees understand how processes and day-to-day activities contribute to value creation**
- **They know what they have to do** individually to contribute to value creating
- This **value creation focus becomes the basis for determining appropriate performance measures** and enables to differentiate between what could be measured and what should be measured (Business Balanced Scorecard Concept)

# Individual performance management infrastructure



## Performance Management infrastructure

1. Roles & Responsibilities
2. Annual objectives and feedback
3. Competencies model



Organisation Structure

Compensation & Incentives

Career Development

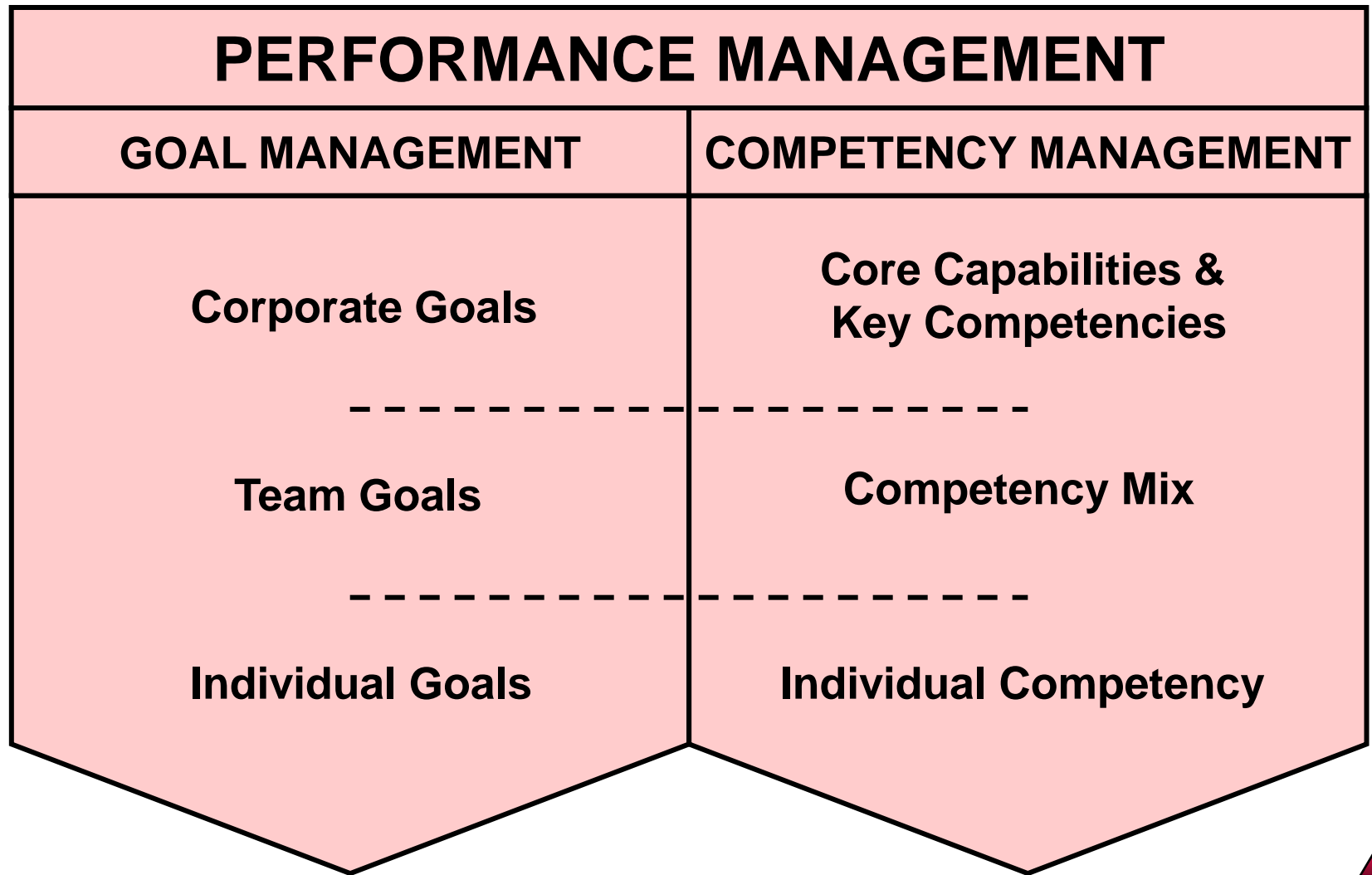
Training & Education

Recruiting & Selection

## Integrated People Management Process

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# *Performance Management System*



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***If we can assist you.....***

Contact:

**Ankit Tiwari**

**Senior Partner, ATMC**

**Mobile: +91-8290350889**

**Email: [ankit91827@gmail.com](mailto:ankit91827@gmail.com)**

