

Manajemen Kinerja Modern



Traditional Method (Revisit)



1 star - I really didn't like it



2 stars - it was okay



3 stars - I enjoyed it but it wasn't the best



4 stars -
I really enjoyed it



5 stars -
I LOVED it



Traditional Method (Revisit)



NEEDS TO IMPROVE

The restaurant was either closed by Public Health — Seattle & King County within the last year or the restaurant needed multiple return inspections to fix food safety practices.



OKAY

The restaurant has had:
MANY red critical violations over the last four inspections.



GOOD

The restaurant has had:
SOME red critical violations over the last four inspections.



EXCELLENT

The restaurant has had:
NO or FEW red critical violations over the last four inspections.

Ada Apa Dengan manajemen Kinerja?

MK tradisional hanya dianggap sebagai "pengganggu", demotivating dan tidak memiliki nilai/value (HRM, 2012)

Proses MK tidak berjalan baik karena kedua belah pihak tidak menunjukkan kejujuran (Hirst et al, 2011)

Pendekatan bervariasi pada MK. Pengukuran tidak bisa digeneralisasi (Amstrong and Ward, 2005)

Hanya 36% responden yang menganggap bahwa MK efektif

54% responden berpendapat bahwa proses dan hasil MK tidaklah adil untuk karyawan

02

2011

03

2012

04

2012

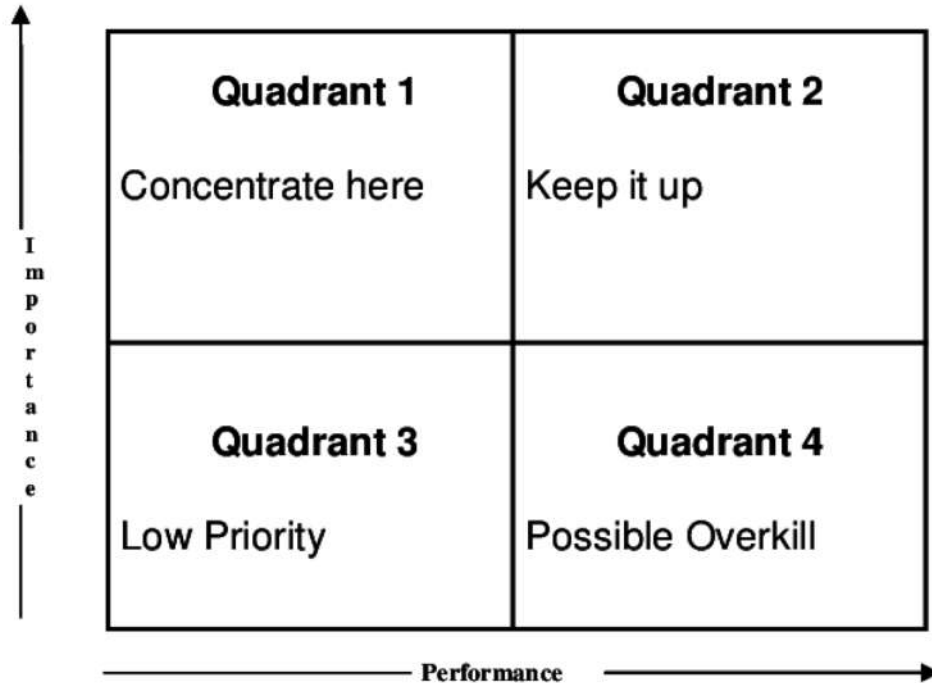
05

2014

01

2005

Rating Alternative: Performance Matrix



Performance Matrix

POTENTIAL	Lots	7 - Underperformer but loads of potential - Definitely in wrong role - Crucial Conversation - Move out of role or you will lose this person	8 - Meets all targets - Demonstrates lots of potential – likely candidate for promotion - Develop & coach	9 - Top Talent - Strong candidate for promotion - Include in strategic initiatives - Provide special development
	Average	4 - Underperformer - Likely to be in wrong role - Crucial Conversation - Move out of role or manage out of business!	5 - Meets all targets - Some potential for growth - Provide training & development opportunities	6 - Exceeds targets - Needs greater challenge - Provide development - Give “stretch” targets
	Little / None	1 - Underperformer - On an Action Contract - Exit if no improvement within 3-months	2 - Typical “Joe Average” - Little ambition - Meets basic requirements - Same job, same role forever!	3 - Over-performer but not ambitious - At end of their “stretch” - Loves their job - Future holds same type of role, same type of team
		Low (unacceptable)	Med (acceptable)	High (Exceeds objectives)
PERFORMANCE				



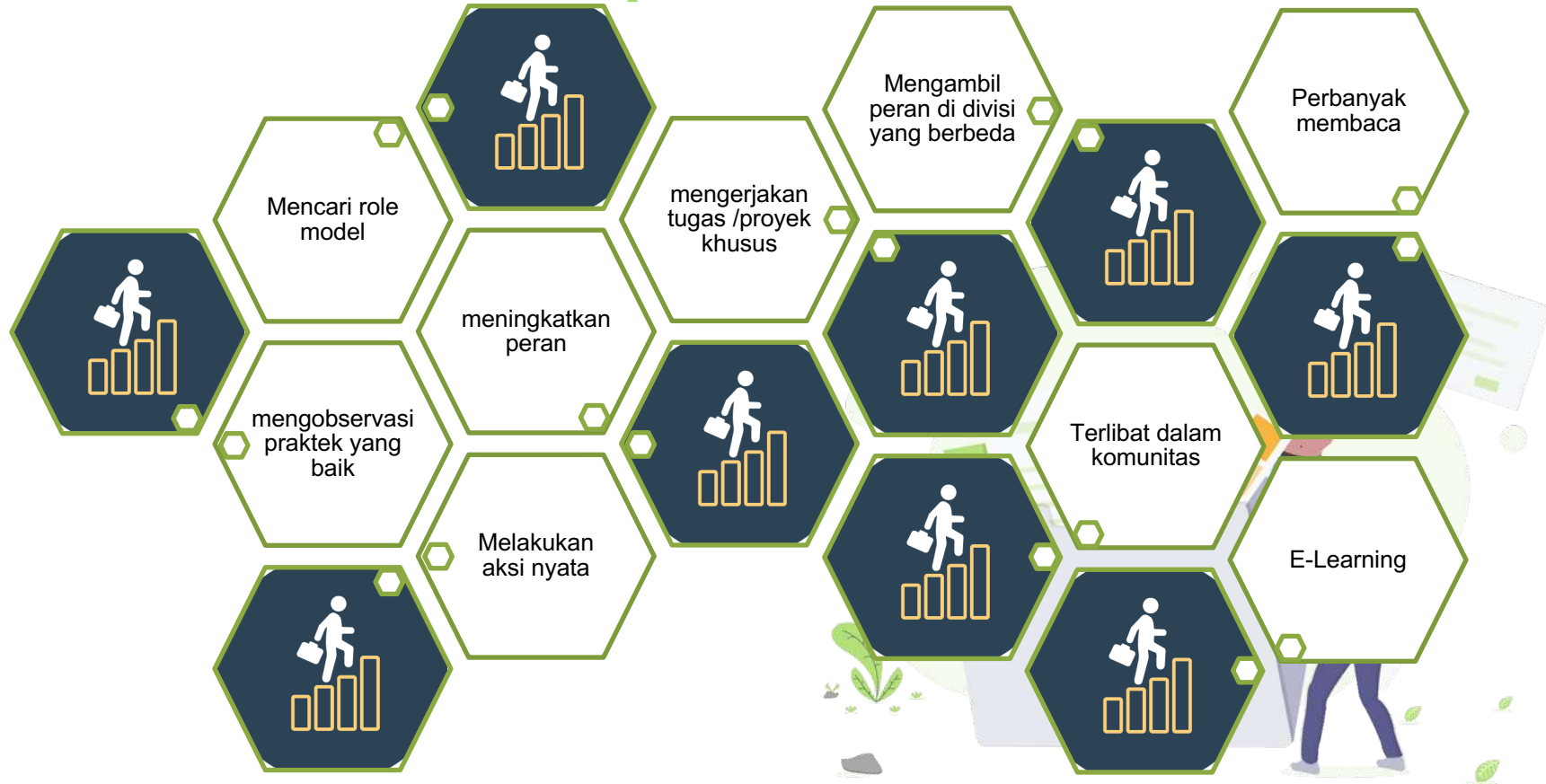
GROUP DISCUSSION



Personal Development



Personal Development





Menghapuskan
Rating/Ranking



Personal
Development

Reinventing
Performance
Management



Thanks!

Any questions?

References:

- Amstrong, M (2017). Reinventing Performance Management, KoganPage, London
- <https://www.youtube.com/watch?v=jEDaVHmw7r4>

