

MANAJEMEN KINERJA TRADISIONAL DAN MODERN

Manajemen Kinerja

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Ratings



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



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.

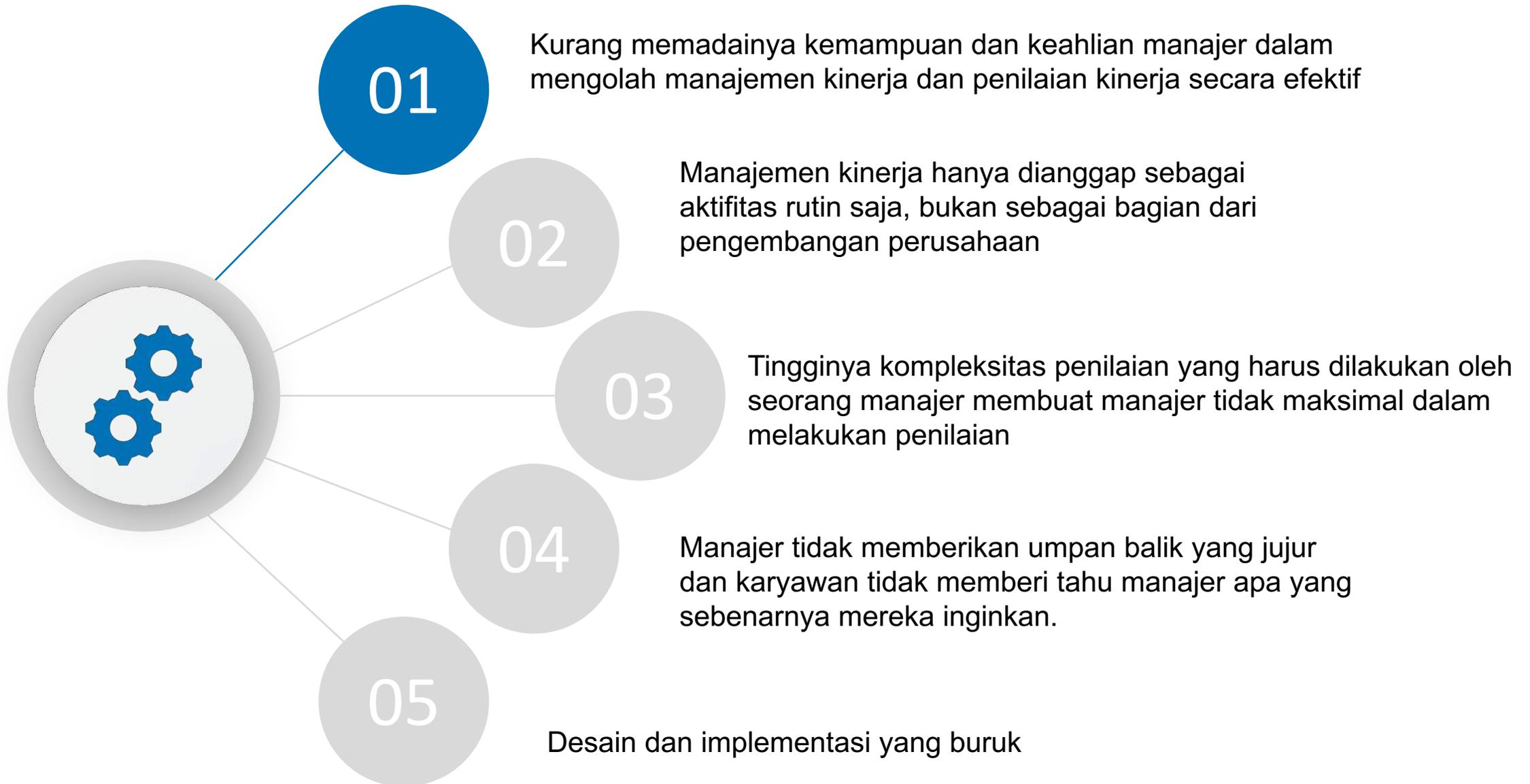
Penilaian Kinerja Konvensional

Traditional Performance Appraisal Methods

1. Ranking Method
2. Paired Comparison
3. Grading Scale
4. Forced Distribution Method
5. Forced Choice Method
6. Checklist Method
7. Critical Incidents Method
8. Graphic Scale Method
9. Essay Evaluation Method
10. Field Review Method
11. Confidential Method



Mengapa Penilaian Kinerja Konvensional gagal?





Kevin



Harry

Marv



Penilaian Kinerja Modern

Modern Performance Appraisal Methods

1. Management By Objectives (MBO)
2. 360-Degree Feedback
3. Assessment Centre Method
4. Behaviourally Anchored Rating Scales (BARS)
5. Psychological Appraisals



TRADITIONAL PERFORMANCE APPRAISAL

VS

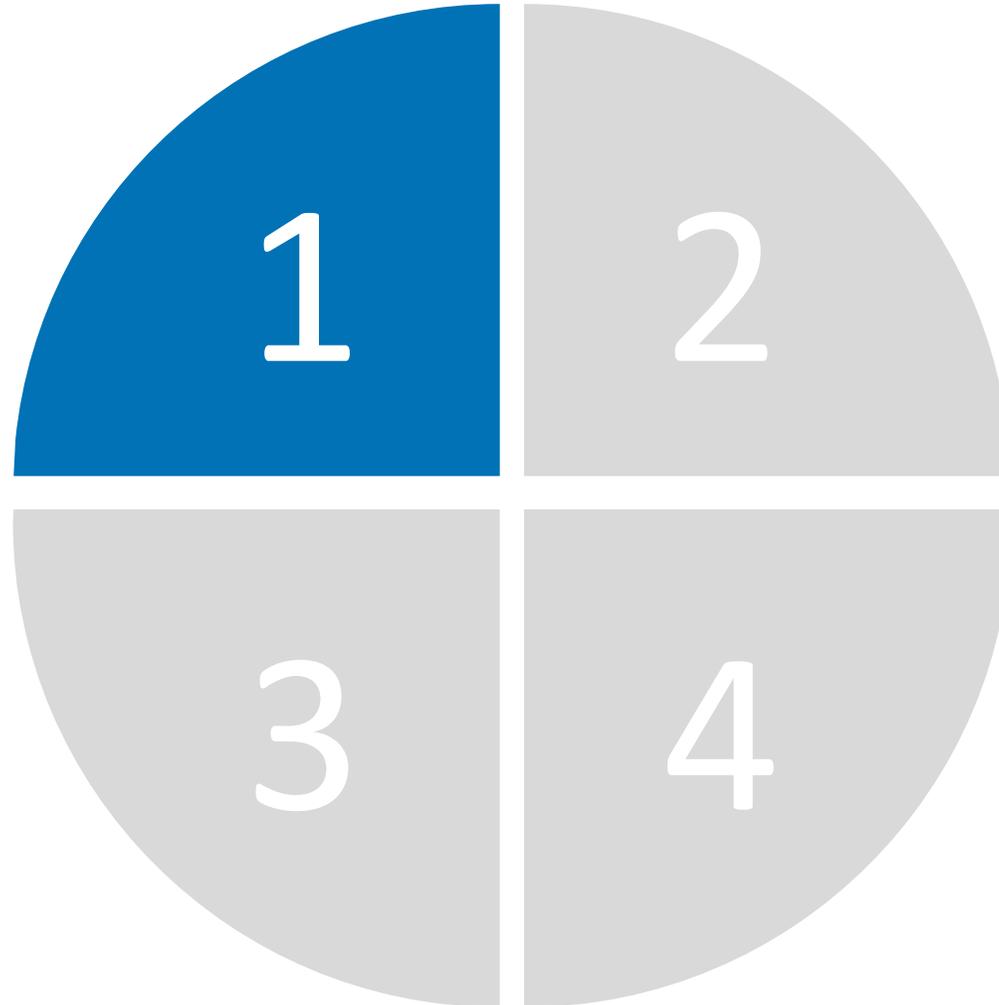
PERFORMANCE MANAGEMENT IN 2018

One-time annual event		Continuous, ongoing process
A long cycle to evaluate past performance		Consecutive small cycles that offer real-time feedback
Inflexible goals preset at the beginning of a year		Flexible short-term goals revised frequently
Phases include: plan, act, track, and review		Phases include: check-in (set objective), work on goals, receive feedback, and collate data
A tool for measuring employee performance		A tool for coaching and development
No follow-ups or plan for improvement		Periodic feedback and guidance to improve future performance
Subject to bias and favoritism		More transparent process
Archaic, paper-based process		New-age, automated process
Time-consuming and expensive		Time-saving and cost-effective
Negative effect on employee morale		Creates a positive work environment

Penilaian Kinerja Modern dan Pengembangan Individu

Mempromosikan sistem pengembangan individu yang berkelanjutan sehingga setiap karyawan dapat merasakan peningkatan kapabilitas yang terus-menerus

Paling tepat dilakukan saat karyawan itu sendiri merasa pengembangan individu berguna dan tergerak untuk melakukan hal tersebut



Atasan langsung karyawan haruslah mampu memotivasi dan memunculkan keinginan pengembangan diri tersebut

Pengembangan individu juga dapat dilakukan dengan terlibat dalam proses coaching atau pelatihan 1 to 1

Roadmap

Modern Performance Management

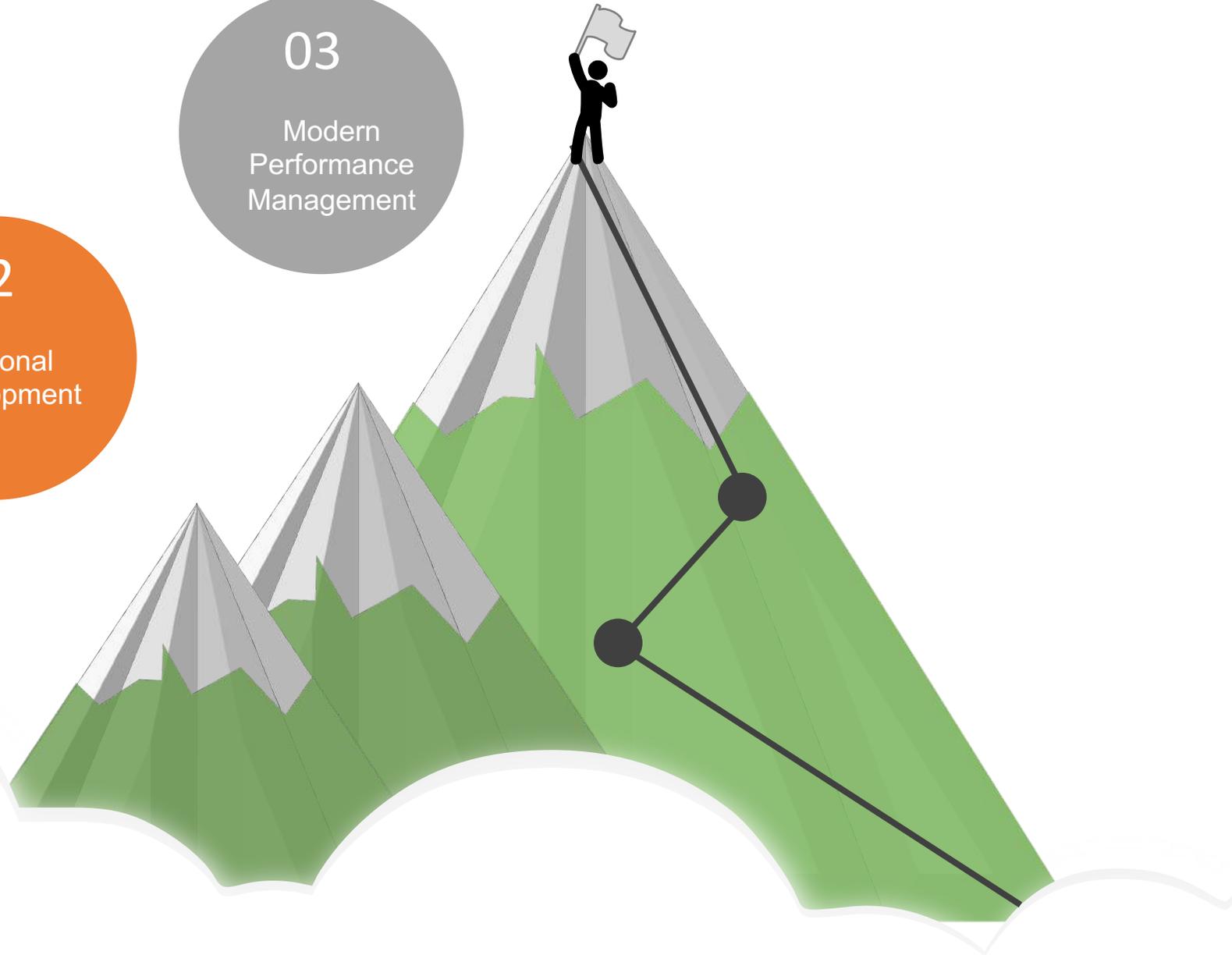
01
Menghapuskan
Rating



02
Personal
Development



03
Modern
Performance
Management





THANK YOU

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