Performans Devrimi

HBR Perspektifi

«There are so many people working so hard and achieving so little.»
—Andy Grove

HARVARD | BUSINESS | SCHOOL

Goals Gone Wild: The Systematic Side Effects of Over-Prescribing Goal Setting

Lisa D. Ordóñez
Maurice E. Schweitzer
Adam D. Galinsky
Max H. Bazerman

Working Paper

09-083

⚠ **WARNING**

Goals may cause systematic problems in organizations due to narrowed focus, unethical behavior, increased risk taking, decreased cooperation, and decreased intrinsic motivation.

Use care when applying goals in your organization.

Büyük Değişim

The future of work encompasses changes in work, the workforce, and the workplace

△ Current work options △ Future work options

Workforce

2 Who can do the work?

With new talent platforms and contracts, who can do the work? How do we leverage the continuum of talent from full-time, to managed services, to freelancers, gig workers, and crowds?

Talent category ③

Work

1 What work can be automated?

With increasing robotics, cognitive, and AI technologies, what work can be done by—and with—smart machines?
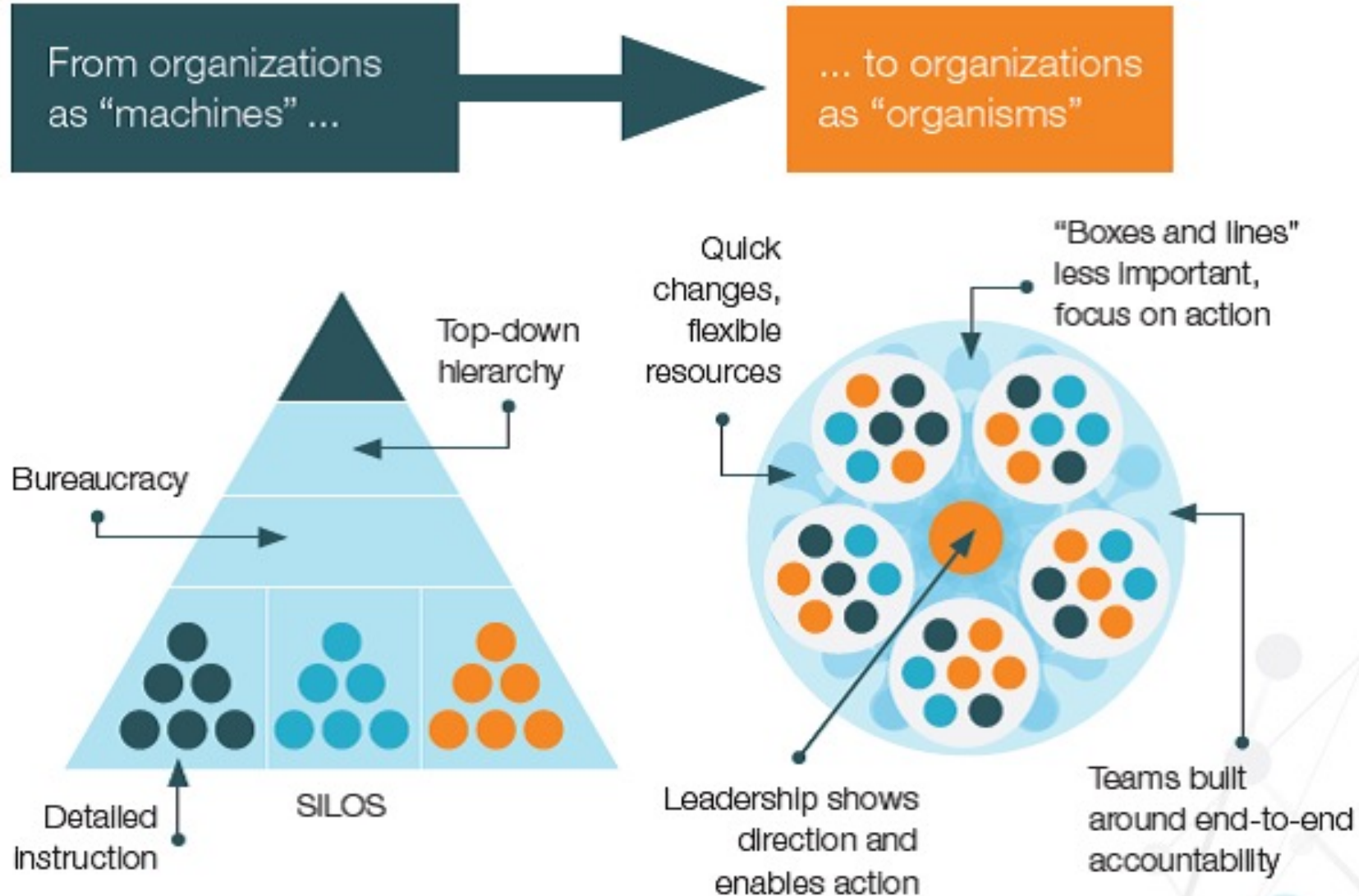
Workplace

3 Where is the work done?

With new combinations of collaborative, teaming, and digital reality technologies, how are workplaces and work practices reshaping where and when work is done?

① Automation level

② Physical distance
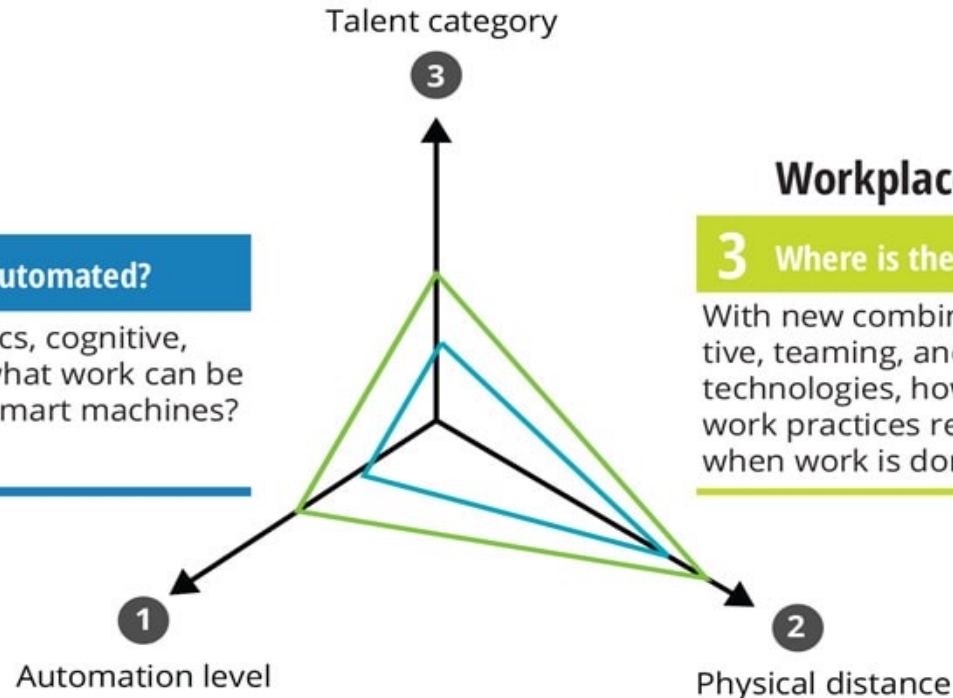
Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

Çevik Organizasyonlar

Yetenek Açığı Kapanmıyor!

69% of employers are having difficulty filling jobs.

2010	2011	2012	2013	2014	2015	2016	2018	2019	2021
31%	34%	34%	35%	36%	38%	40%	49%	58%	69%
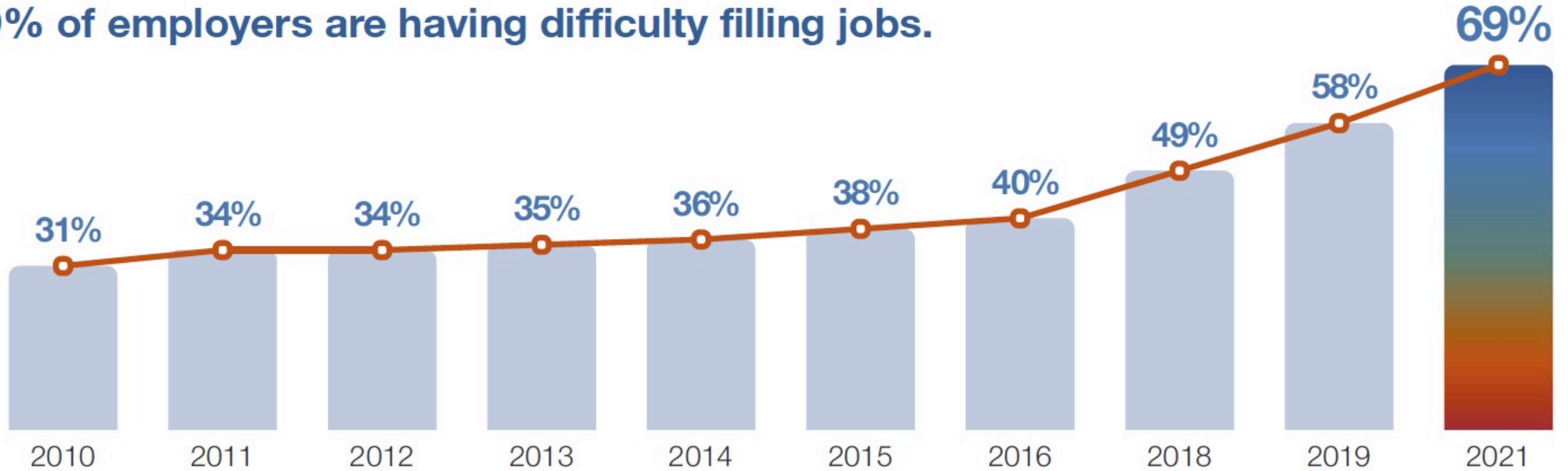
Bağlılıkta Yön Aşağıya Doğru

20% of employees are engaged at work.

Global Employee Engagement Trend

— % Engaged

Yıl	%
2009	12
2012	13
2013	14
2014	14
2015	15
2016	17
2018	19
2019	22
2020	20

Kaynak: Gallup

Çalışandan İnsana

Kişisel (Birey odaklı)

Çalışan bağlılığı   İnsani deneyim

İş/Yaşam dengesi   Çalışan deneyimi

Profesyonel (Şirket odaklı)

Şirket inisiyatifi (Tepeden aşağı)   Çalışan inisiyatifi (Aşağıdan tepeye)

SPOTLIGHT

ARTWORK Ben Zank
Going Nowhere, Untitled 8
Giclée on paper, 2015
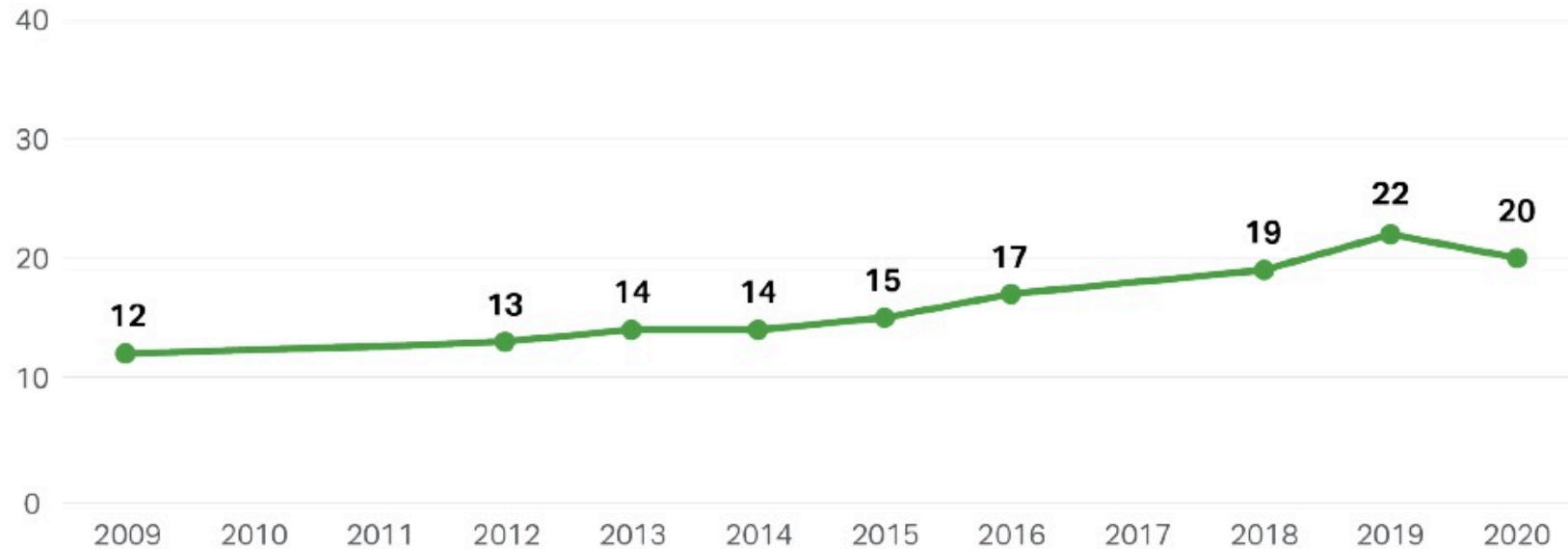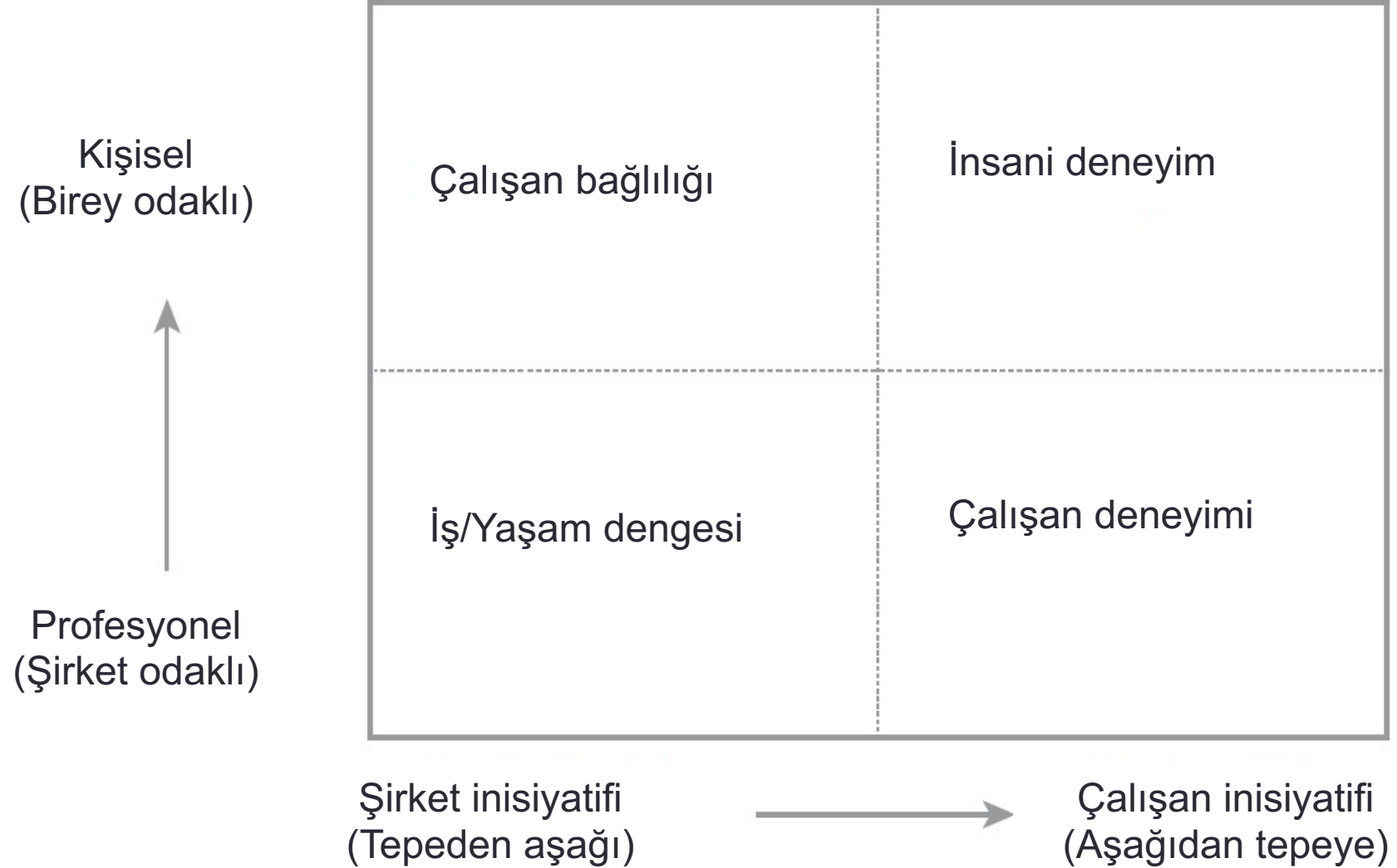
The Performance Management Revolution

The focus is shifting from accountability to learning.

BY PETER CAPPELLI AND ANNA TAVIS

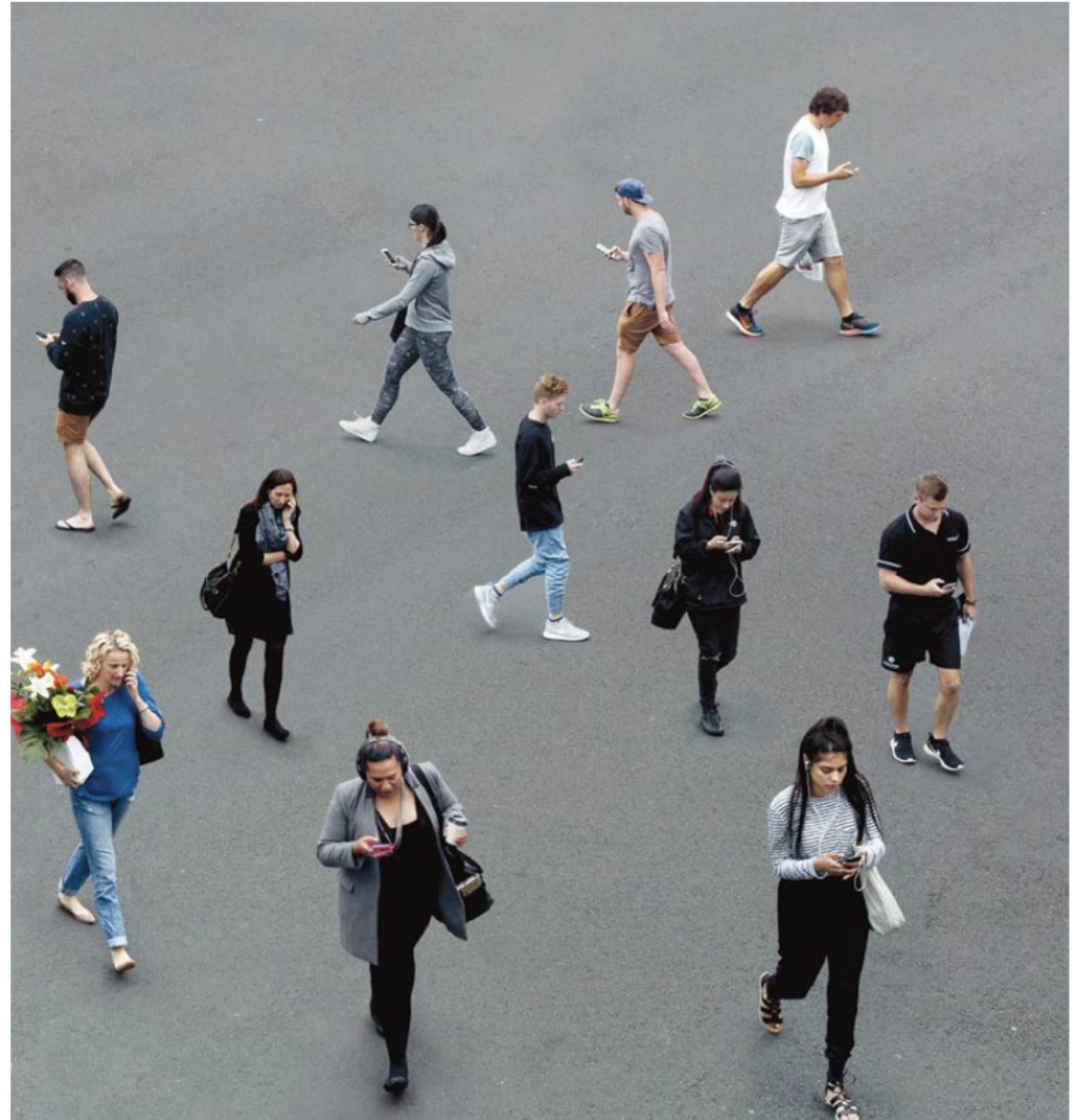When Brian Jensen told his audience of HR executives that Colorcon wasn't bothering with annual reviews anymore, they were appalled. This was in 2002, during his tenure as the drugmaker's head of global human resources. In his presentation at the Wharton School, Jensen explained that Colorcon had found a more effective way of reinforcing desired behaviors and managing performance: Supervisors were giving people instant feedback, tying it to individuals' own goals, and handing out small weekly bonuses to employees they saw doing good things.

A TALENT MANAGEMENT TIMELINE
The tug-of-war between accountability and development over the decades

Legend:
- Accountability focus
- Development focus
- A hybrid "third way"

WWI
The U.S. military created merit-rating system to flag and dismiss poor performers.

WWII
The Army devised forced ranking to identify enlisted soldiers with the potential to become officers.

1940s
About 60% of U.S. companies were using appraisals to document workers' performance and allocate rewards.

1950s
Social psychologist Douglas McGregor argued for engaging employees in assessments and goal setting.

1960s
Led by General Electric, companies began splitting appraisals into separate discussions about accountability and growth, to give development its due.

1970s
Inflation rates shot up, and organizations felt pressure to award merit pay more objectively, so accountability again became the priority in the appraisal process.

1980s
Jack Welch championed forced ranking at GE to reward top performers, accommodate those in the middle, and get rid of those at the bottom.

1990s
McKinsey's War for Talent study pointed to a shortage of capable executives and reinforced the emphasis on assessing and rewarding performance.

2000
Organizations got flatter, which dramatically increased the number of direct reports each manager had, making it harder to invest time in developing them.

2011
Kelly Services was the first big professional services firm to drop appraisals, and other major firms followed suit, emphasizing frequent, informal feedback.

Adobe ended annual performance reviews, in keeping with the famous "Agile Manifesto" and the notion that annual targets were irrelevant to the way its business operated.

2016
Deloitte, PwC, and others that tried going numberless are reinstating performance ratings but using more than one number and keeping the new emphasis on developmental feedback.

PY Alanında Değişen Öncelikler

AMAÇ
- Salt performansı ölçmekten yetkinlik gelişimine, sadakata ve elde tutmaya

KAYNAK
- Sübjektif yaklaşımlardan veri odaklılığa

ÖZNE
- Bireylerden ekiplere ve ekosistemlere

TASARIM
- Tek bir formülden özelleştirilebilir, hatta bireylere özel yapılara

DEĞERLENDİRMELER
- Periyodik değerlendirmelerden her an geri bildirim kültürüne

John Doerr ve OKR Supergüçleri

- Önceliklere odaklanmak
- Ekip odaklı hizalanma ve çalışma
- Soumluluk/hesap verilebilirlik bazında izleme
- Çok daha iyisi için sınırları genişletmek

Managing People | How VC John Doerr Sets (and Achieves) Goals

Managing People

How VC John Doerr Sets (and Achieves) Goals
by Daniel McGinn

May 04, 2018, Updated May 07, 2018

HBR Staff/Steve Jennings / Stringer/Getty Images

Summary. John Doerr, the venture capitalist who's funded companies including Google, Intuit, and Amazon, describes a system he calls "Objectives and Key Results," or OKR, the subject of his new book. He learned it from Intel CEO Andy Grove in the 1970s, and has taught it to... **more**

Performans Devrimi

HBR Perspective