Performance Management as a Lever for Engagement

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A cautionary tale
What is your performance management system for?

Accountability

Development
A development focus fits knowledge work

- Highly skilled employees
- Performance is difficult to specify and measure
- Evolving organizational structures
A development focus fits contemporary careers and employment relationships

• Changing employment relationships
• Primary responsibility for career development rests with self
Burned-out employees  Engaged employees

Exhausted  Energized
Cynical  Involved
Ineffective  Capable

Engagement
Who is your performance management system for?

- Senior management
- Line managers
- HR
- Employees
Effective performance facilitation depends on a developmental partnership between manager and employee.

Identity shift: help managers see themselves as developers of people.
Developmental managers:
• Help employees grow.
• Boost engagement.
• Enjoy greater job satisfaction & meaningfulness.
Facilitate engagement to facilitate performance

- Manage the performance environment
- Build and protect energy
- Facilitate progress
The Most Powerfully Motivating Condition Employees Experience:

The Sense of Making Progress at Work That Is Meaningful