



TenStep Supplemental Paper

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Motivating Managers

Performance management tools serve no useful purpose if managers do not value them. To get more managerial buy-in for performance appraisals, HR needs to involve managers in designing the performance system, train managers in performance management and show them why it is essential to make appraisals part of their own performance goals.

The following steps can improve managers' compliance with performance evaluation processes:

Make it meaningful. Part of the problem with performance appraisals is that HR departments tend to treat them more as a management task, than a management process that incorporates recruiting, training, and evaluation.

Instead of looking back at what the employees accomplished or not, managers and employees should look forward and plan what the employees should do to move ahead. HR should also impress upon managers the importance of the process.

Make everyone a player. Get buy-ins from the management team even if it requires a lot of time to develop a customized performance measurement format. HR requires input from the managers themselves. Most of these systems get developed in a vacuum with some senior leadership team and HR.

Keep it simple. It is easier to achieve compliance by simplifying the process. Effective managers remove the roadblocks to performance for their employees. HR should be doing the same for managers with regard to performance evaluation.

Train managers. While training isn't the only solution for motivating managers, it undoubtedly is an important part of the process. If HR can work with managers to help them create a system to track everything their employees have done during the review period, the process won't be viewed as a chore. Training should also incorporate the big picture. Managers must know why the organization values performance appraisals, how individual performance benefits the organization and how managers can measure performance objectively.

Make it a must. Experts agree that producing timely; effective performance evaluations should be an inevitable part of any manager's job. Managers should be accountable for evaluations. Some companies put a specific line item in managers' performance evaluations to rate their effectiveness in evaluating their employees.