

[Redacted]

Sent:
Subject:

Monday, January 11, 2016 8:11 AM
Week 110 Learning's

[Redacted]

[Redacted]

[Redacted]

Dear Friend and Colleague,

[Redacted]

[Redacted]

[Redacted]

[Redacted]

All the best, with best personal regards,
Shiv

What makes a good appraisal system?

1. A good appraisal system is fair to the employee, the company and the employees' peer group. There is no place for old friendships or sycophancy in a good appraisal system. A good appraisal system is a great signal from leadership as to what they value.
2. A good appraisal system identifies and matches talent to opportunity through stretch goals and development.
3. A good appraisal system has the basic ingredients working well – the clarity in setting objectives, the mid-year appraisal and the year-end appraisal.
4. The commentary must match the rating. Many managers are extra positive in the commentary.
5. This year our evaluation has moved to short term and long term from the previous evaluation of business results and people results. In business and people results, the full control of the delivery is with the employee. In the short term-long term way of appraisal, the onus is on the manager must develop, input and guide the long term objectives better. I would urge you to work with your manager to make this better in 2016.
6. The most important thing for you is to deliver on your objectives without fail. There is no merit or award for 'over and above' when the basic objectives haven't been met. We haven't looked at any over and above rewards this year. So, please focus on the objectives is the strong message. My vocabulary does not have 'over and above' in it.
7. We continue as Excom to input into your development plans. Suchitra and HR will detail this with you.
8. The appraisal, the development plan will lead to a people and career plan. Suchitra has committed to closing this in 2016 first half. So, do participate and close it, if it is not done, please feel free to let me know. You must own your plan, else you will repent at leisure.
9. A good appraisal system looks at the brighter points in a challenged performance and also looks at the areas of improvement in a good performance. This is the only way to improve the capability of the individual and hence the team and the organization. We haven't called out poor performance clearly in the past.
10. Enough research has shown that 80 % of all executives have at least one blind spot. A good appraisal system has to put that blind spot at the table.
11. A good performance appraisal system energises the organization for its fairness, simplicity and justness of rewards and recognition.
12. True, significant Impact in a job takes three years at least. So, if you want to leave a legacy of great work, think a longer horizon.

January has started well so far and the aggression, energy in the system is good. Let's all help the customer facing teams win every day of this month.