

THE  
**REZIDOR**  

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H O T E L   G R O U P

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# PERFORMANCE MANAGEMENT

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# BACKGROUND TO PERFORMANCE MANAGEMENT

“Our performance management process focuses on aligning our employees towards achieving our company objectives, improving employee performance, supporting employee development, and driving better business results – consistently and continuously.”

*Wolfgang M. Neumann, 2012*

# BENEFITS OF THE PERFORMANCE MANAGEMENT PROCESS

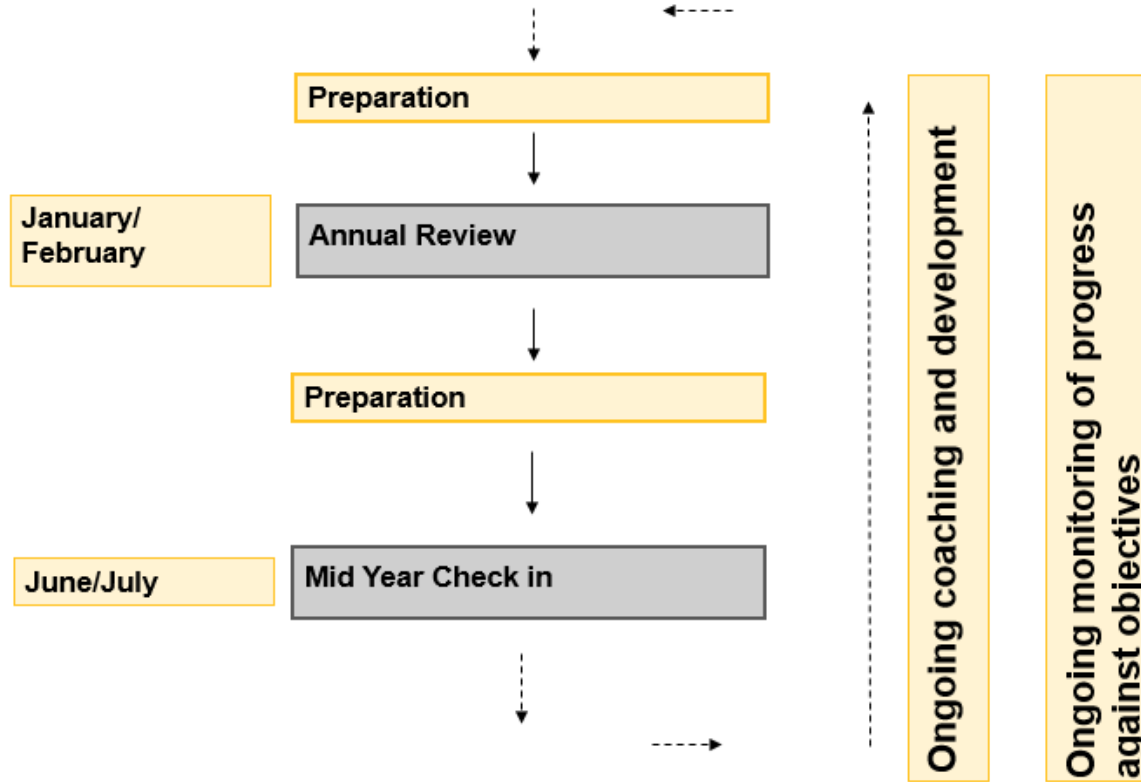
- Everyone clear about what is expected of them
- Consistent approach to setting objectives/reviewing performance
- Regular planning and review of personal development
- Better targeting of personal development
- A forum for discussing personal career aspirations
- A database for succession planning/talent management



A culture of performance management and development



# REZIDOR PERFORMANCE MANAGEMENT PROCESS LINE STAFF





# THE PERFORMANCE MANAGEMENT RELATIONSHIP

Credit /  
Investment



Withdrawals /  
Neglect



# INTENTION OF FEEDBACK

- Improve Performance
- Enhance learning
- Share experience
- Show empathy
- Increase motivation
- Reinforce desired behaviours

# FEEDBACK VS CRITICISM

Meant to improve Performance

Focused on performance

Specific - detailed evidence

Descriptive - what happened

Looks for solutions

Future focus

Meant to unload negative feelings

Focused on the person

Vague - generalisations

Evaluative - 'good', 'terrible'

Looks for scapegoat

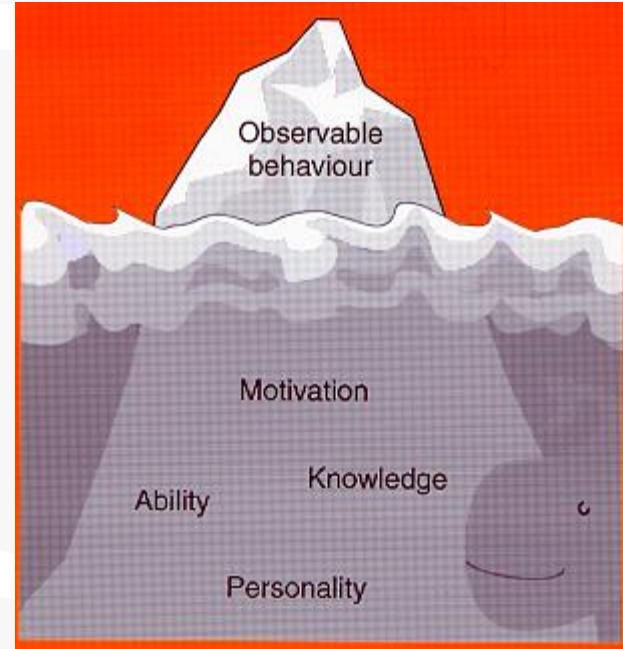
Past focus



# WHAT TO DEVELOP – REVIEW AGAINST PROFILES

# WHAT SHOULD YOU DEVELOP? COMPETENCIES!

“Clusters of behaviour, that are observable, measurable and related to job success”



# The RBS Profile

7

competencies

# The RT Profile

5

competencies

# SELECTING DEVELOPMENT ACTIVITIES

## On the job

- Self development
- Coaching
- Modeling
- Feedback
- Special projects
- Working parties
- Secondment

## Off the job

- Reading
- Conferences
- Formal training
- Online training
- Distance learning
- Qualifications
- Adult education



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COLLECTION

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by Radisson

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