

Business Skills and Performance Management

Lecture Title:

Contemporary Trends in Performance Management



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Masters in
Human Resources Management

Learning Objectives

- Critically evaluate the impact of technology and analytics on performance management
- Analyse emerging trends (agile performance management, continuous feedback)
- Debate the relevance of traditional appraisal systems in modern organisations



Group Discussion

"In an era of AI, real-time analytics, and continuous feedback, what do you think 'performance management' should actually mean for modern organisations—

- Evaluating past performance?
- Driving future growth?
- Or something else entirely? Why?"



Technology as A Game Changer

- Real-time data improves decision-making
- AI-driven insights reduce bias (but create new ethical issues)
- Automation supports continuous tracking
- Automation facilitates the administrative part of performance management process
- Managers should be aware that over-reliance on metrics may erode human connection and therefore they should ensure that there is a right balance.



Continuous Feedback Culture

- Shift from yearly formal feedback to more frequent and informal performance conversations
- Focus on building a learning and coaching culture
- Promotes engagement and adaptability
- Can risk feedback overload or manager burnout



Agile Performance Management & Continuous Feedback Culture

- Creates continuous alignment between organizational priorities & individual efforts
- Goals are regularly revised in response to change
- Focus on employee empowerment
- Shift from yearly formal feedback to more frequent and informal performance conversations
- Focus on building a learning and coaching culture
- Promotes engagement and adaptability
- Can risk feedback overload or manager burnout



Real Organisational Examples of Agile PM

Adobe – “Check-In” System

- Eliminated annual reviews and ratings in favour of informal, quarterly “check-ins.”
- Focus: expectations, feedback, and growth.
- Results: 30% reduction in voluntary turnover, higher engagement
- 50 % increase in involuntary departures showing that underperforming employees were managed out more efficiently.



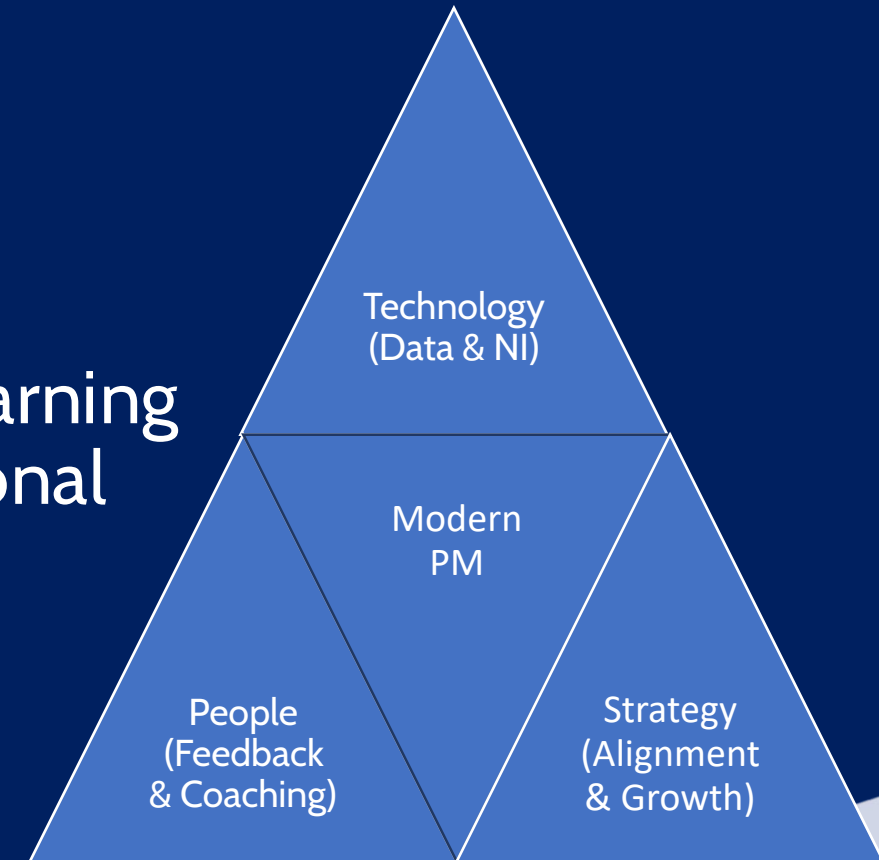
Future-Focused Performance Management

- Shift from evaluation to enablement
- Views performance as growth not judgement
- Aligns individual and organisational goals
- Develops skills, innovation, and resilience
- Encourages a forward-looking, developmental mindset
- Blends accountability and agility



Redefining Performance Management

“Modern performance management integrates technology, human insight, and continuous learning to drive both individual growth and organizational success.”



Group Debate

Continuous Feedback Vs. Appraisals

“Traditional appraisals are obsolete in modern organisations.”

- Split in 2 group (in favour and against)
- Prepare at least 4 points for discussion
- Debate 😊



Group Exercise – Continuous Feedback Vs. Appraisals

- Work with your respective group
 - Compare and critically analyse two approaches to performance management:
 1. Traditional Annual Appraisal Systems
 2. Continuous Feedback / Agile Performance Systems
- Refer to the worksheet provided to:-
- Identify key advantages, disadvantages, and contexts where each approach works best.



Continuous Feedback Vs. Appraisals

Aspect	Traditional Annual Appraisal	Continuous Feedback System
Frequency	Once or twice a year	Ongoing, real-time conversations
Focus	Past performance (evaluation)	Future performance (development)
Tone	Judgemental / corrective	Coaching / supportive
Manager role	Evaluator	Coach and facilitator
Employee experience	Anxiety, formality	Engagement, dialogue
Alignment	Fixed goals	Dynamic, adaptable goals
Technology	Paper or static HR systems	Digital tools enabling feedback loops



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