

Business Skills and Performance Management

Lecture Title:
The Future of Performance Management



Lecturer: Nathalie Xuereb Saydon

Date: 12th November

Masters in
Human Resources Management

Learning Objectives

- Critically evaluate future directions of performance management
- Integrate theoretical knowledge with practical insights through group activities
- Reflect on personal development, professional skills, and future practice



Group Discussion

What's one word that comes to mind when you think about *performance management* in the future?



Traditional Theoretical Foundations

- Goal Setting Theory (Locke & Latham): Clarity + challenge + feedback = motivation
- Equity Theory (Adams): Perceived fairness drives engagement and effort
- Social Exchange Theory: Performance is sustained when relationships are reciprocal and trust-based
- Expectancy Theory (Vroom): Motivation depends on expectancy, instrumentality, and valence.



Group Discussion

Can you mention two strategic & systems-based performance management models?



Strategic & Systems-Based Performance Management Models

Balanced Scorecard (Kaplan & Norton, 1992)

- Strategic tool linking organizational vision to measurable objectives.
- Balances financial and non-financial perspectives:
 - Financial
 - Customer
 - Internal Processes
 - Learning & Growth
- Encourages alignment between individual, team, and organizational goals.

360-Degree Feedback

- Multi-source feedback system gathering input from managers, peers, subordinates, and self.
- Provides a holistic view of performance and behavior.



Emerging / Future-Focused Trends

Trend	Key Features
Agile Performance Management	Iterative goal-setting, short feedback cycles, team-based reviews
Continuous Feedback	Real-time, informal check-ins replacing annual reviews
OKRs (Objectives & Key Results)	Transparent, measurable goals linked to strategy
AI & Analytics in PM	Data-driven insights, predictive performance analysis
Employee Experience & Well-being Focus	Integrating engagement, recognition, and well-being into PM

Group Discussion

“Which PM idea or framework has been most challenging or thought-provoking for you so far?”



Revision Quiz



Group Exercise – Mini Symposium

- Work in your respective group
- Choose one theme
- Critically evaluate the trend
- Present to the rest of the class:-
 - What is the trend?
 - Why does it matter for the future of PM?
 - Which theory or framework supports it?
 - What are its key benefits and challenges?
 - What might this mean for managers or employees in practice?

(20 mins)



Group Exercise – Mini Symposium

Trend	Focus Area / Discussion Angle
AI & Analytics in Performance Management	Data-driven decision-making, predictive analytics, ethical concerns
Performance Management in Remote / Hybrid Workforces	Fair evaluation, digital monitoring, engagement challenges
Agile & Continuous Feedback Systems	Replacing annual appraisals, fostering adaptability and collaboration
Employee Experience & Well-being Integration	Linking PM with holistic employee development and mental health
Performance Coaching & Developmental Conversations	Moving from control to growth-oriented dialogue
OKRs and Transparent Goal Alignment	Strategic alignment, accountability, and team autonomy

Group Exercise – The Future PM Challenge

In ten year's time organisations will be smarter, more digital and more human centred.

Can you envision how performance management will look like?

- Predict 3–4 key changes in performance management over the next 5–10 years.
- Explain why these changes will occur — link to current theories, trends, or data.
- Identify the new skills or mindsets HR professionals and managers will need.
- Prepare a 3–4 minute presentation (poster, slide, or verbal summary).

(20 mins)



Personal Development Reflection

Refer to the worksheet provided to carry out a personal development reflection based on the outcomes of this module.

- Connect what you've learned about performance management (PM) — theories, trends, and future directions — to your own professional development.
- Reflect on how PM is evolving and what *skills, mindsets, and approaches* you'll need for your future career.

(15 mins)





Masters in
Human Resources Management