

## Performance Appraisals Don't Ensure Strategy Execution

By Chris Jones, StrategyLink

### We need a tool and a discipline to implement organizational strategies

After having to fire someone, the second most hated management function is probably "performance appraisal". It is often done badly, if at all, and too rarely is it linked directly to organizational performance.

*What if managers could conduct their performance appraisals throughout the year and manage the performance of their organization at the same time? And what if the CEO could easily direct the whole thing as part of his strategy execution process? This is exactly what KeyneLink does.*

KeyneLink is a strategy execution/implementation system which measures and manages individual, department and organization performance against the performance goals established in the organization's strategic or business plan. It uses the theory of formal and explicit "performance contracts" established between managers and staff and it measures their actual performance against those "contracts" throughout the year. It pre-schedules meetings to review performance against the goals. It works at any level in an organization and is easily scalable. But it starts at the top with the CEO.

### One expert's view

Dan Bobinski, writing in April 2008 on the Management Issues website<sup>1</sup>, said:

*"Unfortunately, much of what we see in "performance management" is static, annual performance reviews. Rare is the organization that uses them, and even more rare is the organization that uses them well. It's for this reason I've become a fan of what I consider to be an upcoming trend - online, interactive performance management systems.*

*One such system that impresses me is KeyneLink from Keyne Insight*

*([www.keyneinsight.com](http://www.keyneinsight.com)). It's a comprehensive, interactive approach to performance management that I think will have managers and business owners saying "Finally!"*

*Wayne Nelsen, the man who came up with the idea for KeyneLink, says that he wanted to create something beyond a static performance appraisal. "Most performance appraisals get glossed over and then ignored until the following year. But this system compels people to stay focused and accountable for what they promised in the contract." Nelsen's system is scalable for individuals, teams, departments, and even for entire organizations.*

*I have little doubt that this new approach to performance management will be commonplace in relatively short order. Systems like this are web-based and use automated email reminders, so they're not only accessible from anywhere, they take all the guesswork out of scheduling meetings and tracking progress."*

### A "best of breed" system

Nelsen has compared the performance of KeyneLink with over 300 processes that purport to offer performance measurement or performance management functions. None of them do what KeyneLink does.

We have examined KeyneLink and find that it is perfect for organizations that must rely extensively on qualitative performance measures, as most organizations have to do. It has a clear application to government program performance measurement as well, whether conducted internally or externally by professionals. It is also used for managing the performance of discrete projects.

Keyne Insight demonstrations by Wayne and his colleagues are now being offered by StrategyLink Consulting of Victoria.

<sup>1</sup> [www.management-issues.com/2008/4/25/opinion/avenues-for-employee-complaints-seem-to-be-closed.asp](http://www.management-issues.com/2008/4/25/opinion/avenues-for-employee-complaints-seem-to-be-closed.asp)