

## Course Learning Outcomes for Unit VIII

Upon completion of this unit, students should be able to:

1. Formulate different developmental approaches to training.
2. Describe major training-related theories.
3. Outline elements of effective sharing of knowledge among employees.
4. Describe the application and uses of different delivery systems.
5. Synthesize cultural influences on learning and development in an organization.
8. Summarize key aspects of strategic performance management processes.
  - 8.1 Explain how organizations can enhance performance through learning and development activities.

Course/Unit Learning Outcomes	Learning Activity
1	Final Exam
2	Final Exam
3	Final Exam
4	Final Exam
5	Final Exam
8.1	Unit Lesson Article: "How Organizational Learning Is Supported by Performance Management Systems: Evidence From a Longitudinal Case Study" Article: "Performance Management Can Be Fixed: An On-The-Job Experiential Learning Approach for Complex Behavior Change" Final Exam

## Required Unit Resources

In order to access the following resources, click the links below.

Deschamps, C., & Mattijs, J. (2018). [How organizational learning is supported by performance management systems: Evidence from a longitudinal case study](https://search.ebscohost.com/login.aspx?direct=true&db=bsu&AN=133199714&site=ehost-live&scope=site). *Public Performance & Management Review*, 41(3), 469–496.

<https://libraryresources.columbiasouthern.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bsu&AN=133199714&site=ehost-live&scope=site>

Pulakos, E. D., Hanson, R. M., Arad, S., & Moye, N. (2015). [Performance management can be fixed: An on-the-job experiential learning approach for complex behavior change](https://search-proquest-com.libraryresources.columbiasouthern.edu/docview/1721577426?accountid=33337). *Industrial & Organizational Psychology*, 8(1), 51–76. <https://search-proquest-com.libraryresources.columbiasouthern.edu/docview/1721577426?accountid=33337>

## Unit Lesson

### Introduction

As we learned early in the course, many organizations are making a strategic shift to becoming learning organizations. Learning organizations can address many issues quickly due to their nature of adaptability, flexibility, and nimbleness. When mistakes are made, they are able to quickly learn from those mistakes and apply what they have learned as they continue forward in achieving their objectives. A part of a learning organization is its training and development function, which is often tied to performance management. Now more than ever, we are seeing a big shift in the workforce, where Baby Boomers are retiring and being replaced by millennials who bring with them a whole different set of developmental needs. Additionally, there are increasing numbers of virtual employees across the globe who have various views on how to measure performance effectively (Kim, 2017).

### The Intersection of Learning and Performance Management

Learning plays an important role in performance management. A global human capital trends report by Deloitte (2016) showed that 84% of executives see learning as a vital aspect to their strategic growth. However, only 37% of the organizations believe that their current learning programs are effective (Deloitte, 2016). Herein, we see that there is a disconnect between learning and performance management. Some organizations do this well due to learning opportunities being presented in the face of developmental deficiencies. On the other hand, some organizations separate learning and performance management and keep them in their own silos. Hence, these organizations lose the effectiveness that learning and development could have on the performance of their employee workforce.

According to the Society for Human Resource Management (SHRM, n.d.), *performance management* is the process of improving or maintaining an employee's job performance over time.

Often, performance management involves the use of performance assessment tools. Once a skill gap is identified by the employee's supervisor or manager, the information is provided to human resources (HR). HR professionals can conduct a gap analysis and then give consultation on the appropriate intervention strategies (i.e., learning and development tools), such as training, coaching, feedback, and or improved communication between the employee and the supervisor/manager. All of the activities among the employee, the manager, and HR as well as the learning development activities taking place need to be tracked in some manner. This is done through a learning management system (LMS). If you recall from Unit I, an LMS is an electronic system that holds suggested curriculum and course content. An LMS may also have certification paths for those needing certification in a given area. The LMS has the ability to manage and track employee registration and completion and many other employee development activities such as career and skill development. This gives both management and HR oversight of the learning opportunities in which the employee has been engaged.

### Perceptions of Performance Management

Performance management may often be viewed as a negative among many organizations that may find the process very time-consuming. However, research done by SHRM (n.d.) suggests that the achievement of goals is motivational and aids in the enhancement of performance among employees. If done correctly, performance management can help drive employee engagement. In return, employee engagement can boost individual performance and productivity, which drive business results and the attainment of organizational goals. Additionally, performance management can provide more information to the organization about its strengths and weaknesses in order to identify gaps in capabilities. Strategy and learning plans can be put in place to bridge the identified gaps.

Organizations can realize the effectiveness of performance management by utilizing the steps listed below.

- Organizations must gain the support of senior leaders for the performance management process.
- Managers who support the performance management process must fully accept its value to the organization and understand how to implement it.
- An education program should be put in place for employees in regard to the performance management process and how to get the most value from it.
- Improvements are regularly made to the performance management process to ensure its continual alignment with the strategy and culture of the organization.

### The Alignment of Performance Management Goals to Organizational Values

Performance management goals should mirror the values that the organization has defined and communicated with its employees (SHRM, n.d.). Organizations can call attention to specific values in performance goals. For example, acting in a way that shows commitment to customer service could be exhibited by some employees and made as an example to others throughout the organization. Individual performance goals are also a way to show employees how their individual efforts align with the organization's strategy. If skill gaps are identified (e.g., employees who do not exhibit the values and goals of the organization), then the proper learning and development activities can be employed to bridge the gap. The alignment of performance management to organizational values ensures that the organization will have employees who exhibit behaviors that the organization believes are necessary for success.

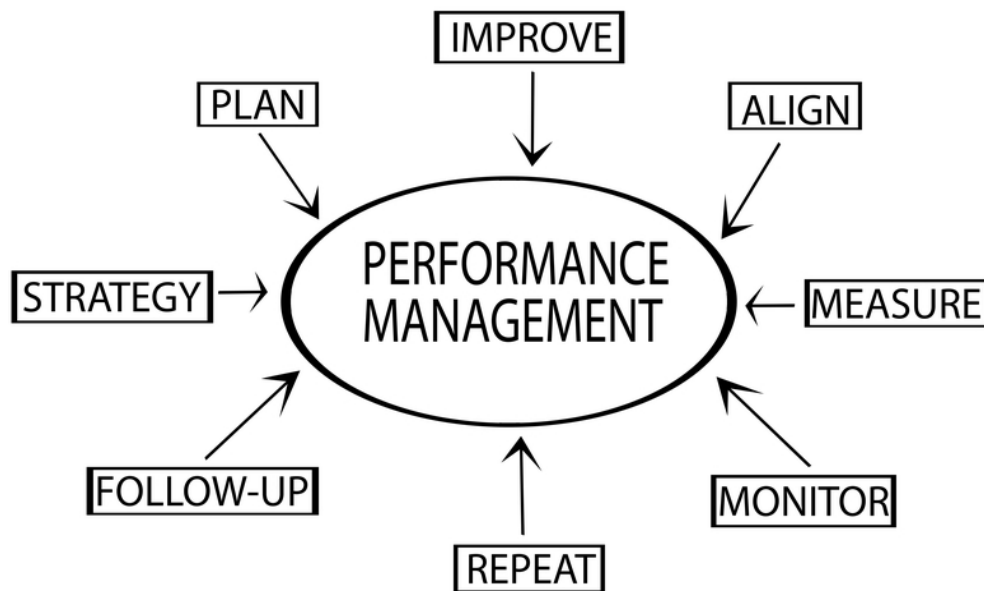


Figure 1: Components of the performance management process  
(Adrian, n.d.)

### Enhancing Performance Management with Learning

As discussed, the blending of performance management and learning gives organizations an opportunity to identify better ways to develop talent. This convergence of performance and learning allows organizations to recognize gaps in organizational capabilities and enhances the organization's ability to meet strategic goals. Below are common methods used by organizations to enhance performance through learning and development activities.

- *Create effective IDPS:* If you recall from Unit VI, according to Mooney (2011), IDPs give information on the employee's learning outcomes and intentions along with the support necessary to meet the employee's goals. The IDP aligns directly with the goals of the organization and, therefore, is aligned

with its overall strategy. Employees should have discussions on how their roles can be developed to be more challenging as well as how to acquire new skills or sharpen their current skills to carry out new and/or challenging tasks. Employees will certainly be engaged when they see that their performance is tied to merit increases due to meeting organizational objectives and goals.

- *Increase the visibility of learning opportunities:* The organization's LMS is a great way to increase the visibility of learning opportunities across the organization. For many organizations, it can be a challenge to get employees to log-in to their LMS and explore professional development opportunities that could enhance their performance. However, some organizations have tied mandatory processes to salary increases that may require employees to regularly log-in to the LMS to gain the appropriate skills needed. A policy such as this will increase the usage rate of the LMS, as highly motivated employees will target competency gaps found in the IDP and will spend time developing career plans based on the developmental opportunities available in the LMS.
- *Align training initiatives to organizational needs:* Often, for many organizations during a recession, the learning and development budget is the first line item to be slashed. A training group can change this by presenting to leadership how training and development initiatives directly impact the organizational strategy. This becomes much easier to do if learning and development is already integrated into the organization's performance management process. Talent development professionals are able to see which programs are needed most and are critical to the organization's success. This also helps the talent development professionals forecast development needs that are necessary for future success.
- *Create strategic value by combining HR and training:* Training and development naturally converges into many HR functions that go beyond certifications and mandatory compliance. This convergence is tied to many strategic talent management areas such as retention of talent, succession plan management, performance, skill development, career planning, and many more. As HR and training are combined, they create a strategic value for the organization and can enhance its competitiveness.
- *Use the performance review as a learning opportunity:* Learning opportunities can be identified before, during, and after a formal performance review.
  - Before the review, employees can be asked what they would like to learn and the new skills they would like to acquire to achieve their desired employee developmental goals.
  - During the review, questions can be asked about what employees have learned in their current roles and what they need to learn.
  - After the review, employees can use their performance evaluation as a guide to tailor learning programs that address performance gaps.

As you can see, there are many ways that learning and development can be used to enhance performance management. The list you see above is by no means a comprehensive list but, rather, common methods currently used by organizations to bolster performance management.

## References

- Adrian, V. (n.d.). *ID 105737672* [Image]. Dreamstime. <https://www.dreamstime.com/performance-management-flow-chart-showing-key-business-terms-strategy-plan-monitor-image105737672>
- Deloitte. (2016). *Global human capital trends 2016: The new organization: Different by design*. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/gx-dup-global-human-capital-trends-2016.pdf>
- Kim, S. (2017). *Connecting learning and development with performance*. Association for Talent Development. <https://www.td.org/insights/connecting-learning-and-development-with-performance>
- Mooney, J. T. (2011, June 14). *Ramp up professional growth with individual development plans*. Society for Human Resource Management. <https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/individualdevelopmentplans.aspx>
- Society for Human Resource Management. (n.d.). *Managing employee performance*. <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingemployeeperformance.aspx>