

姚琼课堂



向麦当劳  
学  
绩效管理



**McDonald's®**

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# 绩效发展系统PDS的作用



# 绩效发展系统PDS

(Performance Development System)

## 组成部分

### 薪酬体系

#### 绩效

个人计划绩效(IPP)  
半年度计回顾  
年度回顾  
业绩校准会议

#### 发展

个人发展计划(IDP)  
人才回顾会议  
继任者计划

### 领导力模型

# PDS流程

回顾领导能力的定义和上一年的PDS评估，找到新一年的发展重点，设立个人绩效目标和发展目标。

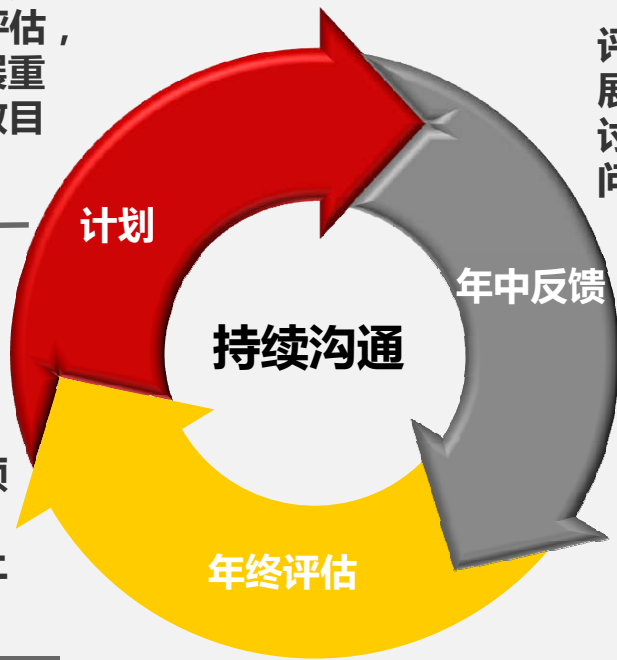
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评估在个人绩效和发展目标上的进展情况，讨论与能力项相关的问题，并提供反馈。

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评估工作成果和领导能力表现，评估在发展目标上的进步。

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# PDS表格

The image shows four overlapping forms titled "Individual Performance Plan and Assessment" from PDS (Public Development Services). The forms are color-coded: blue, purple, brown, and yellow. The yellow form is the most visible and contains the following sections:

**Individual Development Information about Me**

Name	Mr.	Reporting Period (start date)	1/1/2011	Reporting Period (end date)	12/31/2011
Supervisor		Date of last performance review		Date of next review	

**My Objectives and Accomplishments**

Results achieved on Objectives influence 75% of Employee's Overall Performance Rating

Objectives that support your team's business objectives	Date to complete	Measurement
1. Accomplishments		
2. Accomplishments		
3. Accomplishments		
4. Accomplishments		
5. Accomplishments		

Objectives that support the individual development of another employee (can be direct reports or others)	Date to complete	Measurement
1. Accomplishments		
2. Accomplishments		

**Overall Performance Summary**

Overall Rating	<p><b>4 Exceeded Expectations</b> Employee's results were significantly beyond target performance levels. Contributions to business outstanding.</p> <p><b>3 Significant Results</b> Employee's performance met and sometimes exceeded target performance levels. All requirements and expectations of the job were fulfilled.</p> <p><b>2 Some Improvement Required</b> Employee's performance met most but not all target levels and/or basic job requirements were not consistently met. Performance is unsatisfactory and improvement is needed.</p> <p><b>1 Unsatisfactory Results</b> Poor. Objectives were not met and basic job requirements were not met. Performance improvement must be achieved.</p>
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360-Degree Feedback Comments:

Self	
Supervisor	
Peer	
Other	

DISCLAIMER: All information contained in this form is confidential and should be kept confidential. It is not to be used for any other purpose than the one for which it was intended. It is not to be used for any other purpose than the one for which it was intended. It is not to be used for any other purpose than the one for which it was intended.

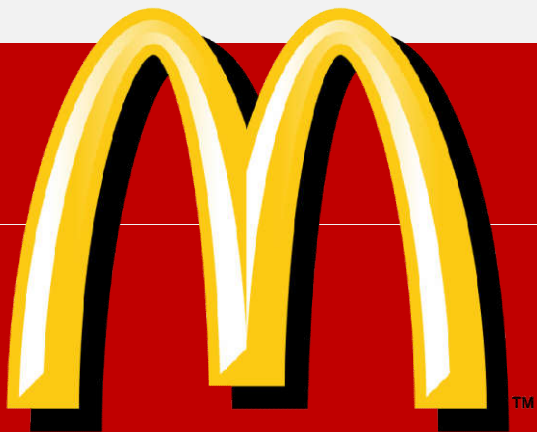
- PDS综合计划表:
  - 将IPP和IDP结合起来
- 四个领导层级分别对应四个版本的表格

# Q&A

1 战略与绩效的关系是什么样的？

2 过程管理和结果管理如何结合起来？

3 员工较多的基础性岗位，如何避免绩效平均主义？



Thanks