

姚琼
课堂

向英特尔学
绩效管理

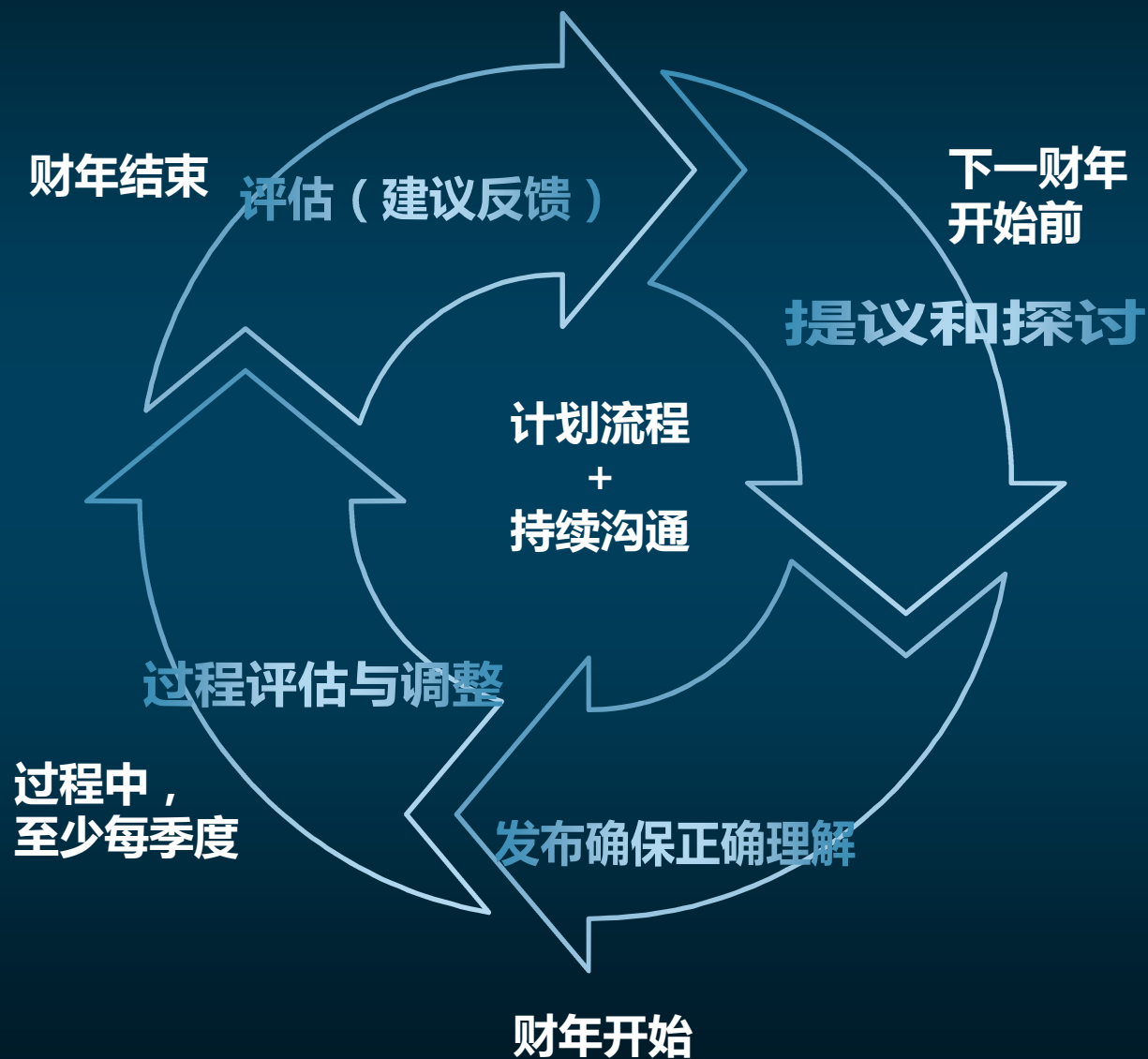




安迪.格鲁夫

绩效评估的结果将会对下属产生一定的影响且会持续一阵子 - - 可能是正面也可能是负面。因此绩效评估便成为经理人最具高管理杠杆率的活动。

卓越管理四步



6个价值观

价值观第一：以客户为导向

价值观第二：纪律严明

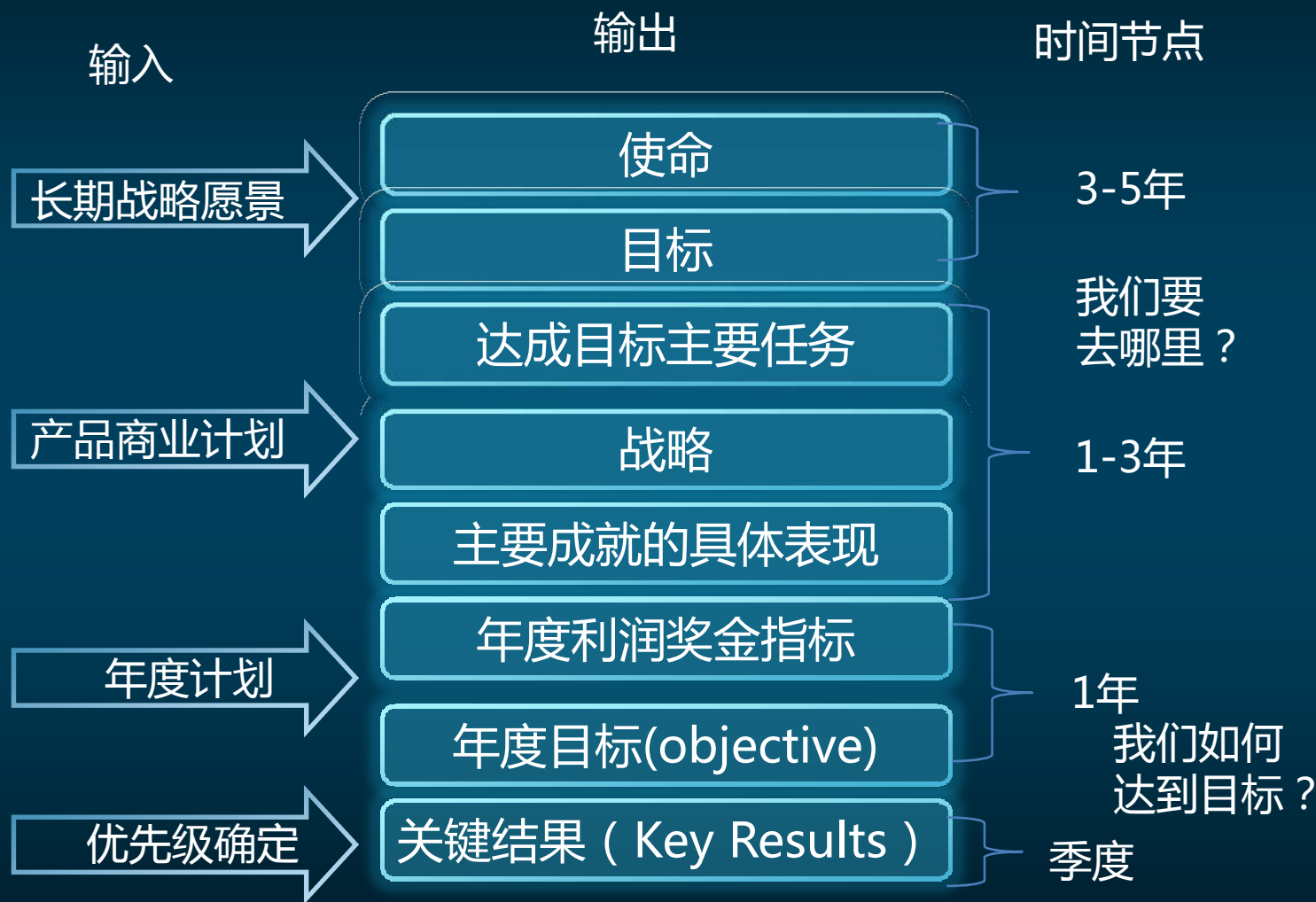
价值观之三：质量至上

价值观之四：鼓励尝试冒险

价值观之五：良好的工作环境

价值观之六：以结果为导向

OKRs (Objectives & Key Results , 目标与关键结果)



制定OKRs目标的要素



OKRs模板

OKRs目标与关键结果模板

O-愿景、使命、战略目标	
愿景	
使命	
战略目标（年度）	1.
	2.
	3.

KR-关键结果/期望				
战略目标1：（目标是否足够挑战？）				
KR-关键结果/期望	衡量KR达成的指标（ 对组织的影响-Impact- 这点尤为关键）	战术手段（Tactics）	时间安排	状态评估
				0.0 0.5 1.0

好的目标设定要聚焦于真正重要的领域，目标足够挑战，时间比较长远（一年或大于一年），及符合**SMART**原则。

OKR设定注意事项



焦点绩效管理体系与流程

Focal Process

- 三个三
 - 三个主要贡献
 - 三个关键优势
 - 三个发展领域
- 360度反馈
- 一个面试

Focal is Intel's chief mechanism through which the company's meritocratic culture is translated into feedback and rewards.

PERFORMANCE REVIEW

EMPLOYEE	<u>John Doe</u>	PAY GRADE	<u>7</u>
WWID	<u>10811346</u>	REVIEW PERIOD	<u>Jan 02</u> to <u>Dec 02</u>
JOB TITLE	<u>ONCE Program Manager/ONCE-NGIP Account Manager</u>		

JOB DESCRIPTION

Provide program oversight and direction for the ONCE initiative

Provide account management services to SPD, IS&S and CIM Public

KEY ACCOMPLISHMENTS:

- Managed the development of the Commit PLO presentation, and presented it to senior management, helping to ensure that the program received continuing support.
 - Result – The presentation was received favorably on the first presentation with only minor word change suggestions. Management gave us their support to continue with the development of ONCE helping to ensure that all the work done to date would not be wasted effort.
- Modified the ONCE program structure to bring it more into line with the BOMs from the NGIP program office. Increased the effectiveness of the ONCE Program Office Forum. Instituted the ONCE Program Office partners forum.
 - Result – The ONCE program is functioning on a very similar level compared to the NGIP program despite the fact that we have been engaged a much shorter time.
 - Result – Partners now have a forum to discuss matters that impact their specific geography, vertical or division. Their satisfaction and support has increased as a direct result.
 - Result – When CIM reorganized, the transition of ONCE activities to Marc Wells' organization was completed with minimal disruption.
- Facilitated getting SPD and IS&S onto the NGIP migration roadmap.
 - Result – The software developer customer scenario will have important content that would otherwise have been missing. SPD will also be able to complete activities that they had obtained funding for, that would have been lost if the migration took place in 2004.

EVALUATION: STRENGTHS

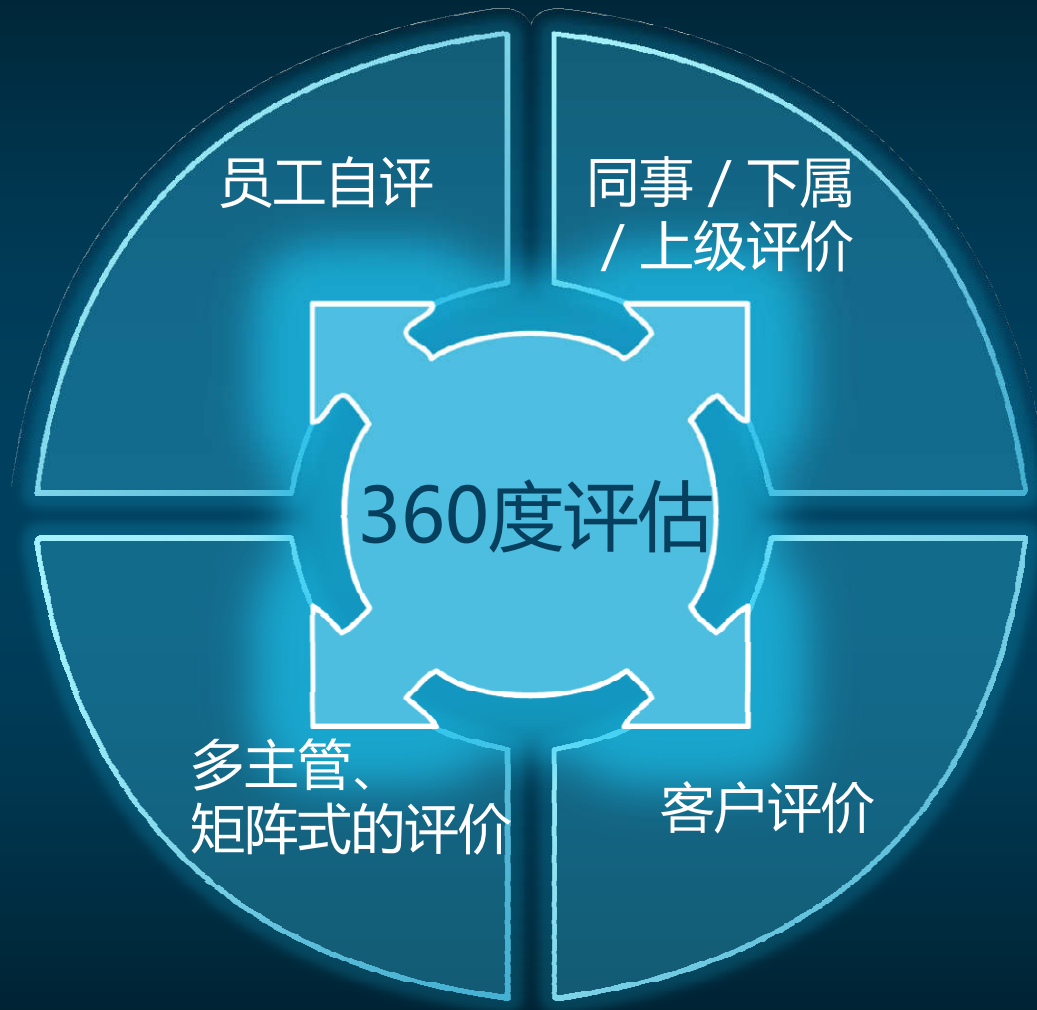
- Results Orientation – I work to see that things get accomplished and I am good at laying a bottom line focus on getting something done.
 - Example – The Program had been struggling to get integrated into the PLO process. I was able to help push it through and get the decision ratified.
- Holistic Thinking/Vision – I do a good job of looking at the big picture and synthesizing the individual parts into a unified whole. This helps me to identify problems that have a big impact across the individual workstreams that they may not see.
 - Example – When we recognized that our original timelines were unrealistic, I suggested that we re-evaluate the idea of leaving some sites verticals out of scope. Later, the decision was made that we should include these sites.

EVALUATION: AREAS FOR IMPROVEMENT/DEVELOPMENT

- Assertiveness – I need to work on being more confidently assertive without being overbearing in my role as an account manager. Would like to improve my proactivity to increase my effectiveness.
- Relationship Orientation – Because of my results orientation, I often get impatient and try to push things at the expense of personal relationships. I need to work on getting things done, while maintaining a good ~~esp~~ de corp.
- Risk Taking – I need to work on being more creative and innovative in finding solutions to problems, especially since much of what we are doing as account manager we are doing for the first time and may not have any references to learn from.

RELATIVE RANK SUMMARY

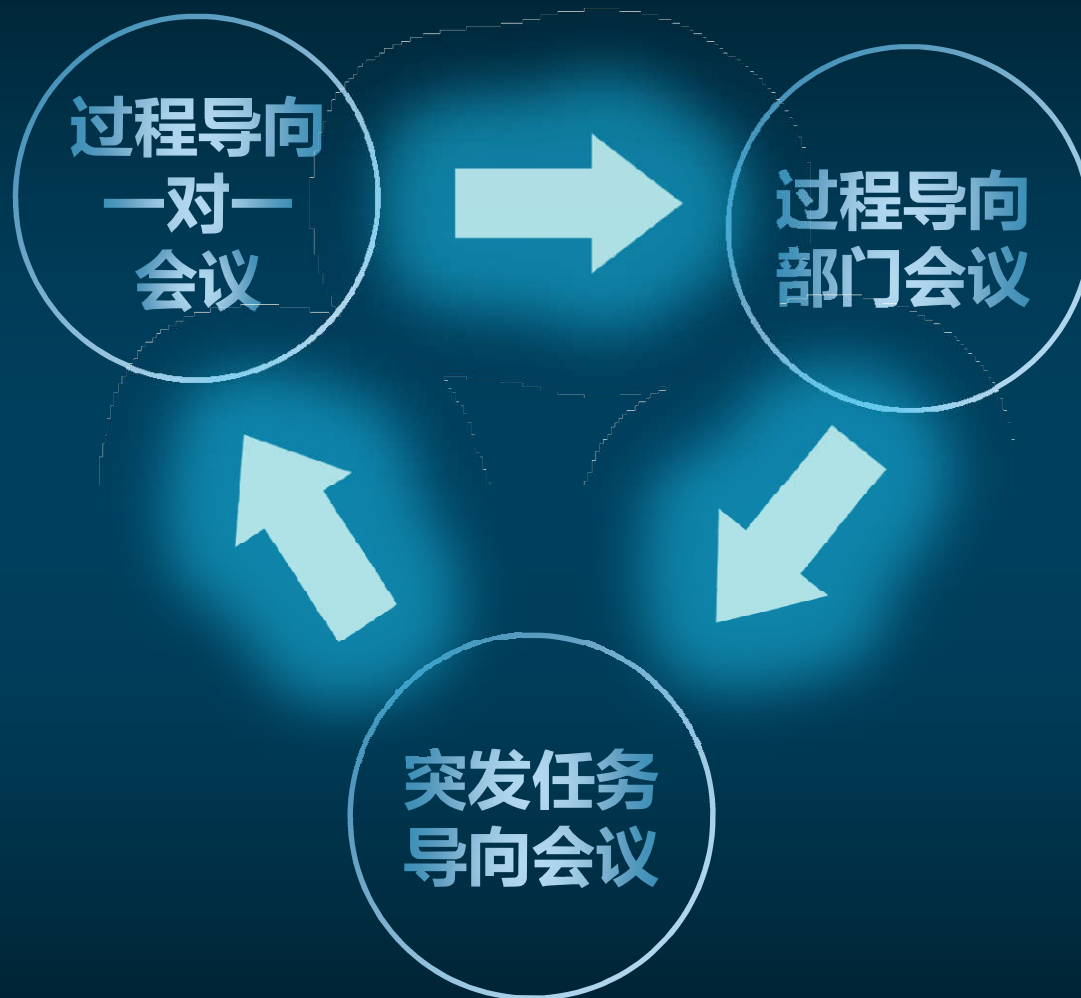
360度绩效评估



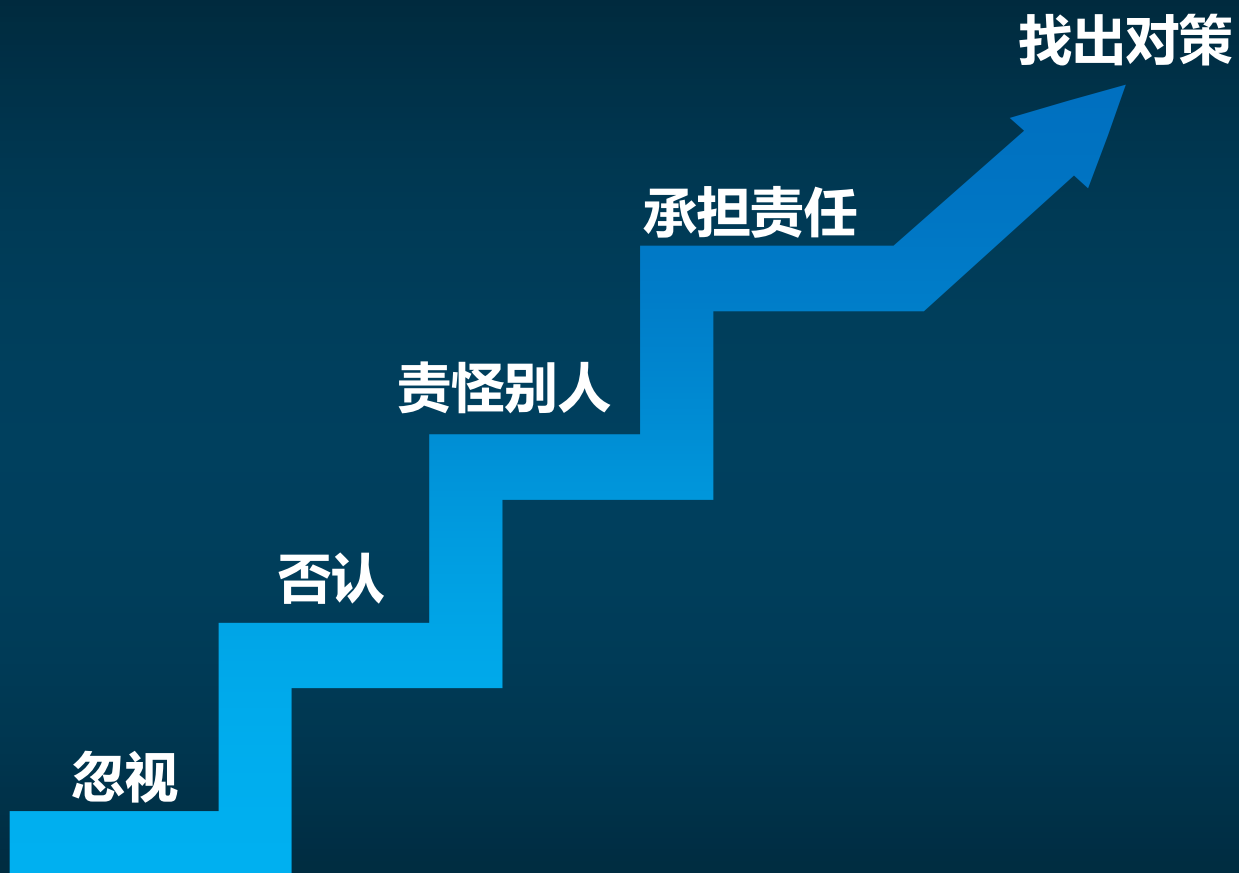
团队评估会议 Rank Group



绩效跟踪管理会议



突破性绩效评估



总结与回顾

一、OKR & Focal体系

二、突破性评估

三、绩效跟踪会议

A hand in a dark suit and white striped shirt points its index finger towards a bright, glowing blue square. The background is a dark blue gradient, featuring several other glowing blue shapes: a large square at the top left, a rounded rectangle at the bottom left containing the word 'Thanks', and several other squares and rectangles of varying sizes and opacities scattered around. The overall aesthetic is futuristic and digital.

Thanks