

HOW TO BRIDGE THE GAP Between Performance & Potential

Disadur dan disusun ulang oleh:
Viera Adella

Potential



Performance

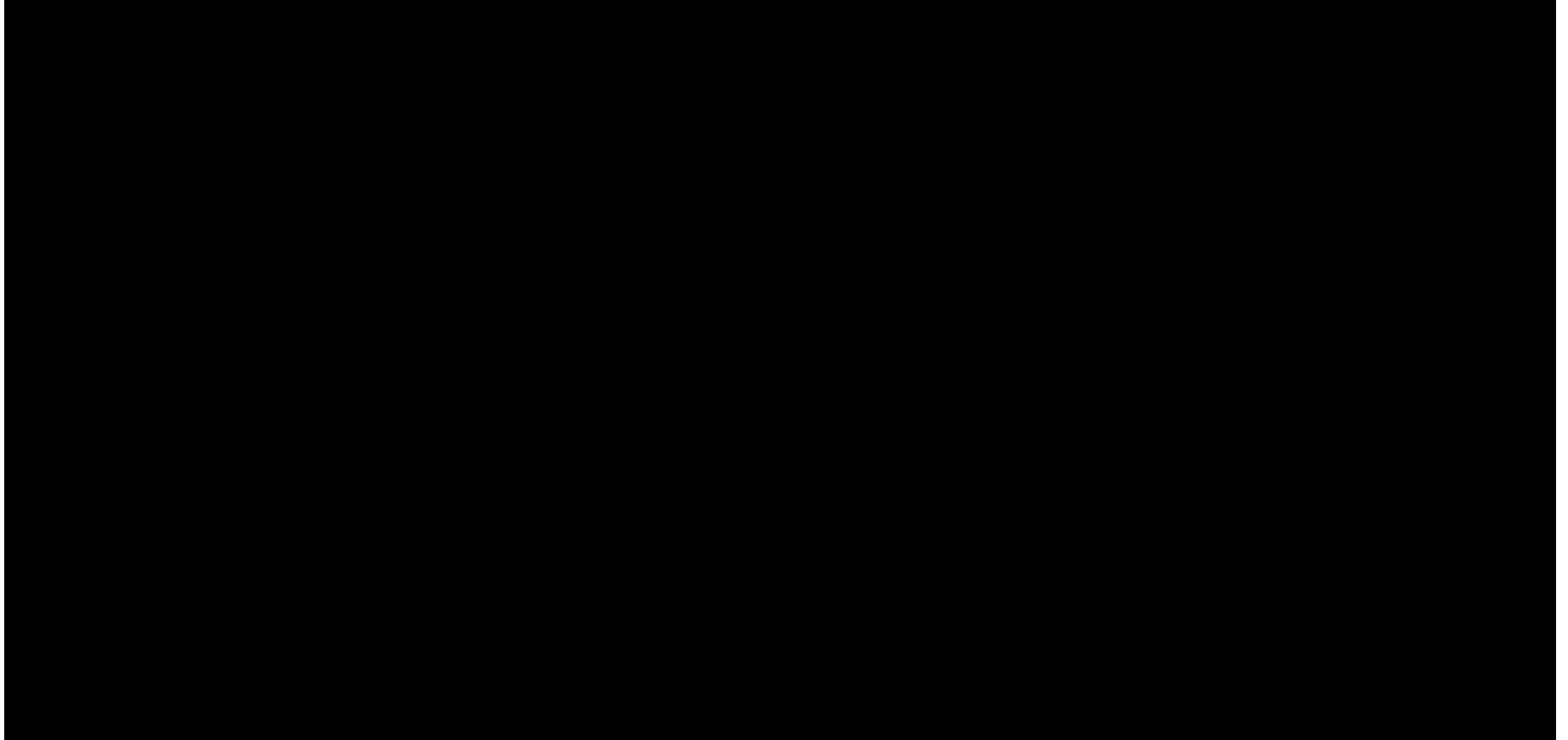
OUR TOPIC OF DISCUSSION TODAY

1. What is Employee **Performance** and **Potential**?
2. What is Gap Analysis? How to simply assess it?
3. HC Person Should Know! Kind of Gap Analysis
4. Bridging the Gap
5. Kind of Tools: contoh-contoh tools



Sebuah Ilustrasi dari John Mattone

Blog Intelligent Leadership, 13 Juni, 2019



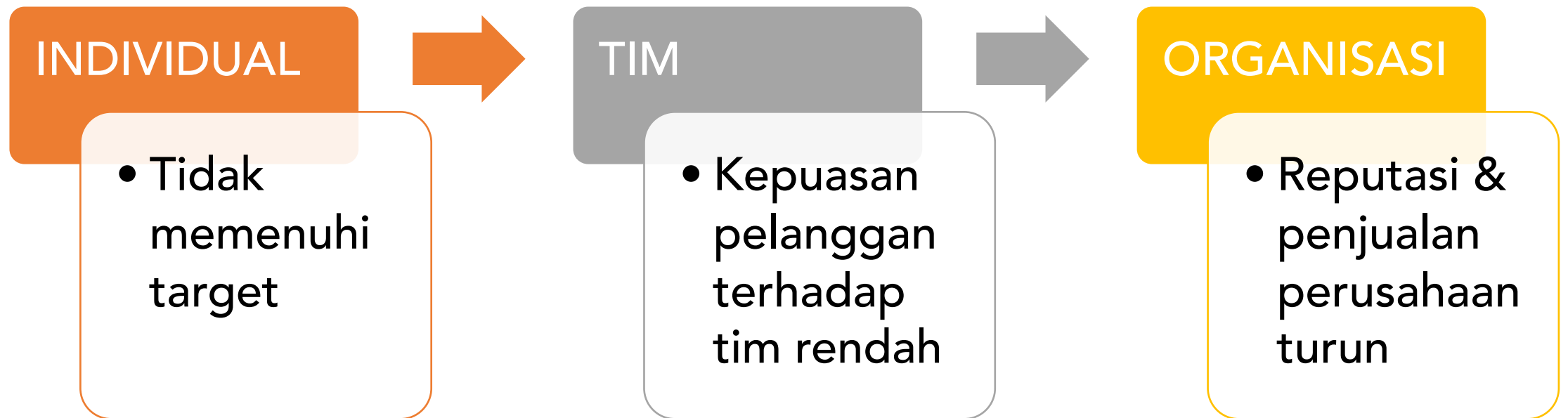
What is Employee Performance?



Bagaimana karyawan berperilaku di tempat kerja dan sebaik apa mereka memenuhi tugas-tugas yang dibebankan.

Perusahaan mengeset target-target performance yang harus dipenuhi, baik secara individual ataupun organisasi, sehingga bisnis dapat memberikan value terbaik baik pelanggan, meminimalkan waste, dan operasional berjalan efisien. (Donohue, 2019)

Memilih Indikator Performance!



Perhatikan Keluasan Dampak!

Common Performance Metrics

- ❖ **Number of product defects** (Jumlah produk yang rusak/reject)
- ❖ **Number of errors** (Jumlah kesalahan)
- ❖ **Number of sales** (Jumlah penjualan)
- ❖ **Number of units made** (Jumlah unit yang dibuat)
- ❖ **Call handling time** (Kecepatan merespon/menangani)
- ❖ **First-call resolution** (Penyelesaian masalah tidak berulang)
- ❖ **Absenteeism rate** (Absensi)

Diskusikan Prioritas Dampaknya... by SWOT Analysis

Evaluating Employee Performance

- ❖ **Management by Objectives** (fokus pada goal/target yang diturunkan manajemen)
- ❖ **360-degree Feedback** (masukan dari beberapa orang yang bekerja sama dengan karyawan)
- ❖ **Scale and Ranking Methods** (karyawan diranking dari yang performanya terbaik ke terendah)
- ❖ **Employee Self Evaluation** (karyawan diberi kesempatan untuk mereviu performanya serta mengidentifikasi kekuatan dan kelemahannya)

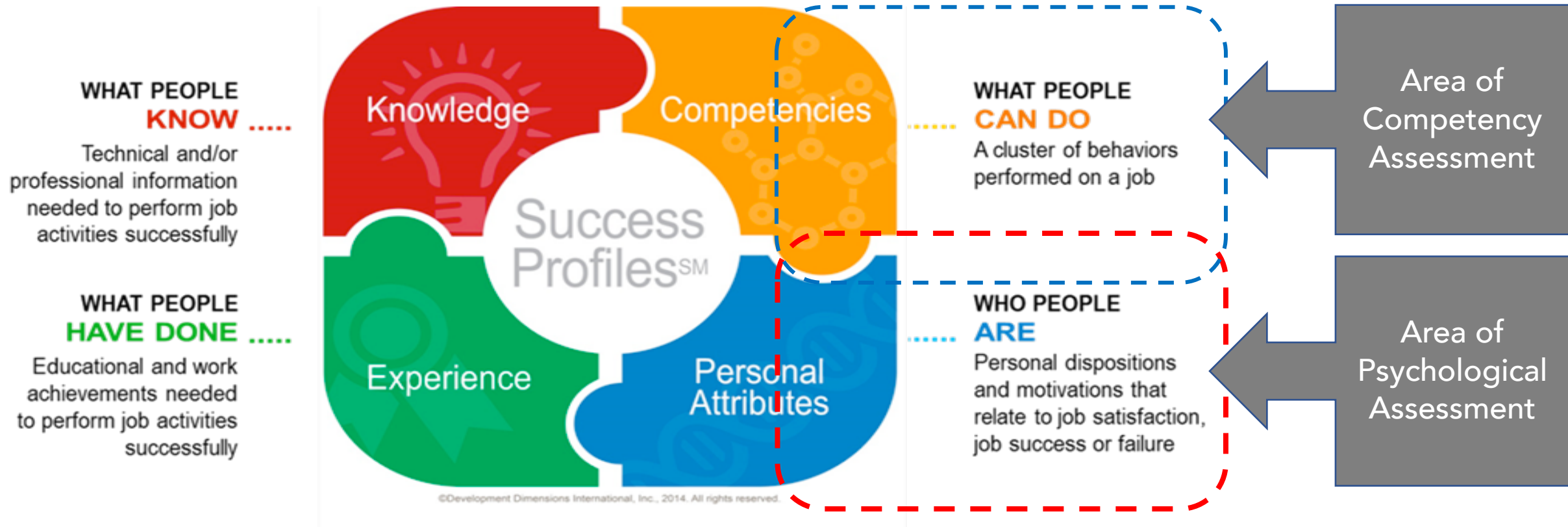
Diskusikan Prioritas Dampaknya... by SWOT Analysis

What is Employee Potential?



Banyak pimpinan mengatakan 80% pekerjaan diselesaikan oleh hanya 20% karyawan dan mereka adalah Top Performer. Mereka biasanya 3-4 kali lebih produktif dari karyawan lainnya. Kesuksesan tersebut adalah karena **job alignment**, bukan sikap (*attitude*) atau dorongan (*drive*). Seorang karyawan yang semula performanya bagus, ketika dipromosi bisa **berperforma buruk**, karena tidak **"ready"** menyelaraskan karakteristik pribadinya dengan tugas/pekerjaan. (Wolff, 2019)

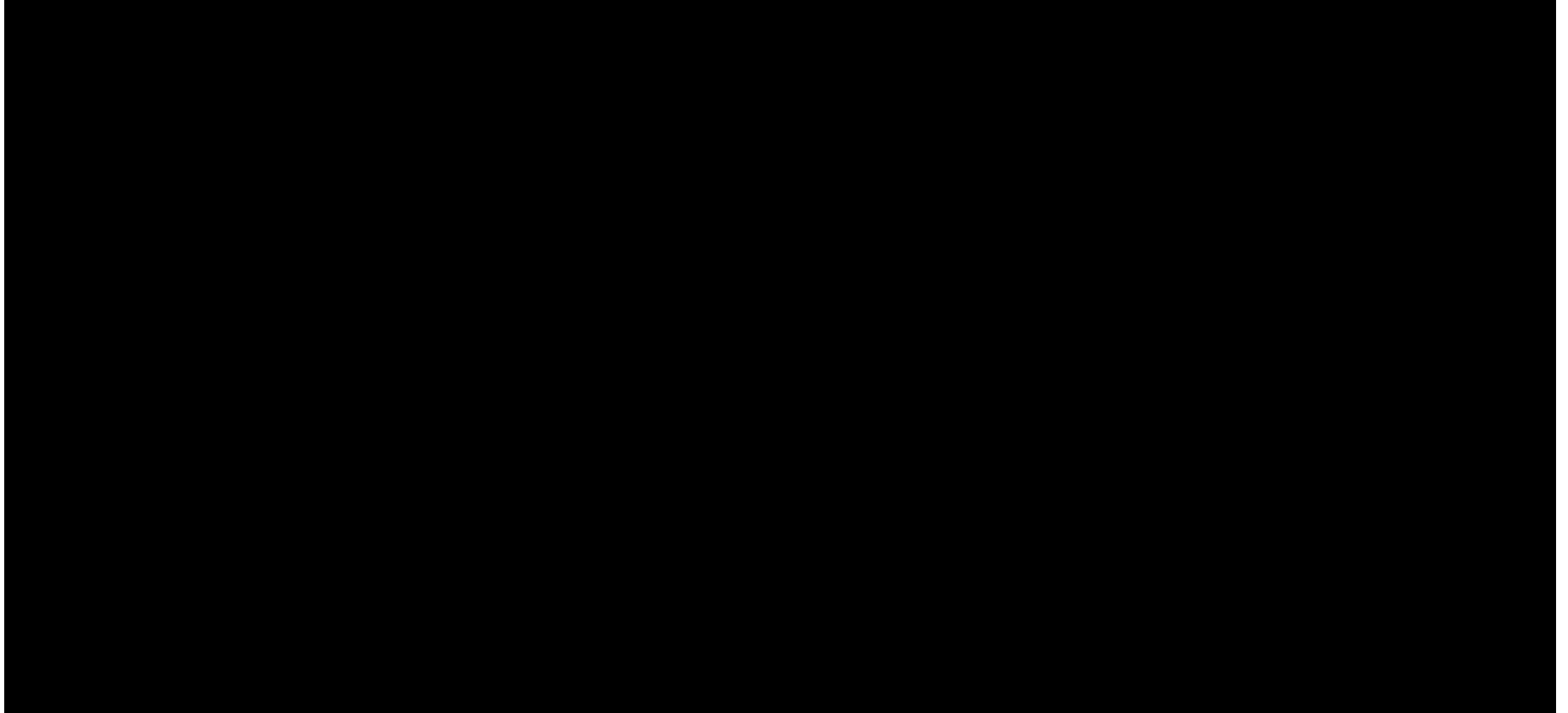
Profil Pribadi Sukses Bekerja?



Personal Attributes relatif lebih sulit diukur karena sifatnya ada yang terselubung atau tidak disadari, sehingga dibutuhkan teknik tertentu untuk menggalinya (DDI, 2014)

Area of Assessment

(Potential, Performance, Readiness/Alignment)



Contoh Report Competency-Potential Assessment: Leader

Knowledge for Leaders Assessment Results


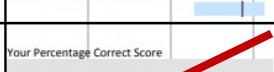
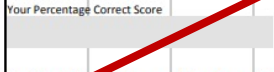

Participant Name: JOHN DOE JR.

Organization: XYZ CORPORATION

Task	Percentage Correct	0% 25% 50% 75% 100%					International Percentile Rank	Strengths and Needs
		Your Percentage Correct Score					You scored as well as or better than	
Coaching & Counseling Incorrect answers given to questions: 7, 15, 22, 28, 56	Number of Questions = 17 Questions Attempted = 17 Questions Correct = 12 Percentage Correct = 70.6%						56.5 percent of all others taking this assessment.	OK
Communicating Effectively Incorrect answers given to questions: 11, 118	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 13 Percentage Correct = 86.7%						95.4 percent of all others taking this assessment.	Strength
Influence & Negotiation Incorrect answers given to questions: 36, 96	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 13 Percentage Correct = 86.7%						95.5 percent of all others taking this assessment.	Strength
Managing Change Incorrect answers given to questions: 87, 104, 105	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 12 Percentage Correct = 80.0%						91.1 percent of all others taking this assessment.	OK
Managing Conflict Incorrect answers given to questions: 59, 65	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 13 Percentage Correct = 86.7%						92.6 percent of all others taking this assessment.	Strength
Performance Management Incorrect answers given to questions: 78, 79	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 13 Percentage Correct = 86.7%						89.3 percent of all others taking this assessment.	Strength
Problem Solving & Decision Making Incorrect answers given to questions: 2, 8, 102	Number of Questions = 14 Questions Attempted = 14 Questions Correct = 11 Percentage Correct = 78.6%						81.3 percent of all others taking this assessment.	OK

Contoh Report Competency-Potential Assessment: Leader

Secara Potensi sangat memadai – **STRENGTH!**

Setting Goals & Standards Incorrect answers given to questions: 62, 83, 98, 99	Number of Questions = 14 Questions Attempted = 14 Questions Correct = 10 Percentage Correct = 71.4%	Your Percentage Correct Score  Your Group's Range of Scores and Group Average Score 	You scored as well as or better than 55.3 percent of all others taking this assessment.	OK
Total	Number of Questions = 120 Questions Attempted = 120 Questions Correct = 97 Percentage Correct = 80.8%	Your Percentage Correct Score  Your Group's Range of Scores and Group Average Score 	You scored as well as or better than 87.7 percent of all others taking this assessment.	

A Few Definitions ...

Percentile Rank

Your Percentile Rank score shows how well you did in comparison to others who have taken this assessment. Your Percentile Rank Score represents the percentage of the population you scored as well as or better than. For example, a Percentile Rank of 62 would indicate that your performance was as good or better than that of 62% of all other participants to whom your performance was compared.

The Percentile Rank score on this report was based on a comparison of your performance to that of:
All participants who have completed this assessment.

Strength and Needs

Your performance in a particular task is deemed a Strength, Need, or OK based on the following criteria:

- Percentage Correct equal to or greater than 85 = Strength;**
- Percentage Correct between 70 and 85 = OK;**
- Percentage Correct less than 70 = Need.**

Development Center Login

Upon completing this assessment, you have access to additional resources found in the Edge Leadership Development center online at

www.edgetraining.com/development

Use the username and password below to login and then click on the Development Center tab

Username: EdgeDoeJrJohnQ@edge.com
 Password: guest

Report Produced: February 2018

Your Group's Range of Scores & Group Average Score

The bar graph indicates the range of percentage correct scores achieved by the other members of your group, from lowest to highest. The darker vertical line indicates the group's overall average score.

Your group is comprised of:

All the participants from your organization submitted for scoring at the same time.

A Direction for Growth

Assessing strengths is a critical step in the leadership development process. After all, you can't measure growth until you know where you stand. But it's by no means the final step. Think of this assessment as a compass that points you in the right directions for professional growth.

The next step is developing needs into strengths. Not sure where to start? Point your mouse online to our online Development Center. In it you'll find useful articles on a wide range of subjects from coaching employees to resolving conflict, and much in between. You can also review the KnowLEDGE for Leaders assessment questions, although, to protect the integrity of the assessment, correct answers are not provided online.

What's Next?

Use the form included with this report to establish objectives and chart an action plan for further development.

Browse through the Development Center using the login information provided in the bottom left-hand corner of this report.

Enroll in an e-Learning Leadership course through the online Development Center.

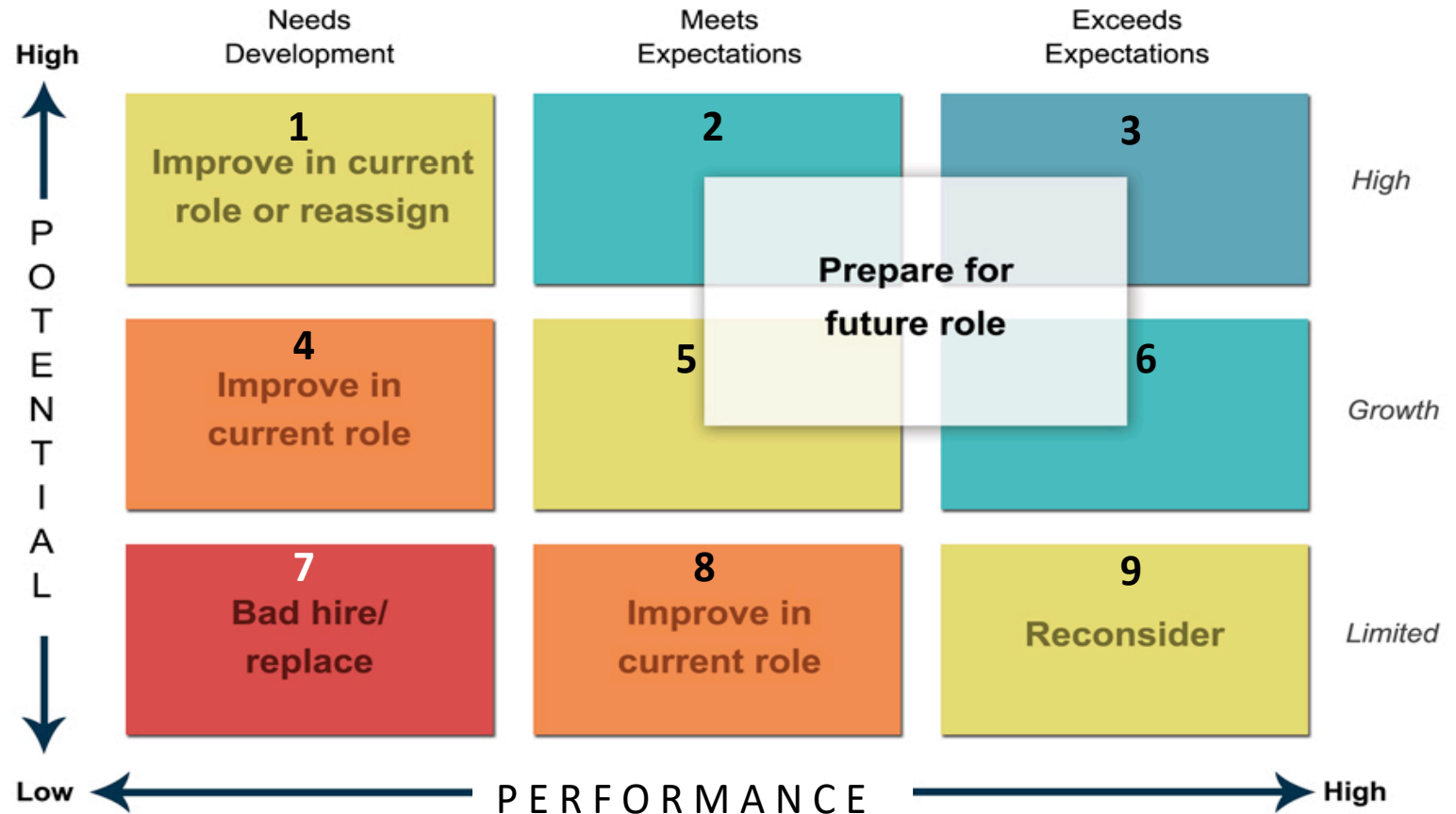
Contoh Performance Evaluation Assessment: Leader

Performance Evaluation Score Card						
Staff Name: John Doe			Staff No.: E00282		Review Date: 1 Jun 03	
Department: Engineering					Sub-total	Total
Task performance criteria (Scored by 1 – 100):						
Ability (0.074)	Job knowledge (0.093)	Quality of work (0.061)	Efficiency (0.142)	Responsibility (0.127)		
75	82	63	62	78	35.73	
Relationship performance criteria (Scored by 1 – 100):						
Attitude (0.114)	Punctuality (0.081)	Co-operation (0.182)	Equity (0.126)	-----		
82	80	80	78	-----	40.22	75.95
Notes: (1) 1 = the worst; 100 = the best. (2) The maximum of total is 100.						
Reviewed by: Sam Cheung			Title: Senior Manager		Staff No.: E00123	
Remarks: In general, performance has been improved, but is lower than the departmental average. On-the-job training will be provided for improving: first the efficiency; second the quality of work.						

Secara Performance Kurang Memuaskan – NEED IMPROVEMENT

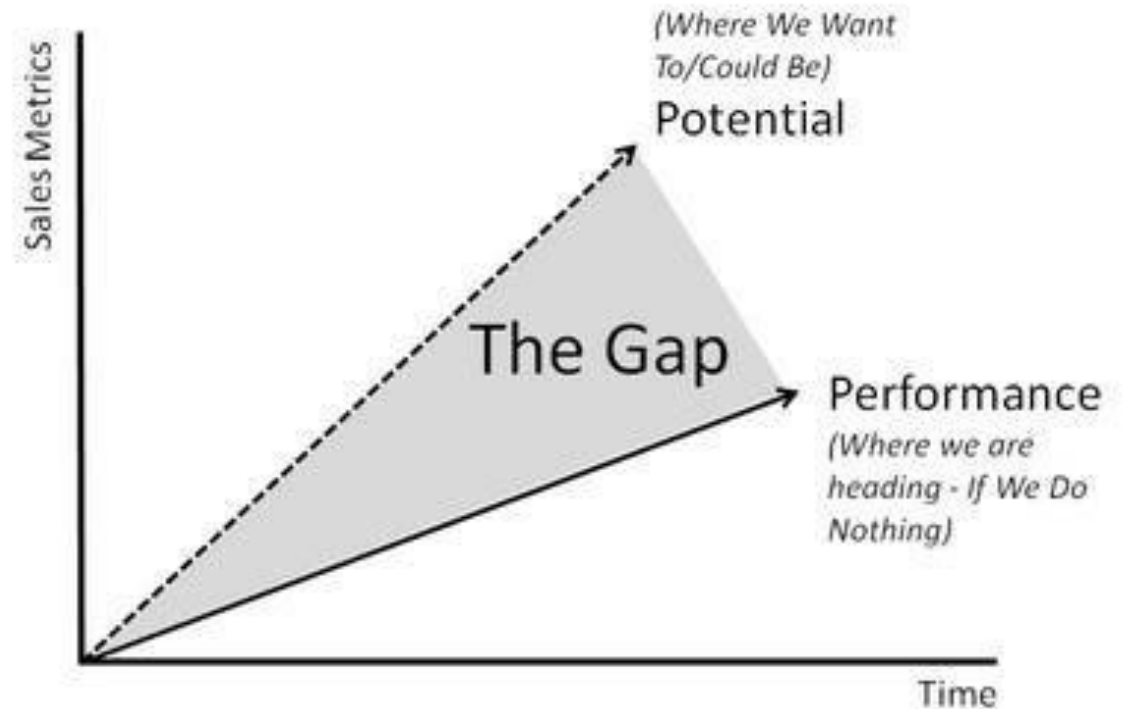
KATEGORI HASIL ASESMEN

- ❖ High Performance / High Potential
- ❖ High Performance / Low Potential
- ❖ **Low Performance / High Potential**
- ❖ Low Performance / Low Potential

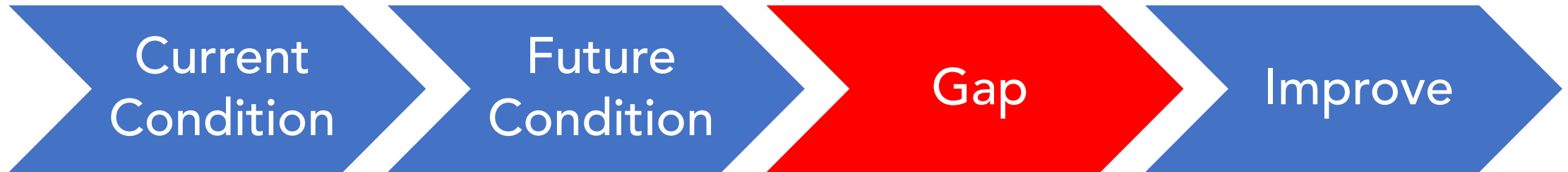


WHAT IS GAP ANALYSIS

Penilaian dan pengukuran terhadap kondisi performance saat ini dan tujuan bisnis yang diharapkan organisasi. Harus menjawab pertanyaan: Dimana posisi kita sekarang, Dimana seharusnya kita berada, dan Seberapa besar "Gap"-nya (Leconte, 2019)



GAP ANALYSIS PROCESS



- Lihat dari data yang terukur (KPI, Data-data bisnis, Asesmen Karyawan, dll.)
- Jika terlalu konseptual, ikuti langkah berikut:
 1. Tentukan **apa** yang ingin dianalisis
 2. Cari **metode/tools** pengukuran yang baik (valid, reliabel, standar)
 3. Catat semua faktor dan atribut yang **berdampak** ke sukses-gagal dari bisnis, baik positif maupun negatif

Konsep Pendukung: Inovasi & Kreativitas

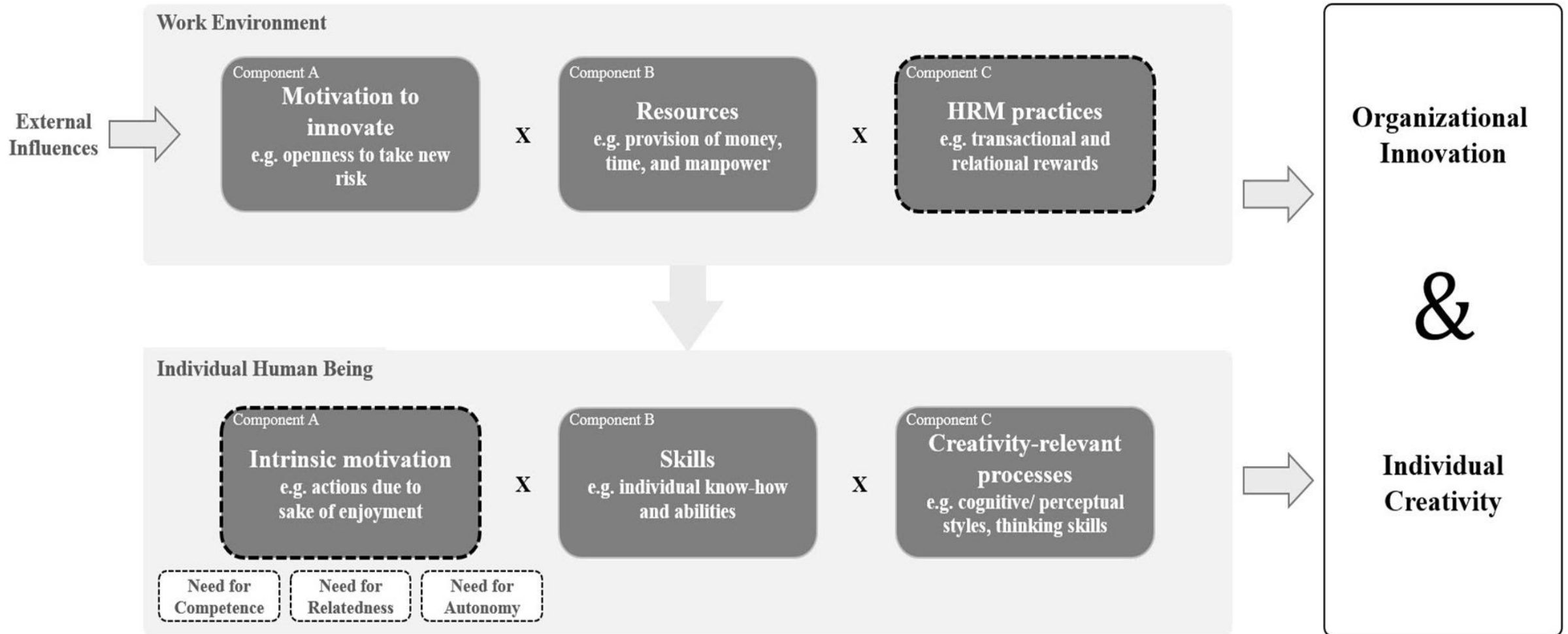
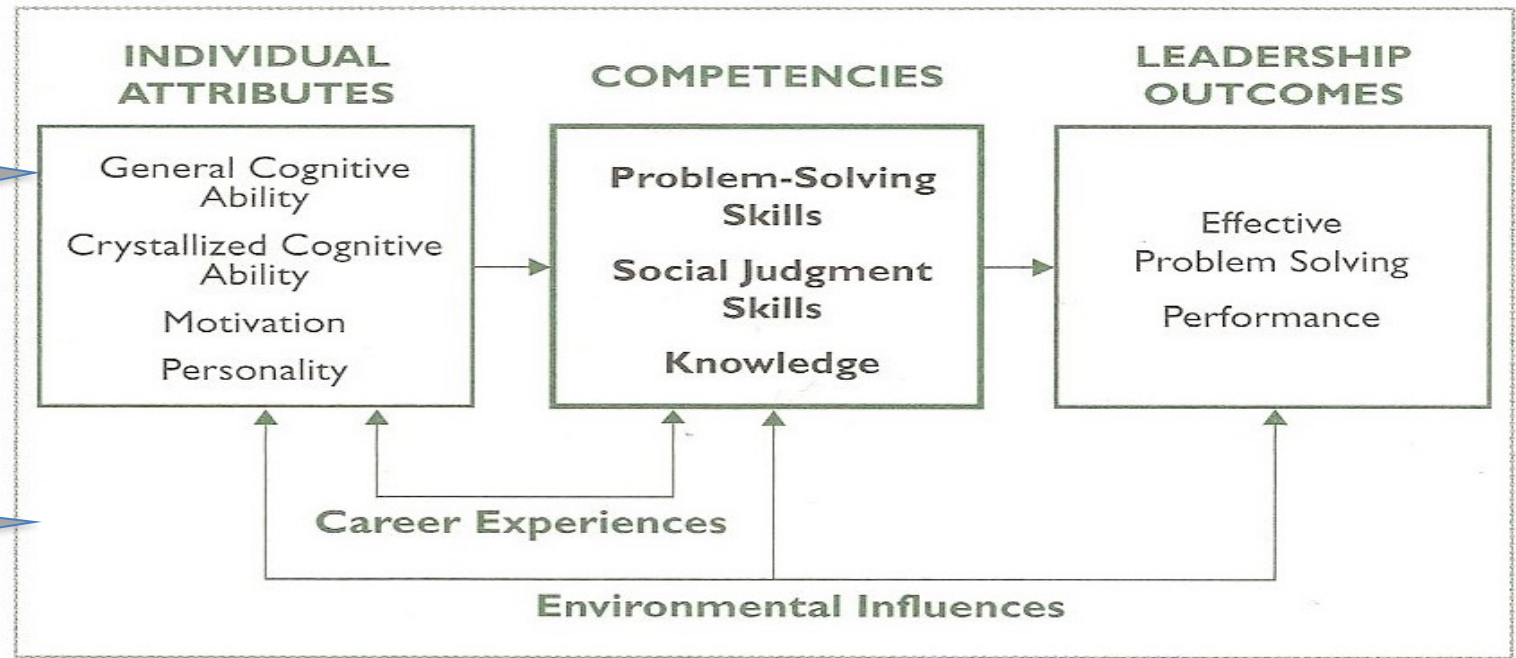


Figure 1. Modified componential model of creativity and innovation in organizations adapted from [Amabile and Pratt \(2016\)](#).

Konsep Pendukung: Leadership

Figure 3.3 Skills Model of Leadership



SOURCE: Adapted from "Leadership Skills for a Changing World: Solving Complex Social Problems," by M. D. Mumford, S. J. Zaccaro, F. D. Harding, T. O. Jacobs, and E. A. Fleishman, 2000, *Leadership Quarterly*, 11(1), 23.

KOMENTAR ANDA?

Jenis-jenis “GAP” Analysis

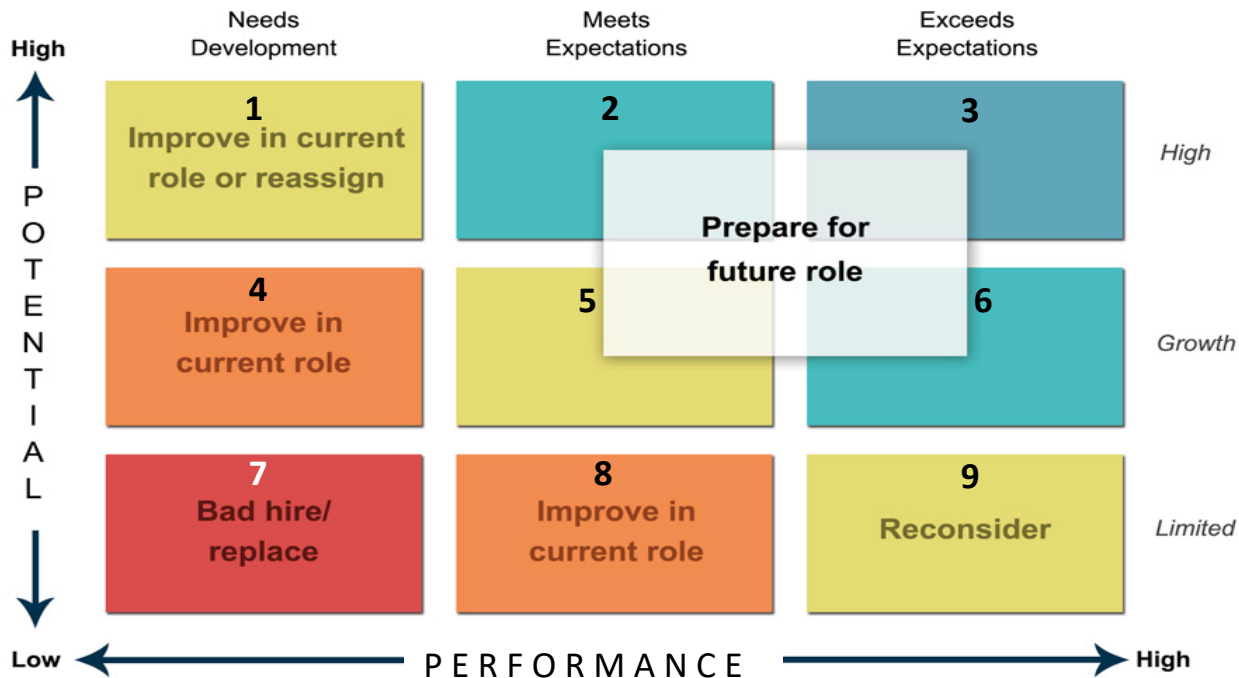
- ❖ **Performance (strategy) Gap** : Performance aktual vs ekspektasi organisasi, contoh kasus: proses produksi tidak memenuhi target (lead-time), sasaran objektif efektivitas dan efisiensi tidak terpenuhi
- ❖ **Product (market) Gap** : Penjualan aktual vs Penjualan yang direncanakan, contoh kasus → setelah launching produk baru penjualan tidak sesuai harapan
- ❖ **Profit Gap** : Profit aktual vs Profit yang ditargetkan, contoh kasus: pengadaan tidak berjalan lancar karena seleksi vendor yang buruk, estimasi buruk terhadap *supply* dan *demand*
- ❖ **Manpower Gap** : Jumlah aktual tenaga kerja dan performance yang dapat dihitung vs yang dipersyaratkan, contoh kasus: Tenaga sales yang tidak berhasil mengambil kesempatan untuk meningkatkan loyalitas pelanggan.

Berbagai Tools “GAP” Analysis

- ❖ **SWOT** <https://www.process.st/swot-analysis-template/>
- ❖ **FMEA** : Failure Mode and Effect Analysis
<https://www.process.st/checklist/fmea-template-failure-mode-and-effects-analysis/>
- ❖ **McKinsey 7-S model** : Strategy, Structure, Systems, Shared Values, Style, Staff, Skills
- ❖ **Nadler-Tushman model**
- ❖ **Fishbone Ishikawa (Ishikawa Diagram)**

Kuis: Analisis Manpower Gap

Nine Box Mapping



❖ **GAP 1 : Potential OK
Performance Not OK**

Terdapat di kotak berapa? 1, 4

❖ **GAP 2 : Potential Not OK
Performance OK**

Terdapat di kotak berapa? 9, 8

Mengapa terjadi Manpower Gap?

Diskusi yuk...

Bridging the GAP?

Gap Analysis



Where You
Are



*Skills Needed to
Get Where You're going*



Where You
Need to Be



Action Plan

Bridging the Gap with Improvement



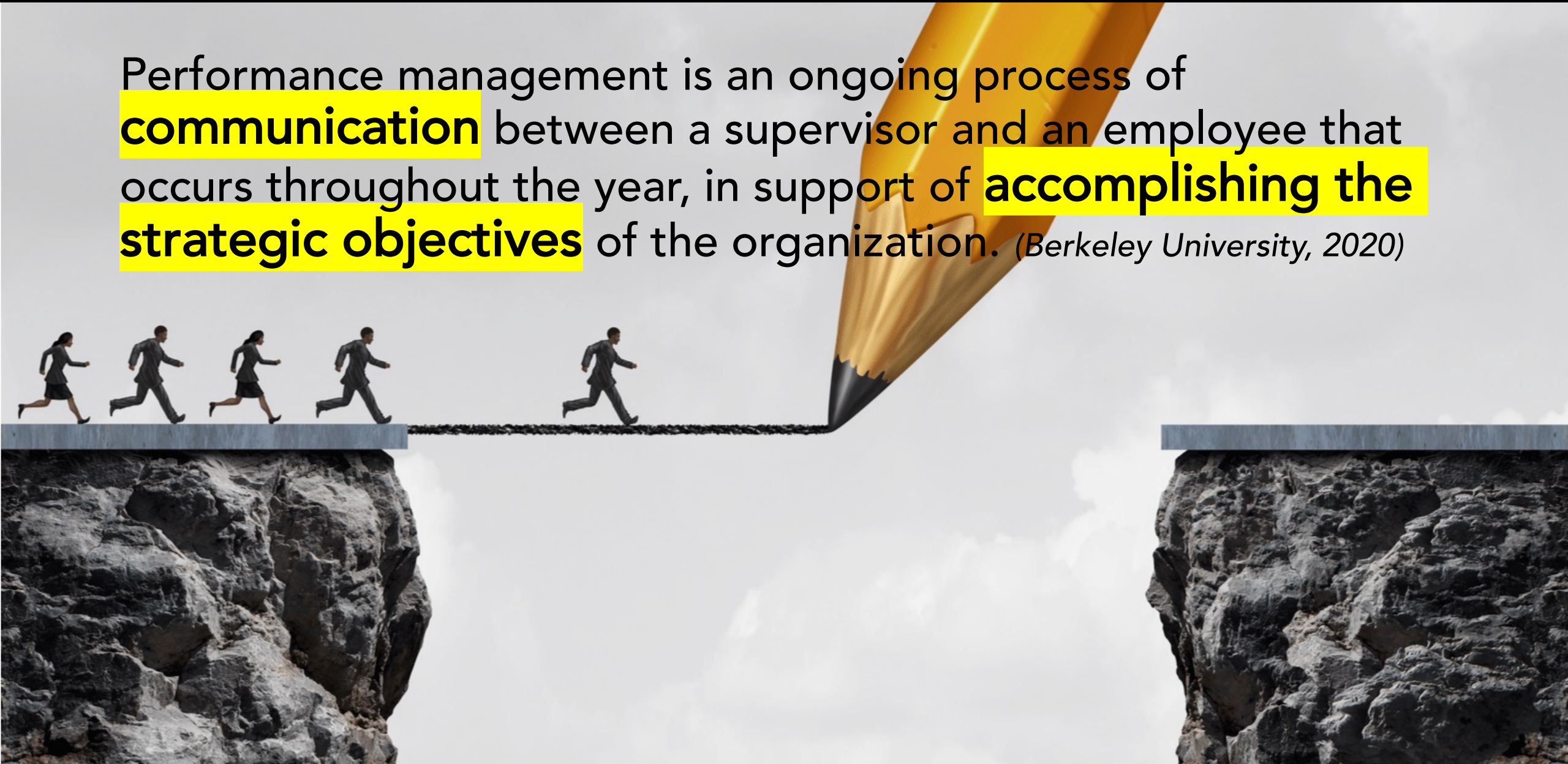
- ❖ **Adakah sumber daya kerja yang perlu ditambah?**
- ❖ **Perlu modifikasi objektif baru?**
- ❖ **Perlu "key events" dan keputusan kritikal baru?**
- ❖ **Karyawan kurang bekerja baik?**
- ❖ **Perlu cara baru untuk bekerja?**

GAP ANALYSIS RESULTS - NINE-BOX GRID

PERFORMA	Tinggi (melampaui objektif)	1C <ul style="list-style-type: none"> Performa melampaui tapi tidak berambisi kuat Menyukai pekerjaannya Karir masa datang di tugas, peran, dan tim yang sama 	1B <ul style="list-style-type: none"> Melampaui target Butuh tantangan lebih besar Siapkan pengembangan Beri target "ketat" 	1A <ul style="list-style-type: none"> Top Talent (HiPo) Kandidat kuat untuk promosi Masukkan ke inisiatif strategik Siapkan pengembangan khusus
	Rata-rata (memenuhi)	2C <ul style="list-style-type: none"> Tipe performa "sedang-sedang saja" Perkuat motivasi berkembang Memenuhi persyaratan standar Kerjakan peran-tugas yang sama 	2B <ul style="list-style-type: none"> Memenuhi semua target Ada beberapa potensi yang menonjol Persiapkan pelatihan dan kesempatan berkembang 	2A <ul style="list-style-type: none"> Memenuhi semua target Menampilkan banyak potensi yang menonjol Mendekati profil promosi Perkaya dg tantangan tugas
	Rendah (tidak memenuhi)	3C <ul style="list-style-type: none"> Performa tidak memenuhi Kontrak Performa (<i>On-action Contract</i>) Program perbaikan 3 bulanan Keluar jika tidak ada perbaikan 	3B <ul style="list-style-type: none"> Performa tidak memenuhi Seperti tidak tepat di perannya Butuh diskusi segera Pindahkan peran atau intansi dirugikan 	3A <ul style="list-style-type: none"> Performa tidak memenuhi tetapi potensial Peran tugas tidak tepat Butuh diskusi segera Pindahkan atau Ybs. "frustrasi"
		Sedikit	Sedang	Banyak
		POTENSI		

Sempurnakan Performance Management

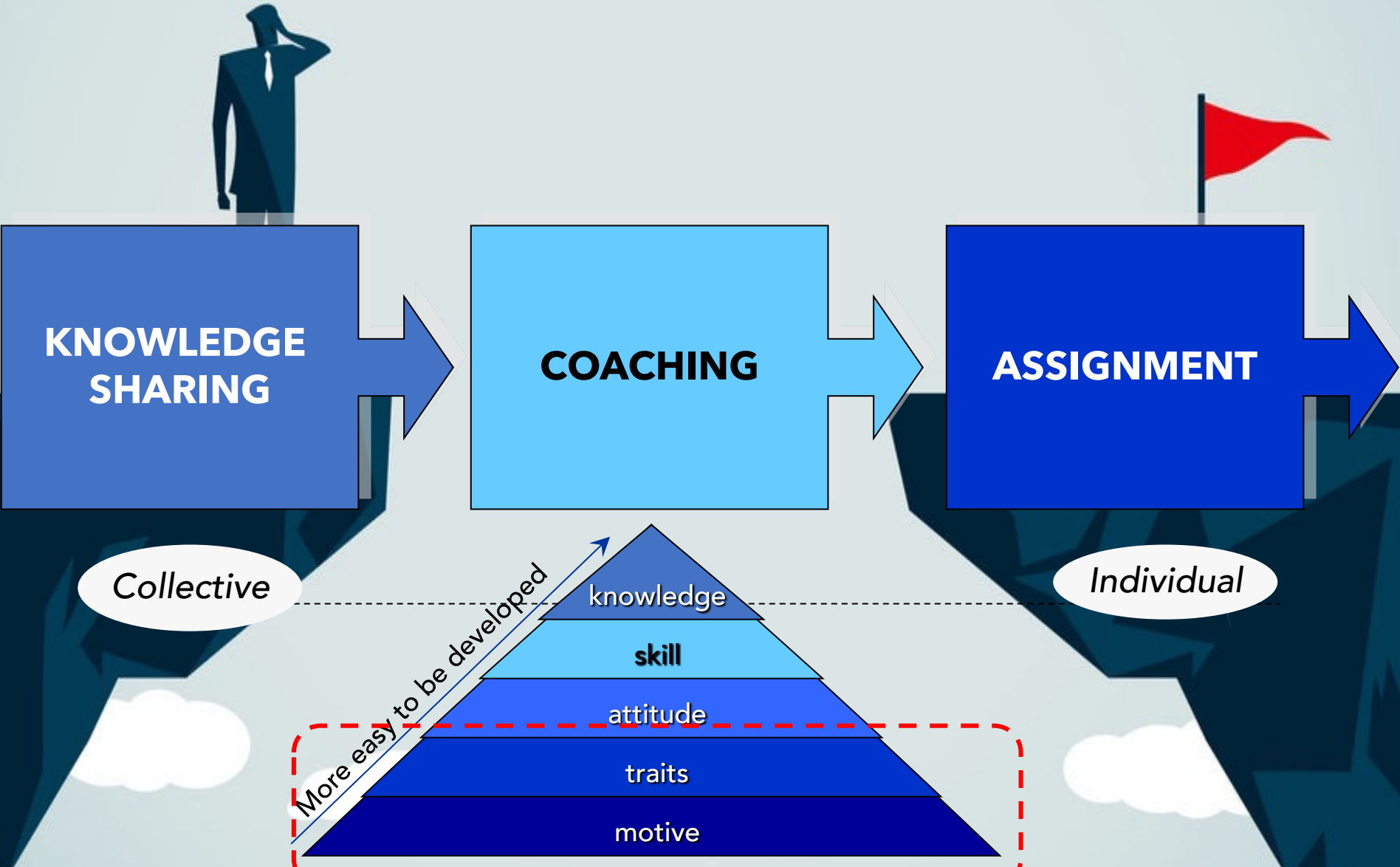
Performance management is an ongoing process of **communication** between a supervisor and an employee that occurs throughout the year, in support of **accomplishing the strategic objectives** of the organization. *(Berkeley University, 2020)*



Contoh Template Penilaian Performance

- Contoh Template Penilaian Performance
<https://template.wps.com/detail/performance-appraisal-form.xlsx-excel-performance-6e41e505/>
- Contoh Objective & Key Results:
<https://template.wps.com/detail/Objectives-Key-Results.xlsx-excel-6ae75fe7/>
- Contoh On-boarding Checklist:
<https://www.process.st/checklist/employee-onboarding-checklist/>

Jalankan Competency Development Program



Sempurnakan Job Assignment



Job Enlargement

Memperluas ruang lingkup tugas saat ini



Job Extension

Memperpanjang masa tugas



Job Rotation

Memindahkan ke posisi lain (bertukar)

