Strategic Performance Management
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Lecture – 12
Behavior, result and trait approach system

So, welcome back to this lecture number 12 of week three and in this lecture, we will talk about three different approaches to performance that is behavior result and trait approach. You remember, we just talked about the determines, our performance and where we discussed about two determinants, that is task and context and both are important.

Now, when it comes to measurement of performance, these three things are important. So, now, we have seen that your behavior leads to results. Now, another important that is your trait and characteristics that is related to individual, that is equally important right. So, all these three factors are important. So, when we are going to measure performance, we have to look at these three factors, that is behavior result and trait approach to performance right.

So, what we are going to discuss in this lecture that how these behaviors result and trait approach contribute to performance of the people.
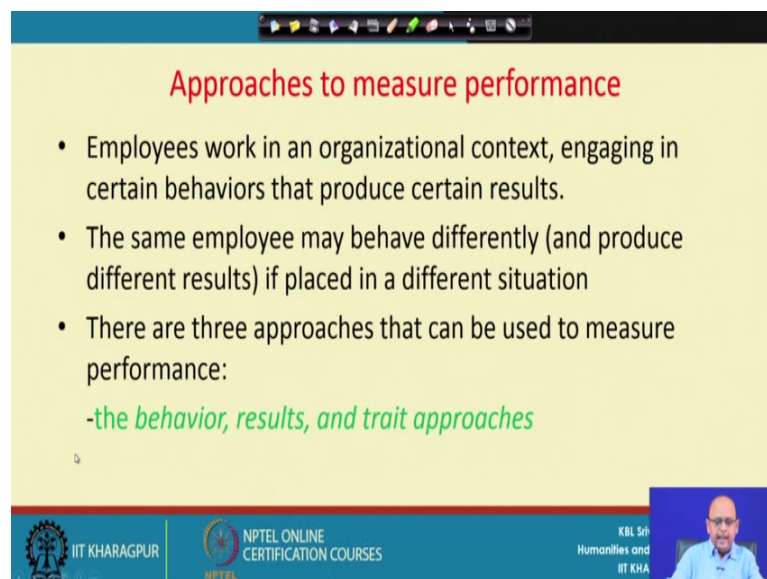
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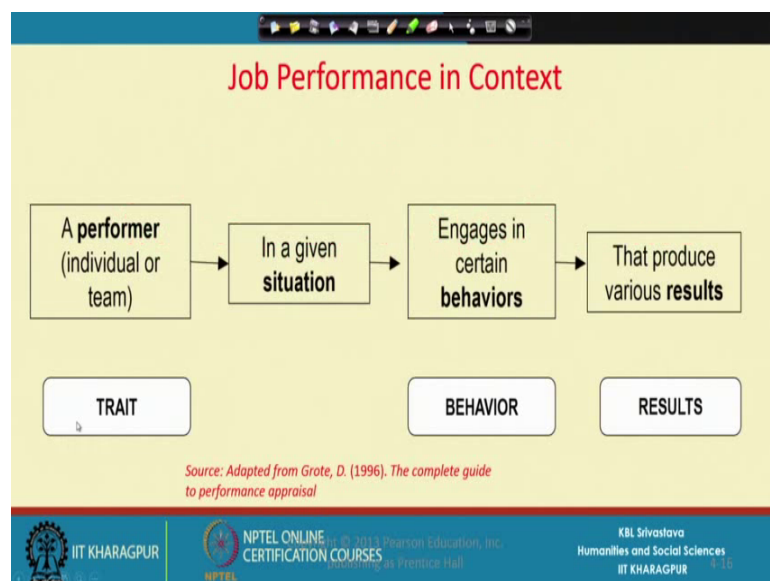
Now, we talked about the context right, we also talked about the task, we, that was the determinant of the performance. Now, if you look at the individual like a even, a team who is going to perform certain tasks right.

Now, they have certain traits and characteristics for exe in his own personality, his own say, beliefs, his own motivation, his emotion right, heat ability, traits and characteristics. All this is a part of the trait right. Now, this individual or team, using to perform in a given context or situation right, which is a part of what you call the context and in this context he is going to engage in certain behaviors that he is going to carry out certain activities as defined by his job description. So, when we say that he is going to engage in certain activities as defined by his job description. So, it is a part of the behavior, which is going to produce certain results right.

So, now you look at it that there are three things, that is coming out that is traits are characteristics right, depending upon that he is going to engage in certain behaviors, which produces results right. So, traits and characteristics, whose of the individual become the antecedent, which is going to influence his behavior right. Which ultimately result, produce culminates in certain results.

Now, all this happens in a given context are environment. So, the performance is dependent on the context of the environment in which the person is operating. So, what we need to understand is these three things that is behavior trait and results further.

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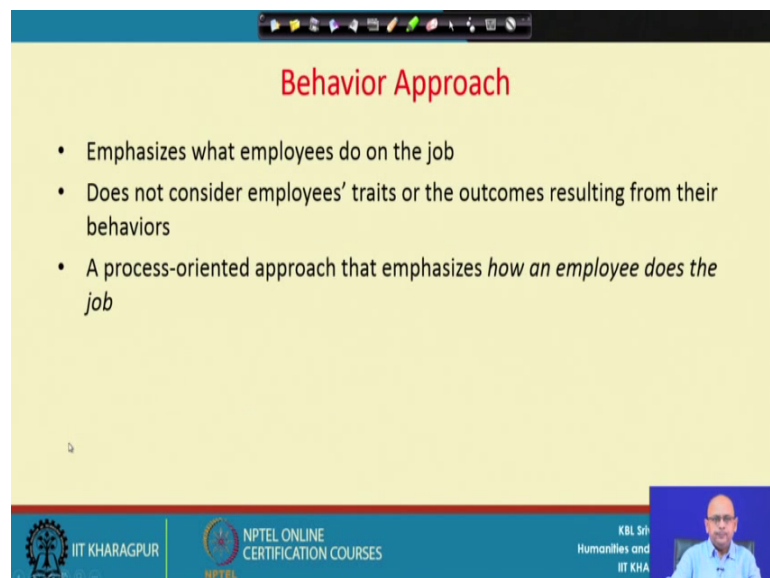
So, we have three different approaches to measure the performance right. It means you are going to work in a context, in an organization right. You are going to engage in certain behaviors, which is going to produce results ok.

Now, the question is that why given the similar context; we do not expect similar behaviors or similar results from the employees, because employee is behave in a different way right. For example, if there is a teacher who is teaching, say 100 students in the class, they are getting there and the context is same maybe, same the classroom, the teaching, the environment right.

But when it comes to their behavior and results, it is different right, that is one thing. Similarly, if different and the employees are placed in different situations then you also expect different kind of results. So, both are possible, why it happens? It is, because when you are a going to measure performance, probably you are only considering either their behavior or their results or you are not considering the trait right. So, when we are going to measure performance, you need to consider all the three aspects of performance, that is the behavior. What he does results? What he produces and trait that what he is right.

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Coming to the behavior approach. So, when I am going to talk about the behavior approach right. So, behavior is related to the activities, which is to be performed by

individuals in a given job right, but it is not going to consider, the traits of the employees are the results, are they that is achieved right.

So, this is related to the process that what a individual dash right. Say for example, we are going to talk about the behavior of a salesman.

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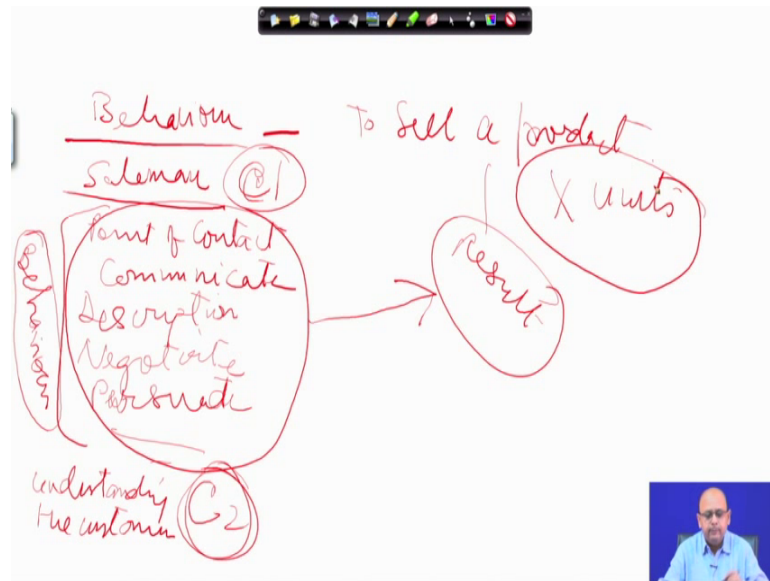
So, what are the activities that a salesman does as a part of his job? That is point of contact. Yes, he is going to contact their customers right. So, he is going to communicate with the customers right, then he is going to provide a description of the product, which he wants to sell. He is going to negotiate with the customers; he is going to persuade him right.

So, all this B is a part of what you call behavior right. When we are going to consider about behaviors, it means that in order to sell a product right. The objective is what to sell a product. So, in order to sell a product, he is going to engaged in these kind of behaviors. So, these are the behaviors and they could be other. Behaviors are not written here right, contacting the customers communicating them, talking about the product, negotiating with that, persuading the con customers to buy it.

So, you are doing all this basically, to sell a product right. So, selling of a product is the result here. Now, this result can be obtained only when this part is effective right. So, in a behavior approach we are talking about what you do as a part of your job. So, as a

salesman you are engaged in these kind of activities. So, that you are going to produce a good result right. So, the result is maybe the X units that you have been able to sell to different customers and you are going to repeat the same thing, with different customers right.

Now, your behavior changes in case of customer 1, you engage in differently and engage in case of customer 2, you are going to engage in a different kind of behavior, because the characteristics of the customer is different. So, another important behavior which is very important is understanding the customers in terms of their needs and requirements. So, depending upon the customers need, we are going to sell one product. This is depending upon the customer 2 needs, a requirements or going to sell another product right.

So, ultimately the number of units that you are going to sell it will be the result and all this is going to be part of your behavior, say look for another example.
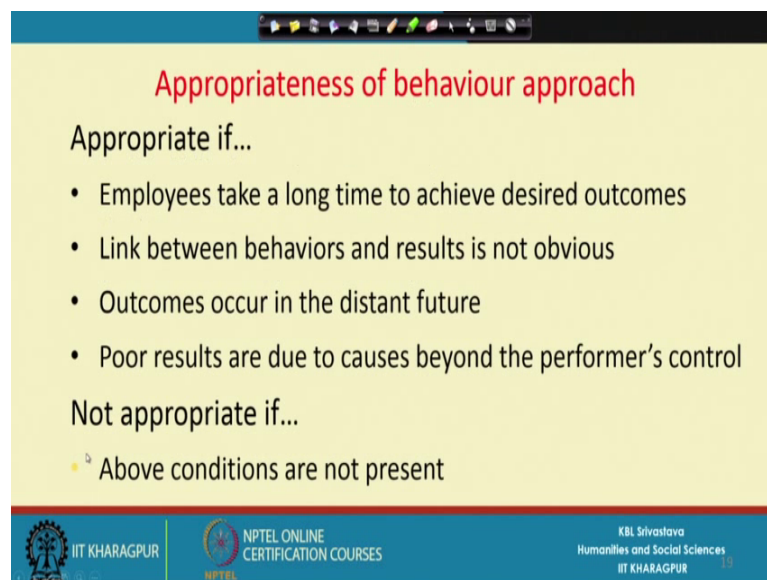
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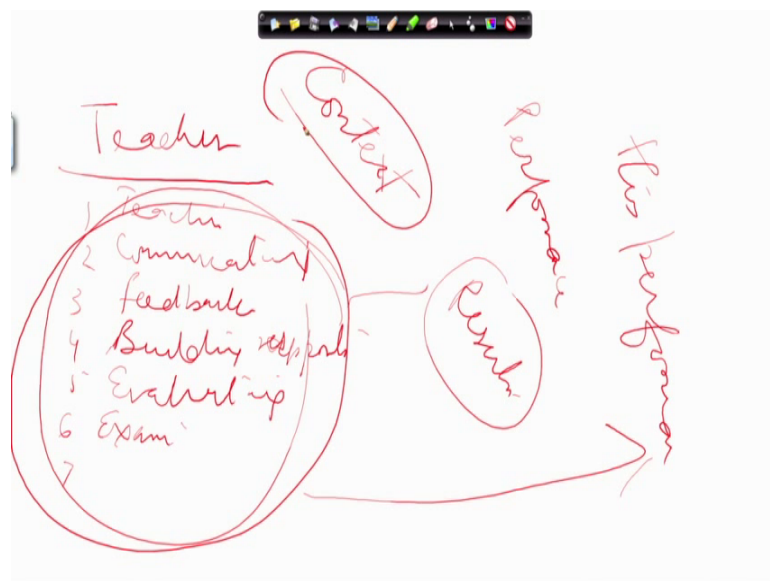
Say a teacher, here a professor, he is going to engage in certain behaviors right teaching, communicating, giving feedback to the students, building relationship with the students, what we called the rapport right, evaluating taking exams right.

So, all this is a part of the job, which is doing to produce results, that is the performance of the students, that is one thing and his performance also. So, the performance of the

teacher depends upon, what he does right. So, when we are going to talk about behavior, you are going to include these things, because this is very important right, but when you are going to determine the performance, you are not going to consider only the behavior or the performance.

Another factor which is very important is the context. What is the context of the performance? Whether you have all the necessary support, tools, equipments, top management commitment and support or not, if it is not there, suppose there is a salesperson and he is not being guided by a sales supervisor or sales manager probably, he will not be able to do it right. He is not provided all kind of resources and help that is required by him to sell a product. He will not going to be successful.

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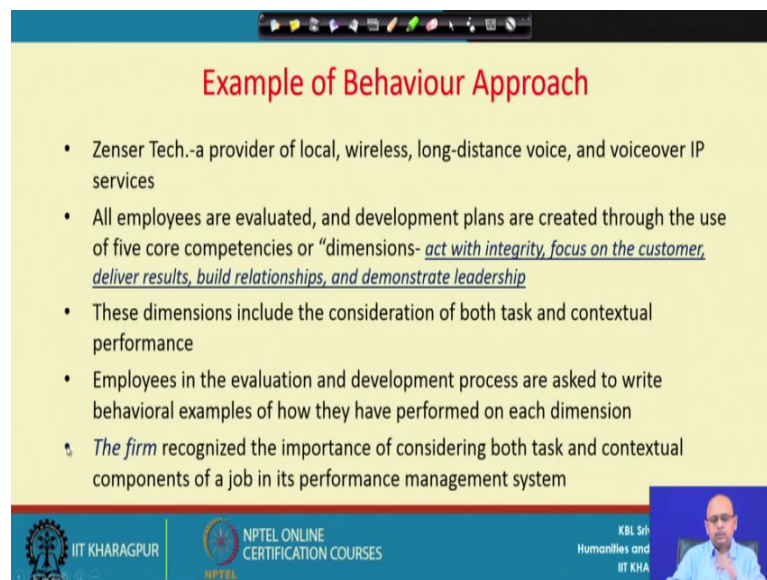
So, what I mean to say here that, when we are going to talk about behavior, we need to ensure that these things are present right and that is what I have been talking about the behavior approach. So, it is a process, through which and employees doing a job, which results in certain outcome, but it does not talk about the outcome as such right. Moving to look at the, whether the behavior is appropriate or not. So, you need to engage in appropriate behavior. For example, if you are not able to understand the needs and expectations of the customers and accordingly, you are not going to handling, you probably not be able to close the sales right.

So, you have to say that whether you are taking a long time to achieve this desired outcomes or not, if we are taking law then probably you will not be able to successful or if the behavior and result is not linked, it means that you do your behavior and they expect that the way as a result would be coming out right and you think that you are going to make certain behaviors and maybe sometime in the future, you will be expecting certain results right. And sometimes the context is not supporting and that is why, you are not able to perform well. So, even you are making the appropriate behavior, but it is not resulting in good performance, because the context is not supporting, there are certain things, the environment is not under your control.

For example; a salesman despite his effective behavior and communication or whatever he does, is not able to close the sales, because there is economic recession and in general, people are not buying things, goods that you are producing. So, what will happen? There are certain things, that is beyond the control of the employees and then the results are going to be affected right. So, new mean need to ensure, that in these conditions are present or if they are not present, probably we are not going to be a successful.

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Look at this example; here I have taken this example of what you call Zenser technology right. This is an example of Zenser technology. I have given this example to example, to explain of behavior approach. Now, this Zenser technology is a provider of local wireless long distance voice and voice over IP services.

So, basically into the, in into the field of it technology; now, how employees are evaluated. How development plans for the employees are made and how they are using different core competencies, these are the dimensions of the performance, which is related to not the result, but with the behavior it means, each employees are going to be evaluated on certain. Competencies are dimensions, which are related to the behavior like acting with integrity, focusing on the customers, delivering, results building relationship and demonstrative leadership.

You know, if you look at these five four competencies, which is expected from the employees, what is happening? How many of them are related to behavior and how many of them up are related to results. See, only one is related to result, that is delivering results, other like acting with integrity, focusing on the customers building relationship only, the ship are behavioral competencies right. So, it is very important to look at behavioral competencies, because that is what makes a difference right.

So, this what I mean to say is that you need to consider both the tasks and the contextual performance write. So, in either in the evaluation or in the development process basically, you are going to right behavior. Example, that how they are performing the job are, they acting with integrity, are they focusing on the customers very well or not, whether they have been able to close the deals or not, whether they have double good relationship with the stakeholders including customers have; they shown leadership capability, because that is what will make a difference in the entire performance right.

So, when you are going to look at the behavior, you need to see that, what are the things that need to be done. So, you to identify the competencies, depending upon the job description, you need to identify those behaviors, which are relevant critical and important to the individual, because that is what contributes the performance and then when we are going to evaluate them, you look at it.

Similarly, when you want to develop them also even in the development process you make sure that these behavioral competencies are developed. So, that they are able to perform well right. So, this company has been able to consider both the task performance as well it con contextual performance. So, that he is able to develop a good system right.
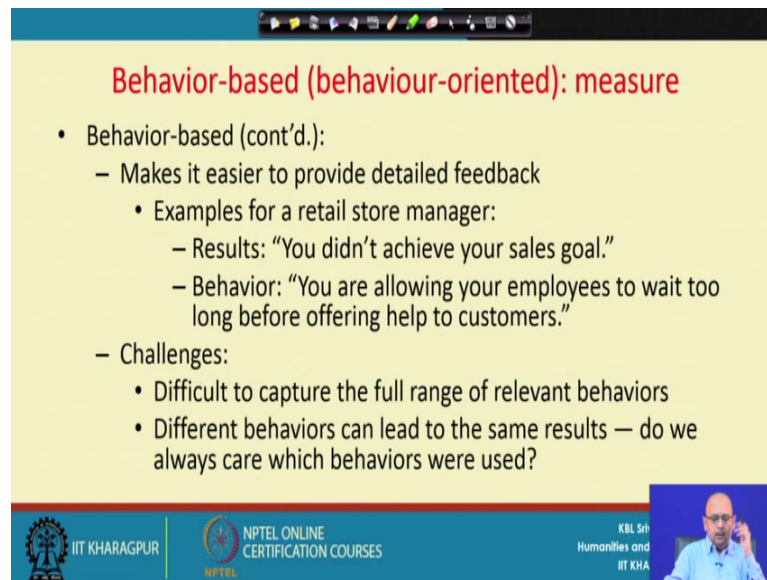
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Now, I am taking another example here say, retail store manager right. So, in a retail store manager, what are the different kinds of things that you are looking forward to? Now, if you look at this example, you can see what is happening, we expect a store manager to have a good team work, he is welcoming and thanking customers providing assistance to the employees right, monitoring customers and employees also for theft right. So, these are not the result that is expected. These are the behavior which is important, which is going to produce results right. So, in this case you can see that when you are giving this example, the idea is that, you also need to measure the behavior, because it contributes to performance right.
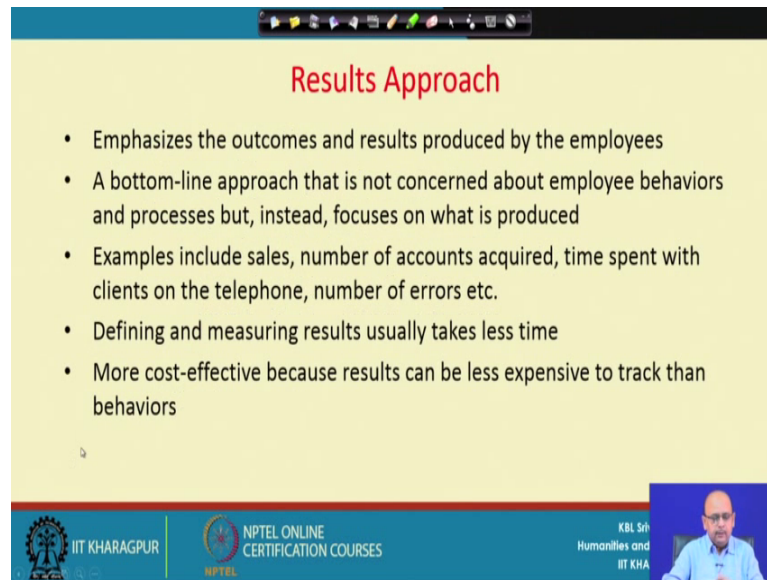
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Now, when we are talking about behavior waste measure what are the problems for example, it is easy to give feedback or not say for example, if you want to provide feedback, in case of retail, a store managers same. For example, the result may be, that you have not been able to achieve your sales goals. So, this kind of behavior though it is negative in nature, it is related this kind of result sorry, it is related to which behavior, because you are non monitoring the employees. So, you are allowing your employees to wait too long offering help to customers. So, what happens in the process? So, your employees are not attending the customers and that is why your sales is not as desired right.

So, when it comes to measuring behavior, you have to make sure that you are able to relate behavior with the research, that is one thing right and you are able to provide feedback about it, but the challenge is here that how do you know that what are the relevant and critical behaviors that is need to be measured, because you need to identify all such critical and relevant and important behaviors, which need to be measured right, because people might be making different kind of behaviors and leading to the same results.

So, it is very important to look into these challenges and probably it is possible, if possible try to capture the full range of behavior, which could be considered as critical and important even. So, see that if there are n deviations, because there could be different

behaviors leading to the same results. So, try to capture those behaviors are a sin or a set of possible behaviors or the range of possible behaviors which might be related to results right.
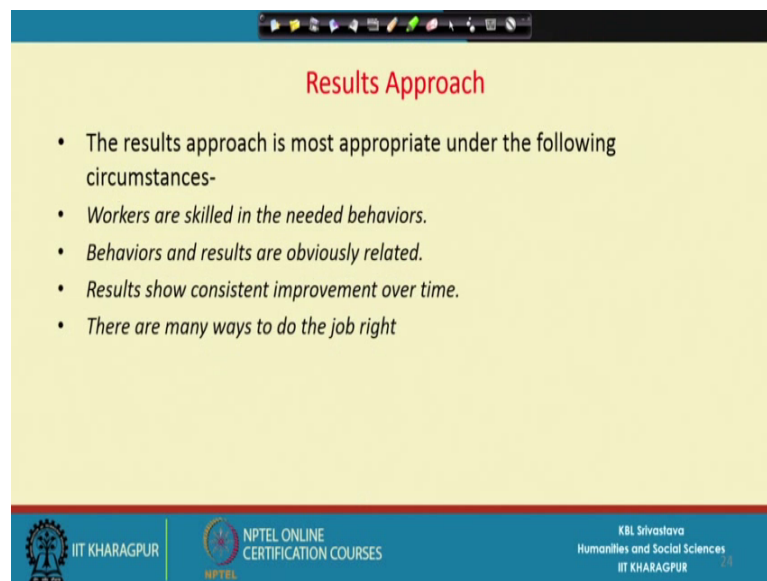
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Moving further after discussing about the behavior approach and see what are the challenges is related to the measurement. We are moving to a more objective approach, because if you look at the behavior approach, it is very subjective, because you are going to make an subjective assessment of the behavior right. So, it is a subjective approach, but when it comes to a result, it is more objective, where you have hard facts and data, to compare whether the people are able to reach the performance standards or not. For example, if a sales person is given a target to sell 100 units in a month right and you are using a result approach to measure it, you see that whether the person is able to sell 100 units or not right.

So, basically here you are going to emphasize on the outcome and the results that is produced by the employees right. You are not concerned about the behavior which has led to this result, but ultimately what actually happens that, if you are going to segregate it, we are going to segregate behavior, from the result what will happen? You cannot expect these kind of results, but if you are adopting a simply a bottom line approach, it means that you are only concerned with the performance. So, you focus on the results right.

For example, how many sales are there? Number of accounts that we are acquired, how much time we spend with the client, how many errors you have made in the production. So, all this is an example of the results right. So, when it comes to efficiency, you are going to make the results right. For example, what is the rejection rate in the organization in the product? How many sales you have closed right? How many units you have produced right?

So, the idea here is that you are going to engaged in cost effective behaviors. So, that your results are better right, because your productivity depends upon your output and input. So, if you are useless input to produce more output probably, you are going to be more effective, you are going to produce better results and that is what we call cost effective right, because you are less expensive and it is possible to track results than behaviors, because it is not possible for an organization to monitor and track behavior of the employees, which produces good results and that is why they are not concerned about the results, but they are sorry behaviors, but they are more concerned about the results.

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Now, look at some of the examples. Now, what actually happens, that we were going to adopt a result appropriate then, you have to ensure that workers are skilled enough to perform right, behavior is linked with the result results. So, consistent improvement over time, it means the results is improving. Suppose today, this month, you have produced 10 units, next month you are going to produce 12 units.

So, there is a consistent improvement over a time, because there could be a different ways to do the job in a right way, because there is no single best way to perform the job right. For example, you can say that a particular teacher is adopting a particular approach to teach in a class and it is effective.

But there is another teacher, is adopting a different approach to teach, but is also equally effective, what does it mean to say? It means that both the teachers are effecting, but they are adopting two different of ways to teach right. So, we can say that they are not, there are many ways to do the job in the right way right. So, the idea here is to ensure that the behaviors are result oriented right. Similarly, there is a consistent improvement in performance and do not specify certain behaviors which might lead to better results right, make sure that whatever behavior is made by the employees is relevant and critical and contribute to the performance.
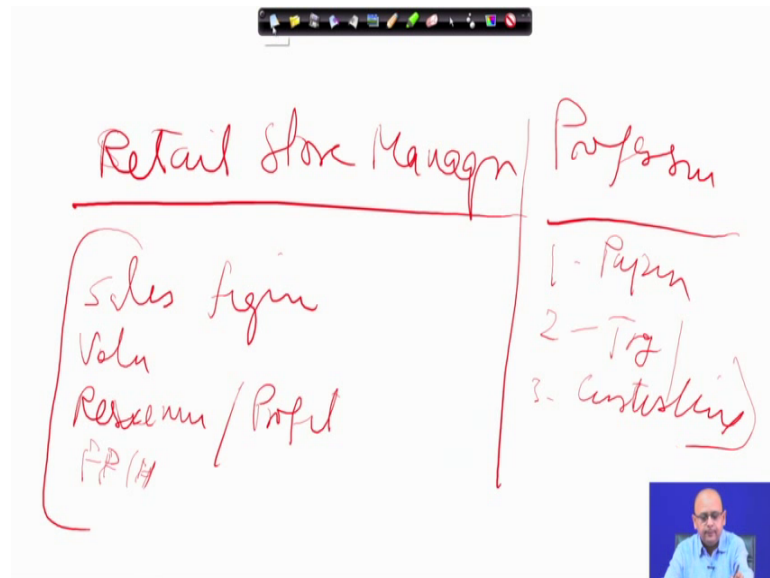
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Now, we will take some examples to explain this, when I am talking about the result based approach. Now, if you look at this result based approach, you can see that.

Suppose, you want to monitor the results of a retail store manager here, we talked about the behavior part. Now, when it comes to result, what are the things that we can see? What is the sales figure? What are the volume that is sold? What is the revenue that is generated or the profits that is made? What is the food fault per hour right that could also be there? How many customers are coming to the market or your supervisors?
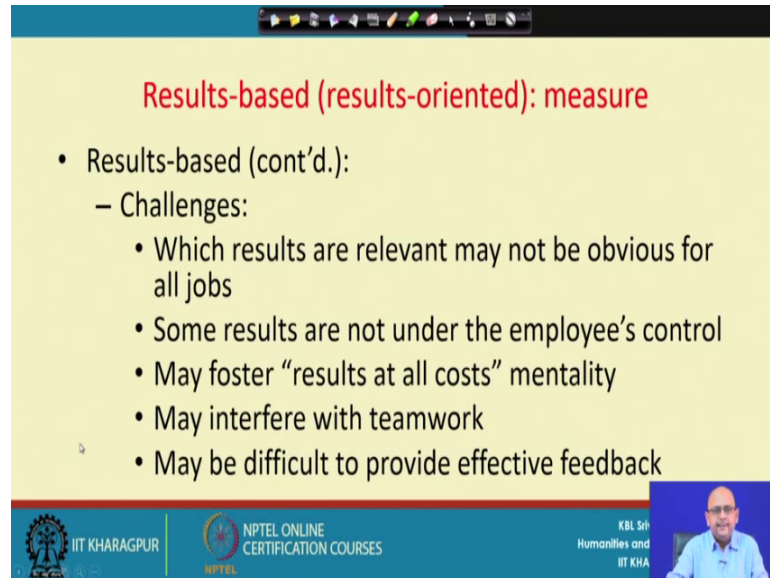
So, there could be in different kind of results that could be obtained. So, you need to a specify what results you are expecting in a individual right. Say for example, in case of the professors. So, how many papers are writing? How many consulting projects he has research papers, he is writing? How many training programs he is doing? How much consulting amount is generating. So, all this is basically, related to revenue generation.

So, when it, we are talking about these results. We need to ensure that these results are outcome of the behavior right. So, look at this example, when you are talking about examples, have a retail store manager. What are the various factors that you are considering the sales figures, the profit per square foot? How much inventory you have? Whether your customers are satisfied or not? Because this is what is going to make sense and this is what we need to do with every job.

So, that you are able to see that whether the person has been able to meet the performance standards or not right and that is how his performance is going to be measured correct. So, we have been talking about two kind of majors, that is behavior

based measures and result based measures. Now, if you look at this result based measure, it is linked with the behavior right, because if you are not going to engage certain behaviors, you cannot explain these results to be achieved right.

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Now, what are the challenges that you have in the results based measure. Now, you need to identify what are the results which are relevant in a particular job, because the same results cannot be relevant for all jobs for example, in a professor job, in the salesman job, in a production manager job, or a system analyst job right, you need to separately identify the kind of result that you are expected right.

So, you need to identify which results are relevant right. Second, you also need to identify what is that in employee, is able to do it not something that is beyond this control right. A salesman performance might be affected by unfavorable economic conditions and these economic conditions are not under the employees control. So, you will not be able to perform well and you also ensure that sometimes people are only focusing on results not on the behavior

So, results said all cost mentality is not good. So, there are other factors which make you efficient. What is the quality of the products that you have, are you considering quality or not or if you are not considering quality and you are to prove simply results, they not be good. For example, you are going to have customers, but what kind of customers you have? They are coming today, but tomorrow they are not coming. So, what will happen

in the process, though you will be able to achieve results in a short term, but you are not able to retain your customers say for example, your faculty you expect them to write papers, but are you expecting them to write papers, because you want them to produce papers. So, he is going to produce a 5 papers in year, but do you look at the quality of the papers what kind of generals he is publishing

So, this idea or the mentality of producing results at all costs is not good, you must also consider the quality and when it comes to producing results, sometimes what happens it interferes with the teamwork, because you are only concerned with your own results, you are not concerned bothered about others right. So, you think that if you are able to achieve your results good enough whether others are able to results able to get results or not that is not your concern for example, in a sales team suppose you have distributed the zones to different salespeople

So, every person is trying to achieve sales target in his sales zone not trying to help others. So, it is interfered interfering with the teamwork, because you are only concerned with your sales figures right and in this cases, it is very difficult to get feedback that what actually led to good result right and whether the results can really be termed as good or quality or not right.

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Moving further. So, now, we see the difference between the behavior approach in the result approach in, if you are talking about the behavioral approach to measure
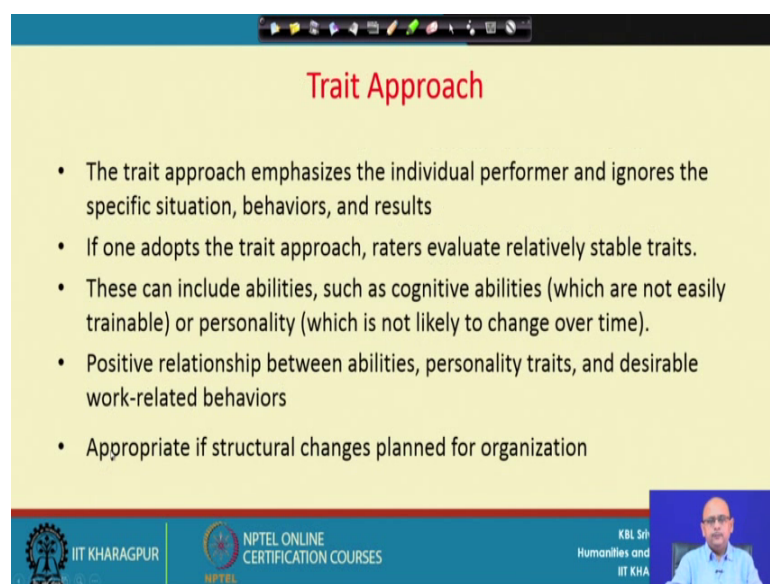
performance, what happens you try to create a link between the behavior and result, but sometimes it is not possible, because the measures of behavior are subjective and result is objective and if the outcome is not immediate, then how you establish the link between the behavior and the results and sometimes these results are the outcome which are may, which are not under the control of the employees right.

Other issues if you are adopting a let say result approach to measure performance what happens if you are not a skilled enough then behavior may not be link with the results though we try to see the case behavioral are linked with the results, but which behavior that is to be identified and whether there is a consistent improvement or behavior or performance of the employees or not and the point that we discussed last that is there is no single way to do a job right there could there is no best way to do a job there are alternative ways to do job

So, I am not going to consider that alternative ways to the job, with the job done is done in a right way. So, what I am trying to say is that with both, whether we are going to adopt the behavior approach or result approach, make sure that it is linked with each other the outcome is immediately visible and you also consider those factors which are not under the control of employees and make sure that there is a consistent improvement over performance of the result.
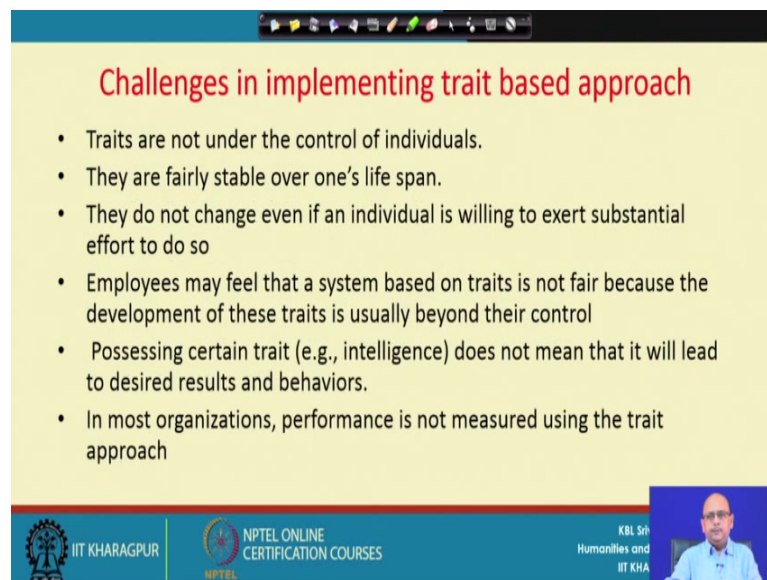
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Trait Approach

- The trait approach emphasizes the individual performer and ignores the specific situation, behaviors, and results
- If one adopts the trait approach, raters evaluate relatively stable traits.
- These can include abilities, such as cognitive abilities (which are not easily trainable) or personality (which is not likely to change over time).
- Positive relationship between abilities, personality traits, and desirable work-related behaviors
- Appropriate if structural changes planned for organization

Now, coming to the third factor that is the trait approach, when I am talking about the trait approach basically, we are ignoring both the behavior and the result here. Our concern is about the individual right his traits and his characteristics and also the traits and characteristics of the supervisors. So, the knowledge a skill and the personality of the individual is very important, because this is also going to influence the behavior and ultimately producing the results. So, whether you are able to develop good relationships, whether you have a positive attitude in your life right, whether get along wet will be the people, whether you have a very good communicator, whether you are good negotiator and communicator right.

So, all these work related behaviors would also contribute to your performance. So, if it is not happen it means that you need to bring about some changes in the design structure and culture of the organization. So, that it facilitates effective performance. So, the idea here is that when you are talking about trait approach to ensure that these traits cub contribute the only problem with the trait approach is that, it is not measured in the organization.

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Right, because it is not directly related to the performance.

These traits are under the, not under the control of the individuals, because it is could be relate to supervisors could be relate to the environment, all kind of things and even these traits are not stable, relatively stable. You cancel, because you know that your personality

also changes over a period of time, but for a long span it could be stable, because you are, if you are going to. So, a consistent personality characteristics over a long period of time then it becomes a trait.

So, if you have developed certain habits right, certain preferences, certain attitudes, it is very difficult to change right and that is why it is not measured, it is not related with the performance right. So, if you have certain traits say, you are very intelligent. It does not mean that it is going to good result I mean a result in good results, why? Because it is not being used or you are not using them, they could be other factors, which are contributing or supporting.

So, these are some of the problems especially, related to what you call this trait approach and that is why trait approach is not considered, because it is related to the individual, which may vary, which may change and. So, we are considering only the behavior result, because we are able to establish a direct relationship between the behavior and result.

Thank you very much.