

Strategic Performance Management
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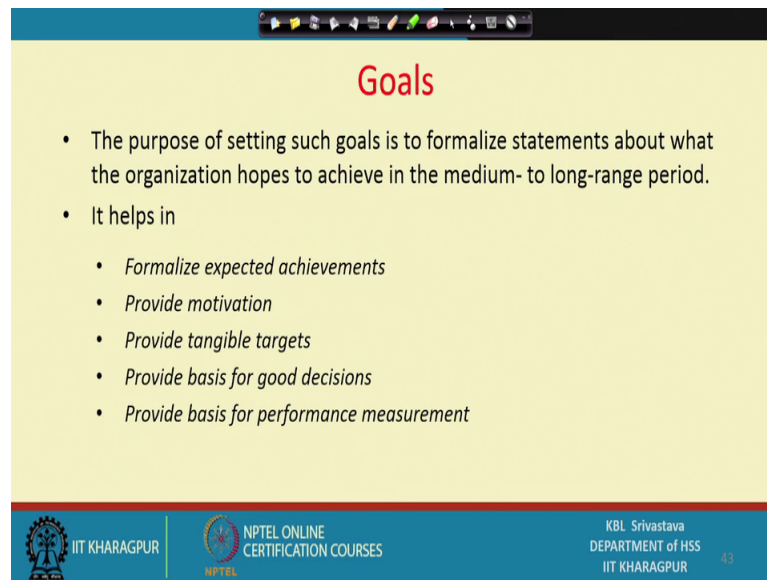
Lecture – 09
Strategic Planning and Performance – 3

So, good afternoon and welcome you to the 9th lecture of this week, that is the second week. As you remember we have been talking about the strategic planning process and how it is linked with performance and in the process we first discussed about what does it mean to say that we are going to plan about the performance. And then in the next class we talked about environmental analysis that how we identify the environment external and internal environment to identify the gap, and based on that we are going to take up the next step that is looking at the vision and mission statement of the organization.

Once vision and mission statements are defined and articulated then we move to the next step that is based on this you identify what are your goals that you want to achieve. Now, based on these goals we are going to see that whether you are able to achieve those goals or not and these goals also act as a yardstick that is as a criteria for performance when you want to evaluate it. Now in order to achieve these goals organizations make certain strategy at different levels right.

So, in this lecture basically we are going to talk about these issues related to goals and strategies. So, now, we are moving to this 9th lecture that is strategic planning and performance and specifically we are looking at the role of goals and strategy in the process.

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Goals

- The purpose of setting such goals is to formalize statements about what the organization hopes to achieve in the medium- to long-range period.
- It helps in
 - *Formalize expected achievements*
 - *Provide motivation*
 - *Provide tangible targets*
 - *Provide basis for good decisions*
 - *Provide basis for performance measurement*

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Now, when we are talking about goals and strategies the first thing is that we need to define about what do we mean by the goal right. Now, why we are going to set goals and why we need to formalize statements related to the goal. So, when we are going to say that yes we are going to set goals the idea is to formalize what exactly we want to achieve as a individual, as a unit or as a organization and this could be in the short term as well as in the long term right.

So, the goal has to be defined in such a way. So, that it is going to act as a director to the organization that yes this is what we need to achieve within a given time frame it could be in the short term or a medium term or even in the long term (Refer Time: 02:48) right. So, once you have identified the goal the objective is to see that yes this is what we want to achieve. So, you are actually formalizing your expected achievement. So, when you say that yes the department has a certain goals or the organization has certain goals for example, you say that you want to achieve 10 percent of the market share in a particular business or a product it means that you have formalized your achievement that you want to expect the in the business. So, that is the first point. So, once you have formalized you have formalized your expectations from the business in terms of what you need to achieve and this goals also act as a motivator. Why? Because you know that this is what we need to achieve and all your efforts all or your drives are there to see that you are able to achieve.

See when we are talking about motivation that is what it is a goal directed behavior right. So, motivation is defined as a goal directed behavior. So, once you have identified the goal it also acts as a motivator and all your behavior is directed to achieve these goals and objectives right.

Next, you have to ensure that when you are talking about the goals and objectives that is to be achieved it is in the tangible terms tangible terms it means that it is concrete in hard terms which can be verified. So, it we need to make sure that when we are talking about tangible targets we are basically talking about objective specified goals that could be achieved in concrete terms right. Now, this goal also acts as a basis for taking decisions. So, whatever decisions you are taking or whatever behavior you are making is basically going to be directed towards achieving the goals and objectives.

So, it also provides a basis for taking decisions and then these decisions are going to be good in the sense that if you are going to take bad decisions then it is not going to help you to achieve or realize those goals. So, make sure that you are engaging in goal directed behavior, second you have targets which are more tangible in nature, then you are taking such decisions which help you to achieve these goals and later on it also acts as a basis for measuring the performance because you have to see that the extent to which you are contributing to performance depending upon your goal as individual or your goal as a business unit or as a goal for the corporate. So, the goals could be different at different levels. And these goals could be acting as criteria of a measuring the performance at different levels.

Now, we are going to discuss something different related to goal. So, what are the various issues when it comes to goal setting?

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Issues in goal setting

- Should be SMART- specific, measurable, achievable, realistic, time frame
- Goal commitment
- Goal importance
- Self efficacy- level of belief in his or her capability to successfully perform a particular task
- Task complexity
- Goal framing

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Now, let us look at goal setting theory it talks about certain issues related to how we are going to set the goals. Now, if you look at some of these points like it should be smart what does it mean to say that goals should be smart. When we say the goal should be smart it basically talks about it has to be specific as I discussed earlier, it should be in measurable terms, make sure that it is as objective as possible so that you can measure it in quantitative terms, then achievable something that you can achieve.

So, when it comes to setting goal make sure that you are not going to stress too much or you are not going to set your goals too high which is very difficult to achieve. So, now, see that how this alignment works when it comes to goal setting. You have then environmental analysis you are identify the vision and mission, based on that you are setting goals. So, make sure that it is in alignment with your vision and mission statement and it helps you to cope up with the challenges of the environment right. So, when it comes to setting the goal make sure that you are going to set goals in such a way so that it fulfills your expectations in terms of your vision and mission it also helps you to cope up with the challenges of the environment. So, you are going to set your goals in such a way so that it could be achieved and it is to be realistic. So, setting too high goals or sitting too low goals are not good whether it is for the individuals or for the organizations. So, make sure that you are going to set your goals which are very very realistic which could be achieved within a given time frame. So, that is why we call it smart goals right.

Now, the certain other issues related to the goal like goal commitment. You remember we just talked about motivation. So, the motivation fact is very very important that you should be motivated enough to make effort to achieve the goals at any level right. Now, this motivation is possible why did you are committed to the goal. So, the level of engagement and commitment that an individual or an organization has towards achieving the goal is going to set a precedent or you can say it mean to set an example that yes this is how we are going to achieve the goal. So, commitment is very very important in terms of attitude, in terms of behavior, you have to see that when you are going to commit to the goal basically you are making more effort. So, commitment is another important factor which is very very say important in the sense that it helps you to achieve the goals that you have set at different levels; another important issue is importance of the goal how important the goal is for you.

And there could be variations across units across individuals when it comes to setting priority, so far as achieving goals is concerned. Now, when I am talking about goal important that how you view the goal. If you think that this goal is very very important which is going to contribute, it is relevant, it is critical to achieve the targets then the level of commitment and motivation increases. But if you think that goal is not important, it is not relevant, it is not that critical, it does not contribute, then it loses in importance and you do not work for it. So, you are going to set your goals in such a way like I just discuss like it has to be a specific measurable achievable should be achieved within a given time frame so that you are committed to it and then you think that yes it is very very critical to achieve this kind of goal.

So, it is not only committing to the goal, but also setting your priorities because there could be different goals, so which goal has to be taken up on a priority basis and why that is to be decided. So, that you are giving more emphasis more effort on those goals which are more critical which contribute more to the performance right.

Another important factor related to the individual which is known as self efficacy. So, when you are too talking about self efficacy basically it is related to I mean the kind of confidence or belief that you have that yes you will be able to achieve it for example, as a individual if I think that this is the goal which I have, but if I do not have the confidence or the capability probably I will not able to achieve it. So, if I believe that yes I have the capability, I can do it successfully I can perform my task successfully. So, this

variable which is known as self efficacy basically helps you to achieve goal in a befitting manner or you can say that you will be able to achieve it the way you like it right.

Another important factor is task complexity and when I am talking about task complexity the idea is here is that achievement of goal also depends upon whether the task is simple or complex right. If the task is a simple then achieving the goal is very very easy, but if the task becomes complex then it becomes difficult for you to achieve the goal. So, if you have set difficult goals which are very very complex in nature, then the other factors like commitment, self efficacy, contributes to this process for example, you are going to perform a task where you are going to do certain easy steps then it become simple. But you are going to perform a task which is very very complex.

So, see how we are going to define a task complexity what does it mean? When we are going to perform different kind of task which requires different kind of a skill set then the task is to be considered as complex right. So, if you are going to perform complex task it means that you require the kind of knowledge and skill which you have to complete it because this requires different set of knowledge and skill different type of abilities to perform different kind of tasks. So, if the task complexity increases the probability of achieving the goals goes down if you are not competent enough. So, you also need to see that you believe in yourself you have the confidence, confidence and you think that yes you are capable to do it then even if the task is complex you will be able to do it otherwise it is very difficult for you to achieve it. So, these are some of the issues that I wanted to discuss and now final is goal framing that how we are going to set the goal.

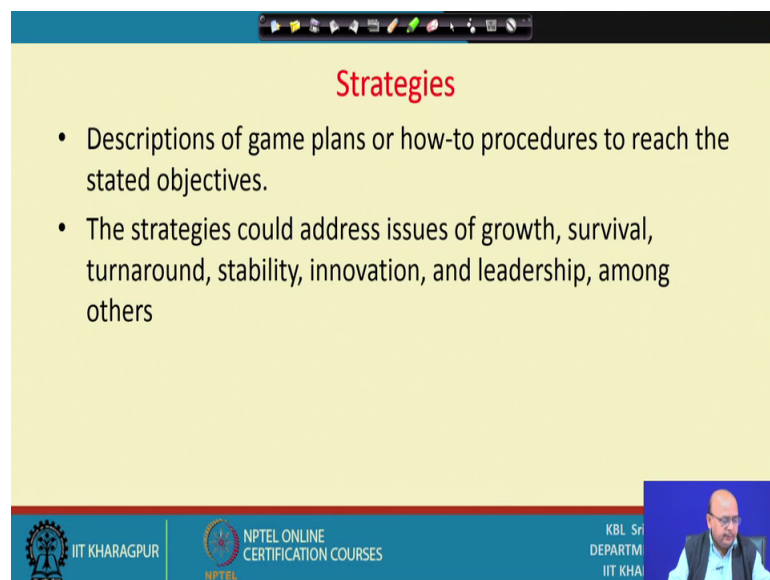
At the very first point that we discussed is that yes it should be smart, but it is not enough who is involved in the process in framing the goal, individual, the group or you are adopting a bottom approach or top down approach. For example, at the individual level it could be based on the concessive (Refer Time: 12:44) supervisor and the individual. At the group level it the group can decide what are the goals that is to be achieved right and there has to be a consensus among the group at the business units it could percolate down from the organization this is the goal that this department has or this unit has which is going to contribute to the performance of the organization.

So, you have to see that this goal framing process is going to be different and variable at

different levels, starting with the organization. So, organization might have a different set of goals to achieve and we have to see that who are going to be involved in the process there could be a senior managers, down the line at the middle level when it comes to operational units or business units or the departments, middle managers have very important role to play in the process and they decide what are the goals that is to be achieved and how it is to be decided right. Then at the individual level individuals in consultation with the supervisors line managers and HR can decide what is to be achieved which contribute to the business goals and objectives.

So, basically when it comes to goal framing you need to ensure the alignment is there starting with the individual goal group goal or business goal and the organizational goal.

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Strategies

- Descriptions of game plans or how-to procedures to reach the stated objectives.
- The strategies could address issues of growth, survival, turnaround, stability, innovation, and leadership, among others

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Moving further we have talked about goals now we are going to talk about strategies. So, in order to achieve these goals we need to develop certain strategies that is an action plan or what you known as goal game plan or how to go about it so that you are able to reach the goals or the objectives right. So, because these strategies are related to growth, survival, stability, innovations, leadership, all kind of things so we have to discuss it in such a way so that we are able to understand how strategies contribute to the goals and objectives of the organization. But in order to understand that we have to see what are the different kind of strategy at different levels, what are the different types of strategy that is adopted by the organization in order to achieve the goals and objectives in general

and particularly at different levels.

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Now, if you look at are the type of strategy it is a here I have presented a hierarchy of a strategy right. Now what I mean by hierarchy of a strategy that strategy could be at three different levels the corporate strategy the top level, business strategy that the unit level business unit levels and then functional strategy at the operational level or the different department level.

Now, these three strategy are these hierarchy of a strategy has to be seen at the different levels. So, when we are talking about corporate strategy the idea is that how this business is going to contribute to your performance right. So, what kind of businesses we have to be, what are the strategy at the corporate level that we need to adopt; then at the business level you have to see that how you are going to compete with other major businesses right. So, if you are having different business, each business unit might be having a different strategy right one can go for growth other can go for diversification another go another can go for strategic alliances right another business in it can go for mergers acquisitions right. So, different business unit can have different kind of strategies. Then coming to operational strategy at the functional level we have to see that how these business departments are going to support your business unit in terms of what they do.

So, you have to identify what could be your strategy relate to HR what could be your marketing strategy what could be your product strategy right. So, the idea here is that

these functional strategy contribute to achieving business strategies or they also need to be aligned with the business strategy and then this business strategy need to contribute and to be aligned and has to be consistent with the corporate strategy right. So, here we have talked about different kind of strategy and here what we have presented here is hierarchy of strategies that is at the corporate level, then the business level and also the function or the department level.

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Now, moving further here you can see something where we talked about what are the various kind of strategies in general which organizations has the adopt right to compete right. So, they adopt different kind of strategies in order to ensure that they are going to achieve computational advantage. This could be in terms of cost, market strategy, new product development, going for expansion or diversification. So, when you are thinking about a strategy you basically think that how you are going to achieve these strategies.

Another could be other factors which also contribute to this strategy which could be related to the environment, it could be structure, it could be culture also though we are not discussing it here, but they also have a role to play when it comes to defining about the kind of strategy that you are going to have. You might have a growth strategy when you want to grow and explained, you want to go for diversification either related area or unrelated area right, you want to go for new product development, you want to dominate the market, you want to compete on the basis of the cost right, you might be moving

towards price leadership or what you call cost leadership or you want to go for cost advantage right.

So, there could be different strategies that organizations adopt. Like you go for business risk engineering downsizing or rightsizing could be a part of the strategy where you want to reduce the headcount to sustain and grow in the market right or you want to go for delayering when you go for restructuring right. So, there could, these are the different type of strategy which an organizational goals in order to survive and grow.

So, we talked about two kind of things related to a strategy that is there has to be some kind of alignment and consistency across strategy at different levels right. Second we talked about what would be a various types of strategy basically we are referring to these points right, what could be the various type of a strategy which are important for the organization in order to achieve competitive advantage.

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The role of HR function

- Communicate knowledge of strategic plan
- serves as a repository of knowledge regarding what KSAs are needed for a successful implementation of the strategic plan
- Propose reward systems- what type of reward system should be implemented to motivate employees to support the strategic plan

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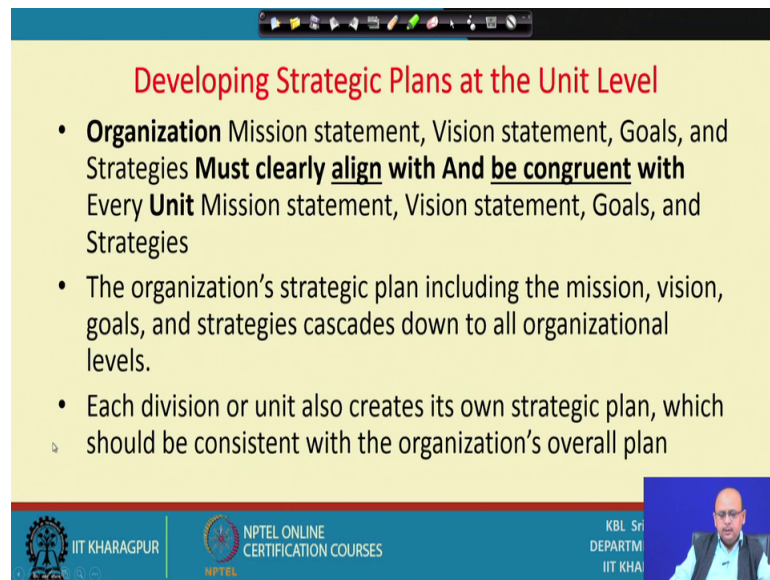
Now, moving further we have to see that what kind of role HR is going to play in the process. Do you think that HR is going to be involved in identifying strategies for the organization? Yes, HR has to act as a strategic business partner right and it is possible only when they know about the business. So, if HR people know about the business they will be able to contribute in setting their strategy, executing the strategy and also implementing the strategy at different levels of a strategy they can contribute.

Now, some of the roles which they can perform as discussed is like they are going to communicate about their strategic plan to the employees. This is the strategy of the organization and we have to see whether we are able to achieve it or not. Now, in order to achieve any kind of a strategy whether it is new product development or going for price leadership or going for diversification or expansion global expansion whatever strategy you are going to have you have to see that whether people are competent enough or not and that is where HR contributes most. So, you need to ensure as a job professional that you are able to develop those competencies which is required in order to execute a strategy and implement it at the operational level right. Now, this is not only this is not the only thing you also need to see that when it comes to setting their strategy for the organization.

So, your role here is that how you are going to train top management so that they know how they are going to set the vision and mission, how they are going to identify the kind of a strategy that they should have. So, here you are going to ensure the kind of knowledge that is needed at different levels for not only successful implementing strategies, but also identifying what kind of strategy would be required right by the organization.

Another important function is that when you are talking about successful implementation of strategies leading to have performance. So, you also need to link it with the reward. So, you on you are going to propose a suitable reward system which is going to help the implementation because if you have a reward system in place the employee would be motivated enough to perform well and to support the business plan if it does not happen probably it is not going to happen. So, you need to propose a reward system with so that it been employees are going to implement they are motivated enough and support the strategic plan right. So, after discussing about the role of the strategic plan we have to see that how we develop a strategic plans at different levels.

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Developing Strategic Plans at the Unit Level

- **Organization** Mission statement, Vision statement, Goals, and Strategies **Must clearly align with And be congruent with** Every **Unit** Mission statement, Vision statement, Goals, and Strategies
- The organization's strategic plan including the mission, vision, goals, and strategies cascades down to all organizational levels.
- Each division or unit also creates its own strategic plan, which should be consistent with the organization's overall plan

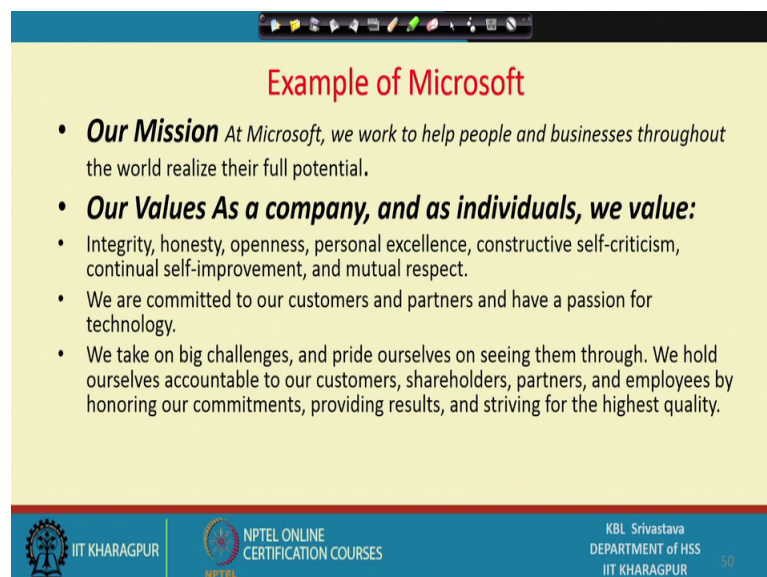
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See we have just talked about that strategic plan is going to be different in case of cooperative strategy, business unit and at the operational level which further percolates down at the individual level also right. You remember we talked about mission, vision, goals and strategies right. So, this must clearly align with and be congruent and consistent with the vision mission of every business unit. For example, there could be a corporate vision, but at the same time there could be a separate vision for a particular business unit say for example, Tata group of industries at the corporate level the kind they might have a different kind of vision and mission statement, but if you look at different units of the Tata group right say Tata consultancy, Tata motors, Tata steel. So, they might be having their own vision and mission statements.

So, what I mean to say here is that ensure that the vision and mission statements of every business unit whether it is Tata motors, whether it is Tata steel or whether it is Tata consultancy services is congruently aligned and congruent with the corporate vision and mission statement. Otherwise what will happen, if it is not congruent probably it will not be able to contribute to the goals and objectives of the organization as a whole or the corporate as a whole. So, when we are talking about strategic plan we have to identify vision and mission we also need to identify the goals and strategies, and these goals and strategies are going to be defined at different levels starting with the corporate level, business unit level, operational level and further down to the individual level.

So, in the process what happens and what is more important is that creating strategic plans at the business unit level right. So, each division or unit have to create its own vision statement, mission statement should have its own strategic plan like because the businesses are going to be different. Tata steel you are into a different business, Tata consultancy you are in it products and services, Tata motors you are in automobiles right. So, these are the different business units of the Tata group. So, each of these strategic units have to have their own vision and mission statements and their own strategic plans and, but at the same time it has to be consistent with the Tata groups overall plan and objectives which they have set for themselves right.

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Example of Microsoft

- **Our Mission** *At Microsoft, we work to help people and businesses throughout the world realize their full potential.*
- **Our Values As a company, and as individuals, we value:**
 - Integrity, honesty, openness, personal excellence, constructive self-criticism, continual self-improvement, and mutual respect.
 - We are committed to our customers and partners and have a passion for technology.
 - We take on big challenges, and pride ourselves on seeing them through. We hold ourselves accountable to our customers, shareholders, partners, and employees by honoring our commitments, providing results, and striving for the highest quality.

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So, hope, here we are talking about alignment across different levels. So, look at this examples, it is an IT company, big multinational IT company right, Microsoft. Now, what Microsoft suggests here? At Microsoft we work to help people and business throughout the world realize their potential this is the mission. What is the values, what is the strategy that they are adopting right? Commitment to the customers and partners, passion for technology working with integrity, honesty, openness, excellence, criticism and taking up challenges right. So, and thinking about themselves as being a responsible to the customers share holders and others in the process. So, now, what it says that look at this the vision and mission statement has to be consistent and congruent with each other right.

So, with this example of Microsoft we move further and see that why we need a consensus about a strategy and goals across strategic units

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Consensus about strategies and goals across strategic units

- It occurs when the various organizational units agree on a common set of strategic priorities
- Greater the consensus across units, the better firm performance, this is not always the case
- First identify the goals and then decide the strategy to achieve it OR
- Firm must first agree on a strategy (e.g., low cost or differentiation), and then subsequently decide on goals.
- strategies → goals sequence was superior in terms of predicting firm performance

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See what we have been talking about, we talked about hierarchy of a strategy at different levels right starting with the corporate strategy business unit strategy, cascading down to business units and then operational levels or each business units right and then at the individual level.

Now, what is more important is that there has to be consensus across these units so far as a strategy and goals are concerned because each one of them are going to contribute to organizational performance as a whole. So, when we are talking about it, it means that you have to say that how various units business units of the organization agree on a common set of strategic priority. So, they though there could be differences in their strategy, but most of these strategies basically help you to achieve the goals and objectives of the organizational as such right. So, if there is greater consensus you expect better performance right. Though it is not necessary because when it there is a consensus some of the units might be performing better than others, but then how you are going to explain it. So, it may or may not be related to the strategy right.

So, you need to identify the goals and a strategy for that particular unit or you decide whether you want to have goals first or strategy later right. So, they are two different contradicting opinions. First is, first you have a agreement on a strategy whether you are

going for low cost or differentiation or whatever it is and based on this strategy you decide about the goal. The second opinion is that first you decide about the goals that is to be achieved and then you talk about their strategy right. So, there could be different opinions either you go for a goal and then go for a strategy or you decide about the strategy and then you think about the goal right, but whatever you want to do you ensure that it is going to predict performance of the organization.

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Now, how this alignment happen? See you have been talking about different levels. So, there could be unit strategic plan which is basically nothing, but what are their vision, mission, goals and a strategies right. And this comes from where it comes from organizations strategic plan what is their vision mission goals and strategy we have been talking about.

So, organizational strategic plan has to be congruent and consistent with unit is strategic plan all units is not just one unit. Then you also need to see that this leads to individuals performance, you identify what are the competency that is required what they have to do and then how it leads to individual and team performance. So, in terms of the behaviors, results and developments these kind of thing. Now all these are critical. So, you have to see that when you are going to decide about the strategic plan at the organizational level at the unit level or even at the individual level ensure that there is a participation of all the employees or all the levels of management in defining about the strategic plan at

different levels.

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Position/Job Descriptions

- Tasks and KSAs are congruent with Organization and Unit strategic plans
- Activities described support mission and vision of Organization and Unit

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Now, moving further we talked about positions or job descriptions that is very very important because you need to identify that this jobs and competencies that people have is matching in order to achieve the goals and objectives of the organizations, because if it is not matching then probably whatever you are going to do is not going to support the vision and mission of the organization.

So, ensure that the competencies are matching with the requirement of the job.

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Individual and Team Performance

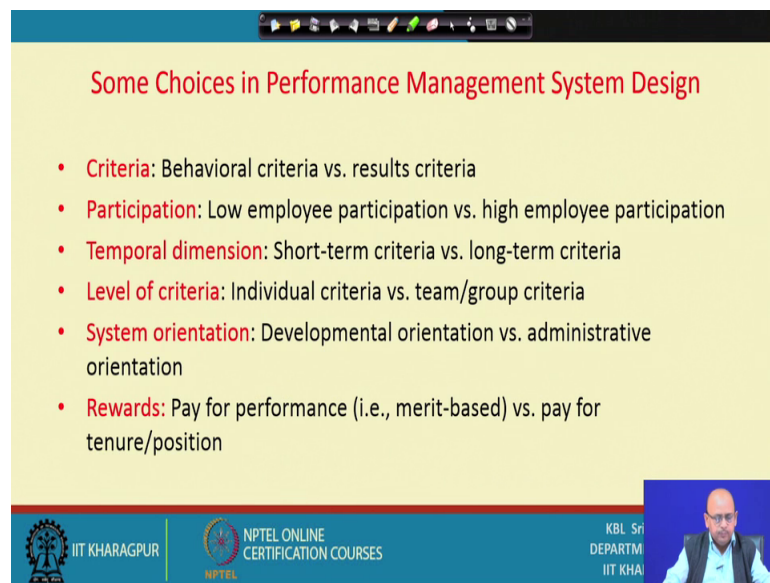
Organization and Unit mission, vision, goals lead to

- Performance management system, which
 - ✓ Motivates employees
 - ✓ Aligns development plans with organization priorities

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Then, you also need to see that how individuals and teams are performing because individuals and teams contribute to the goals and objectives of the organization right. So, make sure that you have a system which motivate employees where the development plan of the individual is aligned with the priority of the organization and it is possible only when you are going to develop employees with those competencies which is matching with the requirement of the organization right.

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Some Choices in Performance Management System Design

- **Criteria:** Behavioral criteria vs. results criteria
- **Participation:** Low employee participation vs. high employee participation
- **Temporal dimension:** Short-term criteria vs. long-term criteria
- **Level of criteria:** Individual criteria vs. team/group criteria
- **System orientation:** Developmental orientation vs. administrative orientation
- **Rewards:** Pay for performance (i.e., merit-based) vs. pay for tenure/position

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Now, what are the choices that you have here? When you are going to design a performance management system based on what we have discussed (Refer Time: 29:47) to strategic plan. Now, the choices include what are the criteria that we are using for evaluating performance, behavior or results that will take up later. Who is going to participate and what is the level of participation right employees others, high level participation or low level participation, whether you are using short term criteria for evaluating or long term criteria for evaluating performance, what is the level of the criteria, whether you are measuring individual performance or group performance, what is our intention, whether you are measuring the performance for administrative reasons or developmental reasons we have discussed most of these points earlier also.

Then whether it is linked with performance or not, so pay for performance is very very important whether it is merit based or whether it is seniority based and been you also need to look at appropriateness of the reward for performance to make sure that you are

going to compensate people for better performance it is valued by the employees otherwise the reward will not have any value for the employees right. So, these are some of the issues related to this.

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**Building Support –
Answering “What’s In It for Me?”**

- Top Management:
 - Help carry out vision
- All levels:
 - Involvement
 - Participation
 - Understanding

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Now, for this you need to build support from the top management and at different levels, so that they get engaged they participate in the process then they also understand that this is the kind of system in which you are going to be there.

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Now, when we are talking about what we have discussed in lecture basically is this one.

See we talked about starting with this one, we talked about organizational strategic plan, vision, mission, goals and a strategy then we move further it is you need to strategic plan, like vision, mission, goals and strategy then we talked about the position of the job description and finally, we talked about the last point that is individual performance.

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Example of a financial institution: Alignment of Performance Management and Strategic Plan in a Bank

Mission statement: *The mission of the bank is to operate as a high performing financial institution providing a wide range of profitable, competitive, and superior financial services in existing market.*

- **Goals:** *To attract and retain an outstanding staff who are highly motivated and productive and who vigorously pursue revenue-generating and cost-reduction strategies.*
- **Strategy:** *Critically review our existing branches and departments to ensure that all branches are consistent in their goals, strategies, and profit objectives*

The slide features a blue oval containing the text, with a downward arrow pointing from the oval to a small video inset in the bottom right corner. The video inset shows a man in a blue shirt and glasses speaking. The slide footer includes the IIT Kharagpur logo, NPTEL ONLINE CERTIFICATION COURSES, and the text 'KBL Sri DEPARTM IIT KHA'.

Now, this is an example that I have taken here to explain that how this alignment happens and this is a case of bank. So, here the vision goals or strategies are identified for the bank right, is a financial institutions, so they want to provide a range of services products in the market and their goal is to see that they are attract or there able to attract and retain the best staff who is highly motivated in productive and pursue revenue generating activities.

And their strategy is basically they are going to see that this is at the bronze level or what you call the unit level or the department level. So, make sure that their strategies are consistent with their goals, strategy and profit objectives and it is going to contribute to the bank performance.

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The slide features a yellow background with a blue oval in the center. At the top, the title "Example of a financial institution" is written in red. Inside the blue oval, a bullet point reads: "• *Mission (Department Level)*: Increase the knowledge, management skills, and decision-making abilities of our branch managers so that we will minimize losses and other operating expenses while maximizing the profitability of our branching systems." Below the oval, a small blue arrow points downwards. The slide footer includes the IIT Kharagpur logo, the NPTEL Online Certification Courses logo, and the text "KBL Sri DEPARTM IIT KHA" next to a small video inset of a man in a suit.

Then if you look at the mission at the department level the idea is that yes you have a knowledge in system, you have a decision making abilities of the branch manager so that they are able to minimize losses and increase profits for the organization. So, the idea here is that each branch is supposed to have its own objectives or mission in terms of maximizing the profitability of the business.

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The slide features a yellow background with a blue oval in the center. At the top, the title "Example of a financial institution" is written in red. Inside the blue oval, a bullet point reads: "• *Position Description for HR Manager* : Administers a comprehensive human resources program in the division to ensure the expertise, effectiveness, motivation, and depth (including providing appropriate management succession) to the division's staff members." Below the oval, a small blue arrow points downwards. The slide footer includes the IIT Kharagpur logo, the NPTEL Online Certification Courses logo, and the text "KBL Sri DEPARTM IIT KHA" next to a small video inset of a man in a suit.

Then moving to the role of HR managers we also discussed about it. So, the HR managers has to see that, yes people has those competencies motivations talent that is

required in order to succeed.

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The slide features a yellow background with a blue oval in the center. The title 'Example of a financial institution' is at the top in red. The oval contains a bullet point: 'Individual Performance: Information on various responsibilities, standards expected, goals to be reached, and actions to be taken to improve performance in the future.' The footer includes the IIT Kharagpur logo, NPTEL Online Certification Courses logo, and a small video inset of a speaker. The speaker's name and affiliation are listed as 'KBL Sri DEPARTM IIT KHAI'.

And finally, we are talking about the individual performance HR, individual has to have responsibilities, standard, expected, goals that is to be achieved and what is to be done you see that they are able to improve their performance. And then based on this we will able to see that how this alignment happens as strategic alignment happens at different levels starting with vision mission goals and objectives.

Thank you very much.