Innovation and Development of Performance Management Model in Economic Crisis

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Abstract: This paper from the perspective of performance management, to talk about the economic crisis, companies how to achieve innovation and performance management structures for the enterprise platform for forward-looking performance management and sustainable development for enterprise performance management to provide sufficient accumulation.

Keywords: economic crisis, performance management, innovation, sustainable development

1 Introduction

Originated in the U.S. Wall Street financial crisis sweeping the globe, has deeply affected every corner of the world, China is certainly no exception, the original competitive profits to the enterprises of China and India, also naturally be involved in the economic crisis. The face of the U.S. economic crisis caused by shock to the Chinese, we not only need to reflect on business models and need to reflect on from the management. How to build the printing business with Chinese characteristics, management style, to the formation of this unique system of management, and enterprise after the storm's rapid rise over the past management platform provide excellent support is our economic crisis and oppressive of today need to think ahead and find the answers to the inevitable choice.

The coming economic crisis, the Chinese printing industry will face a large-scale "shuffle." Thoughts from the business model, the printing industry in the global value chain, the very end. Common feature of printing enterprises with low profit margins is by other industry traction. With the economic downturn in other industries, market consumption capacity of a large area of atrophy, sales orders dropped sharply, and thus gives rise to the phenomenon of underemployment, which led to a reduction in cash flow, increase business survival.

Thoughts from the management, the lack of success the Chinese printing industry, advanced management mode, most companies still belong to the management and the rule of man management experience. This management model has no risk tolerance, the event of market fluctuations or external environmental impact, the first is that these companies affected. Although the market changes is not controllable, but the management mode of updating and upgrading, it is necessary to deal with the operator and can take the initiative to improve the direction.

Dialectics tells us, look at anything, and should use the "one divides into two" eyes. Example, the current economic crisis, does cause some printing companies market decline, falling profits, the base to bankruptcy, particularly the Pearl River Delta and Yangtze River Delta region of some other single-based printing company experienced a more severe test. The early opening of the market, in extensive management, companies pay more attention to market share and profitability, not enough energy to focus on management issues, many enterprise management bases is very weak, unable to cope with the crisis of invasion, and win more development. But from another perspective, as we understand the gradual deepening economic crisis, reflect on the past management, the economic crisis to raise the level of internal management of enterprises is a rare opportunity. Chinese printing companies can not always at a low level management of state, even without this economic crisis, the future development of Chinese printing enterprises to a certain stage, most likely because of the crisis, which caused the internal management of operational risk.

It is based on such considerations, this paper from the perspective of performance management, to talk about the economic crisis, companies how to achieve innovation and performance management
structures for the enterprise platform for forward-looking performance management and sustainable development for the company to provide adequate performance Management of accumulation.

2 Correct Understanding of Performance Management and Performance Assessment of the Concepts and Essential Difference Between

2.1 Performance management and performance assessment of the concepts and essential difference
Performance management is a competitive market conditions, the product of birth, is the only way to create a strong business. Theorists in the late 70s of the 20th century the "performance management" concept, the latter half of 80s and early 90s, as people in human resources management theory and practice of attention, performance management has been widely recognized as a human resources management the core processes. Performance management and performance assessment are fundamentally different. Performance management is an ongoing process of communication, the process is through an agreement between employees and their immediate supervisor to ensure that the objectives of the completion of the agreement defined the objectives and work plan for achieving a common understanding of, and may benefit from the organization and employees into the performance management of the system. Performance appraisal is a summary of the previous stage performance management aims to help managers and employees to improve performance, greater enhancement. Business Performance management is the overall corporate performance, sector performance, employee performance appraisal systems, etc., assessment, diagnosis, and continuous improvement of the management process. Performance management is including performance goal setting, performance evaluation, performance evaluation, performance diagnosis, performance improvement, performance communication counseling, performance incentives, etc., a complete systematic management cycle. Performance management process is both employees and managers of inspection process, but also on corporate strategy, test process management system. Performance appraisal is just a part of performance management only. An emphasis is on process, an emphasis is on results.

2.2 The misunderstanding of performance management
From printing companies to see the traditional assessment model has gone through bonus systems, target responsibility system, linking ergonomics, and performance evaluations in several stages. These models, with the gradual development of market economy evolving in different stages of enterprise development, enhancing the enthusiasm of workers, strengthen management, enhance efficiency, and played its due role. However, the concept of performance management, these models clearly is not the true performance management. As the lack of knowledge of performance management, performance management and performance assessment are conceptual confusion, most businesses when implementing performance management into misunderstanding.
(1) Performance management remains in the performance evaluation stage, out of touch with the business development strategy. China is now the number of printing companies in the management concept is still relatively backward, to the rather vague understanding of performance management, performance appraisal is often used to simply carry out performance management of departments and positions of the assessment did not support the organization's development strategy and objectives, very the performance of departments and employees may be good, but did not reach business goals.
(2) The lack of systematic performance management, there is no other human resources management and interactive work together. Performance management is a continuous, systematic work, performance evaluation is only one part of performance management should also include a more important program performance goals, performance training and implementation process of communication performance, performance evaluation results, performance improvement and enhancement, etc. The content and human resources management interacts with other modules, the purpose of performance management
and human resources management is to the other modules interact, rather than in isolation. Currently, some corporate performance management and other aspects of human resource management phase separation, or even the only performance appraisal is a mere formality.

(3) Performance evaluation results for the year-end bonuses and wages only floating, not with the continued development of staff correspondent with a loss of efficacy and role of performance appraisal, and even plays a negative role.

(4) Performance management program is unreasonable, proliferation index, a mere formality. "Morality, ability, diligence, and achievements" and other four are common to all industries at this stage assessment targets the design elements, each with too much without proper assessment targets, key, key indicators of a large number of indicators in the "dilution ""overwhelmed "to be able to effectively guide and promote the achievement of the objectives and progress of staff development.

3 Economic Crisis Innovation and Development of Performance Management Model

3.1 Through enhanced training to improve management of the new understanding of performance management

Economic crisis is affecting corporate profits and survival of the external factors, internal management is the impact of corporate profits and survival of internal factors, internal and external decisions, and the internal factor is the most fundamental. Many business managers on performance management knowledge still remain in the superficial level, that performance management is nothing more than just used to adjust the salaries and bonuses. In fact, performance management through the performance appraisal and valuation, find the flaws in the management process to continuously improve and perfect the management measures to achieve their long-term strategic objectives and enhance employee value. The dawn of the crisis and corporate managers should seize the rare opportunity to fully understand the changes in the economic activities of enterprises are facing a new situation, to understand human resource management on the latest development, familiar with the management of business processes. In the process of implementing performance management, through performance management training to subordinates and staff on performance management with a comprehensive understanding of right and realized that the implementation of performance management is not only beneficial to the organizations and individuals are also useful to give full play to individual initiative, to reduce subordinates and staff on performance management of misunderstanding and resistance, initiative, support and coordinate the implementation of performance management work.

3.2 Results from the examination only to emphasize the pursuit of the whole process of managing change in the systemic management of direction

Only focus on the traditional performance evaluation on the performance evaluation of the results, only the pursuit of examination results, is an ex post control is to examination results as a "victimization" of the tool, although a certain deterrent effect, but paid employees during this period The results are probably inversely proportional, it is easy to fears among staff. Performance management is through the P, D, C, A and other aspects of the cycle, a systematic enterprise-wide process management. economic crisis in the environment, we are required refinement of the performance of the process of management, Enterprise strategic goals, and individual key assessment index closely, layers of decomposition, to every node in an executable; the daily work plans, work summary into the performance management process, through real-time monitoring of the implementation process to ensure the effective attainment of the ultimate performance goals.

3.3 Management should be fine for the development of quantitative performance index degree of the enterprise more and more urgent and realistic needs of
The current level of corporate earnings printing minimization, profit margins are very narrow profits era has ended, the pursuit of strict cost control management is fine the largest corporate profit one of the channels. Management refine into the urgent needs of enterprise performance management. In the process of setting performance measure, the company's biggest puzzle is quantified the problem. How the assessment criteria and scientific staff assess the efficiency of performance management at the operational level to become the largest management demands. The degree of quantitative performance index can help enterprises solve the management problem.

Quantify the degree of so-called performance index is taken from the work of key indicators (KPI) and the establishment of mathematical model, from the perspective of quantitative analysis and assessment work. Degree of quantitative performance index for each was asked to embrace the core index node assessment, and design and feasible, the accuracy of the mathematical model, by objective mathematical analysis of the comprehensive assessment of the work. Of course, the quantitative performance index may not cover all aspects of the work and staff, some indicators if it is unable to find a suitable mathematical model, or if necessary by an increased degree of quantitative management of costs, could be considered by the competent higher, customers and other channels, according to those who are assessing the performance of routine assessment from the vertical or horizontal.

3.4 To enhance performance of communication, to avoid the performance appraisal "double-edged sword" effect

Communication in the performance management plays a decisive role. In a way, communication is the essence and core of performance management, which runs through the performance management cycle is always - the development of performance plans and needs of the lower targets on the basis of common communication to reach understanding on the same work tasks; in performance management process, continuity of management and staff to communicate better, not only can employees to complete tasks, and making employees significantly increase job satisfaction, decreased staff turnover key positions; in performance feedback stage, managers and employees must in-depth discussion, identify the problems and seek solutions to performance management really play to motivate employees, improve performance purposes. Many performance management activities because of the failure of some communication problems, performance management is committed to the improvement of management communication, and comprehensively improve communication between managers awareness of management's communication skills, and improve enterprise management and managers quality of management. Especially under the economic crisis left the communication, business performance management become a mere formality, the staff performance management does not understand, or even aversion and resentment, the results of performance management can only lead to the ultimate failure of business management activities.

4 Conclusion

In short, the economic crisis only encounter in the business development process of a rainstorm. It urged us to establish a sound corporate management and performance management platform, in the economic downturn on the basis of consolidating business management, then, when after the storms, certainly earlier than others, ushered in a brilliant rainbow.

References