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Whom to promote and whom to reward?

and why both are not the same



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It was the early hours of a lazy Friday morning. The office canteen was deserted and smelt as usual of freshly grounded coffee. Sunaina, the HR head, sat at the bench, carefully stirring her coffee while Dinesh paced in front of her.

For the umpteenth time, he looked at Sunaina



Are we sure we are doing the right thing? 🤔

he asked, pausing his pace and looking at her.

Sunaina didn't look up. She continued stirring her coffee.

Yes, we are Dinesh.



She replied, with just a slight hint of exasperation in her voice.



How can we be so sure?🤨
Satish has been a consistently top performing employee in the whole team, and-

-and no one is doubting that! 😌



Sunaina interjected.



Then how come we are not preparing him for a leadership role?

he asked.

Sunaina didn't respond. Instead, she stood up, walked to the coffee machine and filled a fresh cup with Latte. She handed it over to Dinesh, who initially refused. She made him hold the cup anyhow and asked him to join her at the bench.

Dinesh, there is a huge difference between a high-performing employee and a competent employee,



she said with a patient smile.



Enlighten me.

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Well, to put it simply, competence is something that is directly tied with behaviors and how those behaviors align with organizational values and growth.



if you look at it this way, performance is something that is limited when compared to competence;



Sachin Tendulkar is a brilliant batsman, an uncontested legend. But look at his performance as a captain



Dinesh opened his mouth to answer but couldn't think of anything to say.



I am not there, but I do get the point, 😅

he replied with a resigned sigh.

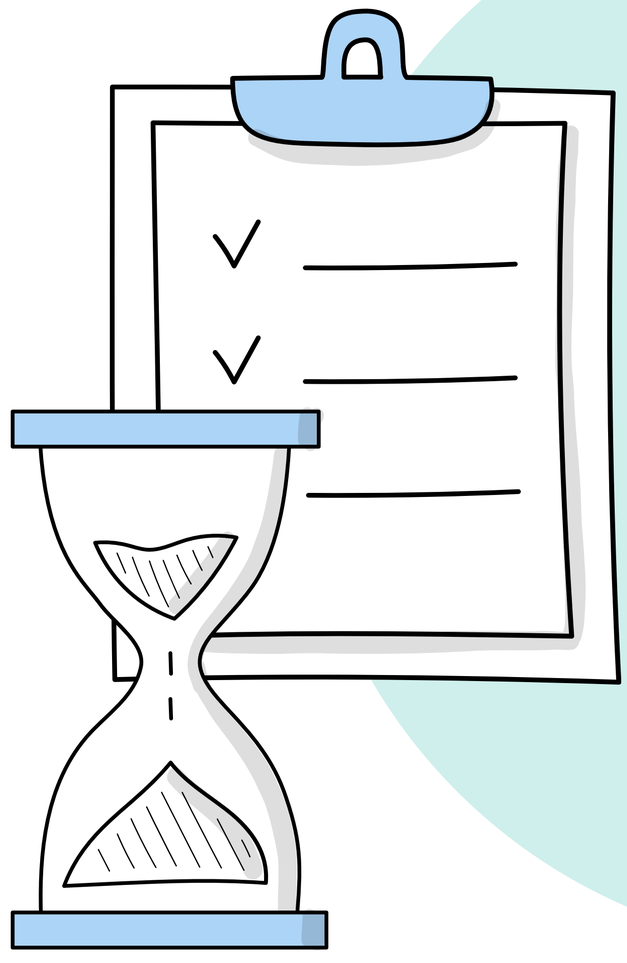
Two employees, two different tales

A brief profile of Satish

The Diligent Top Performer

Satish started working for T&L Inc. in January 2020. He joined as a customer support specialist. He was known for his diligence right from day one. He was adept at closing support tickets effectively. Disciplined and always prepared, Satish rarely missed his deadlines. The customers whom he supported were always satisfied. The feedback they provided about him was very encouraging.

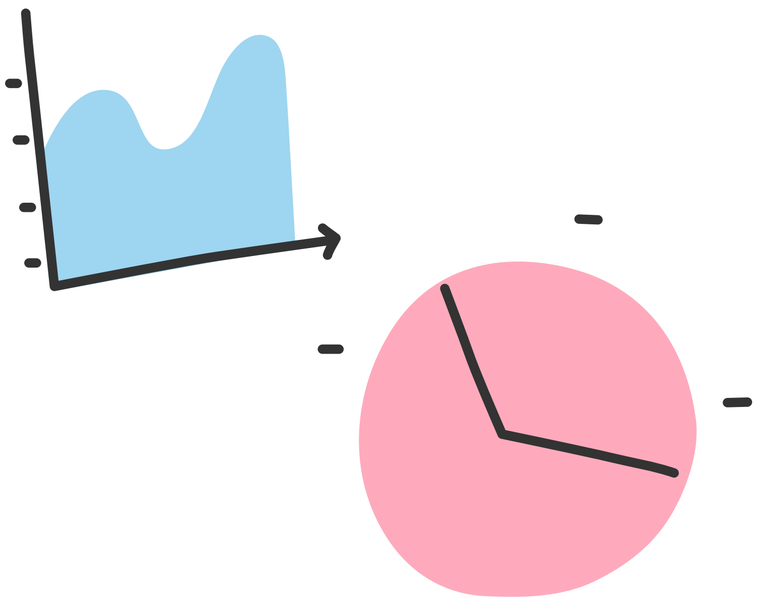
However, Satish's dexterity was limited to his job alone. Exceptional as he was in closing a high number of support tickets, he had not shown initiative in moving beyond his immediate responsibilities, nor shown any drive towards the more significant and long-term goals.



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A brief profile of Sara

The One Who Took and Sized Initiatives



Sara's tenure with T&L Inc. started in February 2020. She had also joined as a customer support specialist. While Sara had also shown exceptional talent while dealing with customers, her trainer had identified that even during her daily tasks, she didn't lose sight of the long-term goals.

When Sara actively started handling support requests, she was great in identifying patterns as to what caused customers to raise tickets in the first place. She had prepared a report on the same and, with the help of her team lead, initiated some changes in the process. This reduced the number of tickets raised as the customers were trained to overcome the initial challenges.

Most importantly, Sara was very active in identifying teammates who needed help in reducing their support ticket closure time.

Reward for performance, promote for competence

It was late evening. The office was almost empty and silent, save for the occasional tap of a ping pong ball on its table. Dinesh was in Sunaina's cabin, looking through his notes, while Sunaina stared outside at the almost empty office, as the last of the employees were leaving.

You are still unsure about why we are promoting Sara and not Satish, aren't you?



she asked with a hint of a smile.

Dinesh looked up; his shoulders slackened.



Well, yeah, 😶

he admitted. Sunaina turned to her laptop while adjusting her spectacles. She keyed in her password, opened a portal and slid her laptop to Dinesh.

We have been using Keka for some time. I guess this is your first appraisal cycle with us, right?



It is, indeed,

Dinesh replied, looking at Keka's dashboards.

Sunaina stepped from behind her desk and joined him on the other chair.

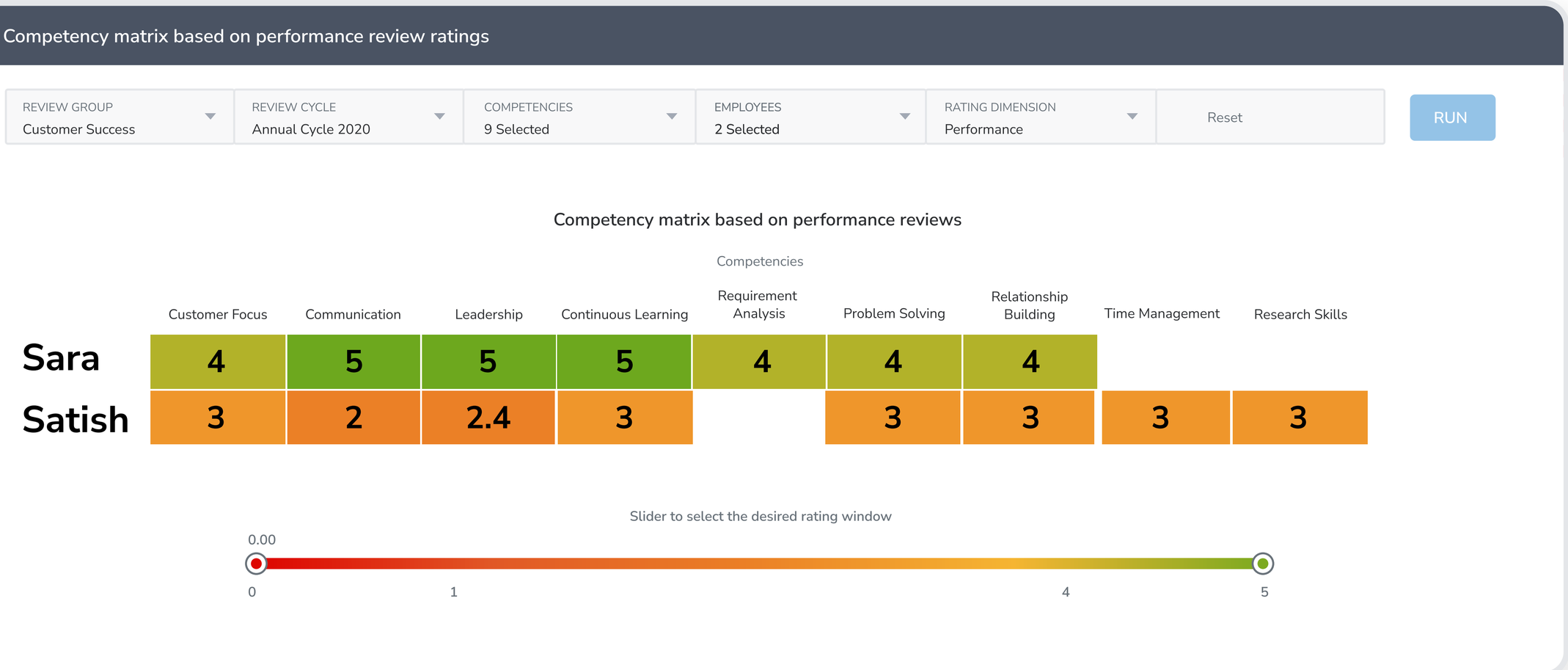
Let me explain how and why we are so confident in promoting Sara,



she said.

Sunaina watched with a slight smile as Dinesh's face dawned with understanding. The dashboard that she had shown to him had clear insights that compared Sara's competencies with Satish's.

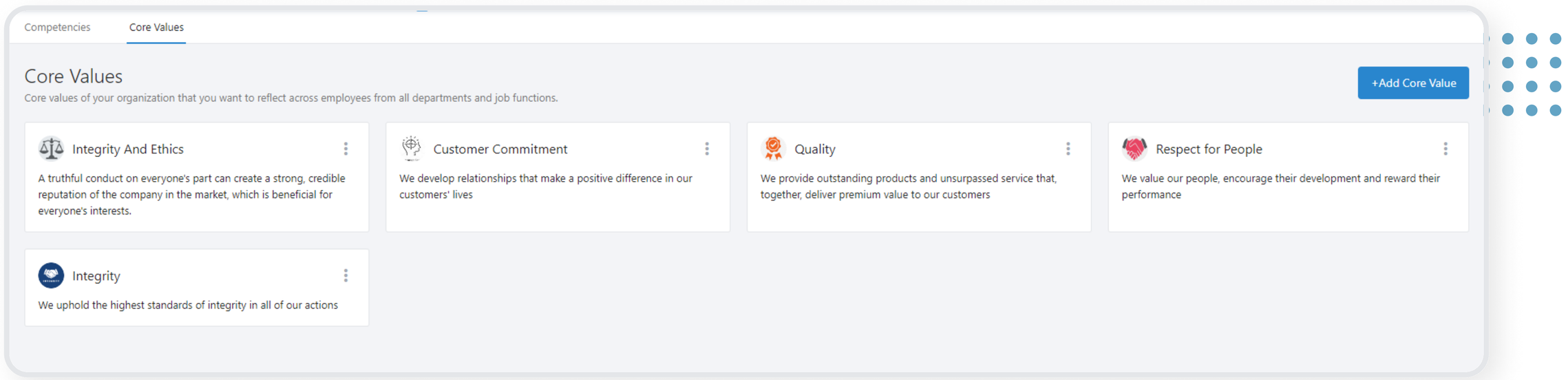
The single dashboard was enough to make him understand why Sara was being promoted for her competence while Satish was being rewarded for his performance. She then started to explain the following points to him in detail.



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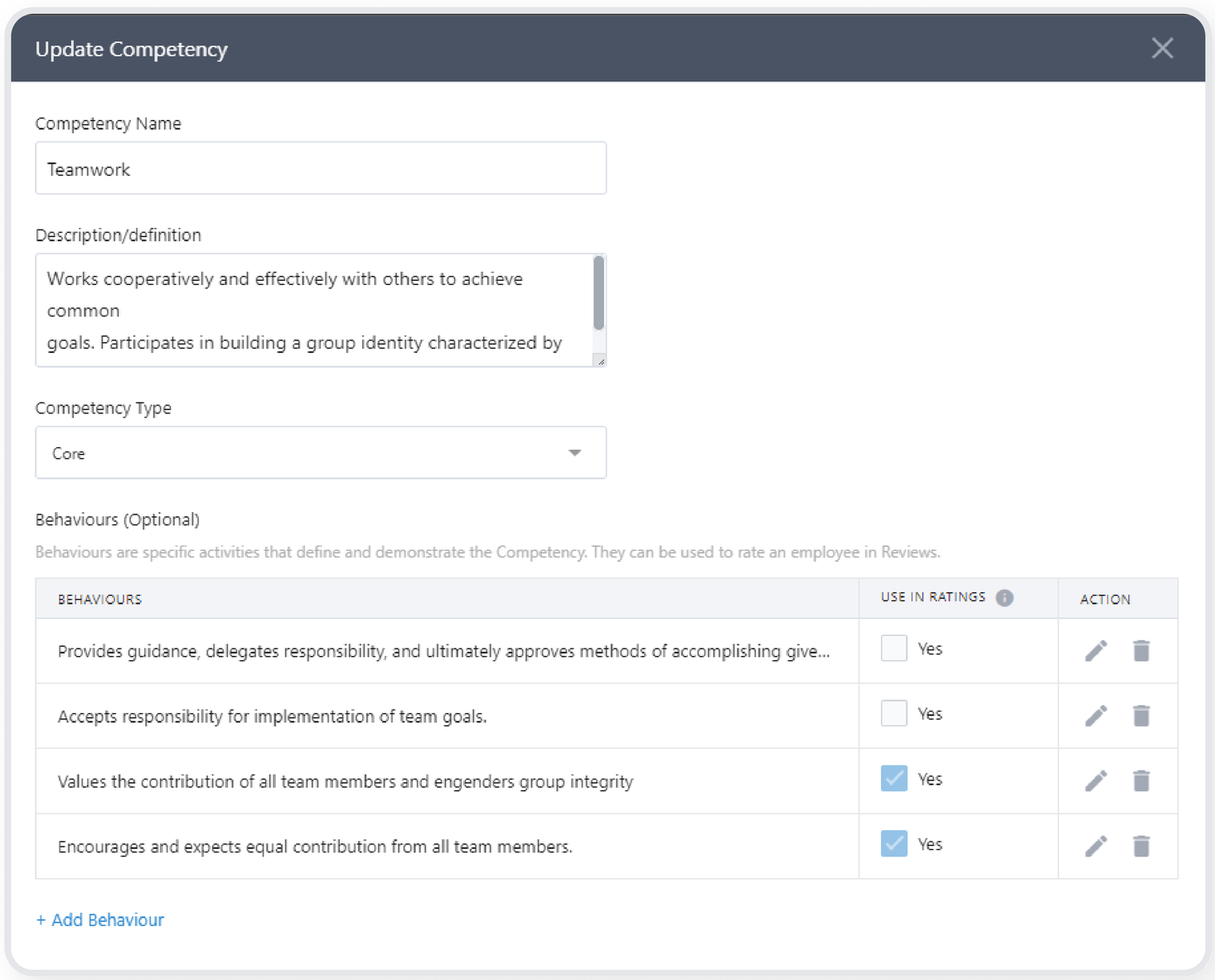
Defining core values for organizational growth

Competence is directly connected with the core values of an organization. The more an employee is aligned with the core values, the higher the chances of them contributing effectively to organizational growth. Aspects such as integrity, ethics, commitment to customers, quality, and respect for other employees take center stage with this regard.



Defining competencies and including them in part of the review process

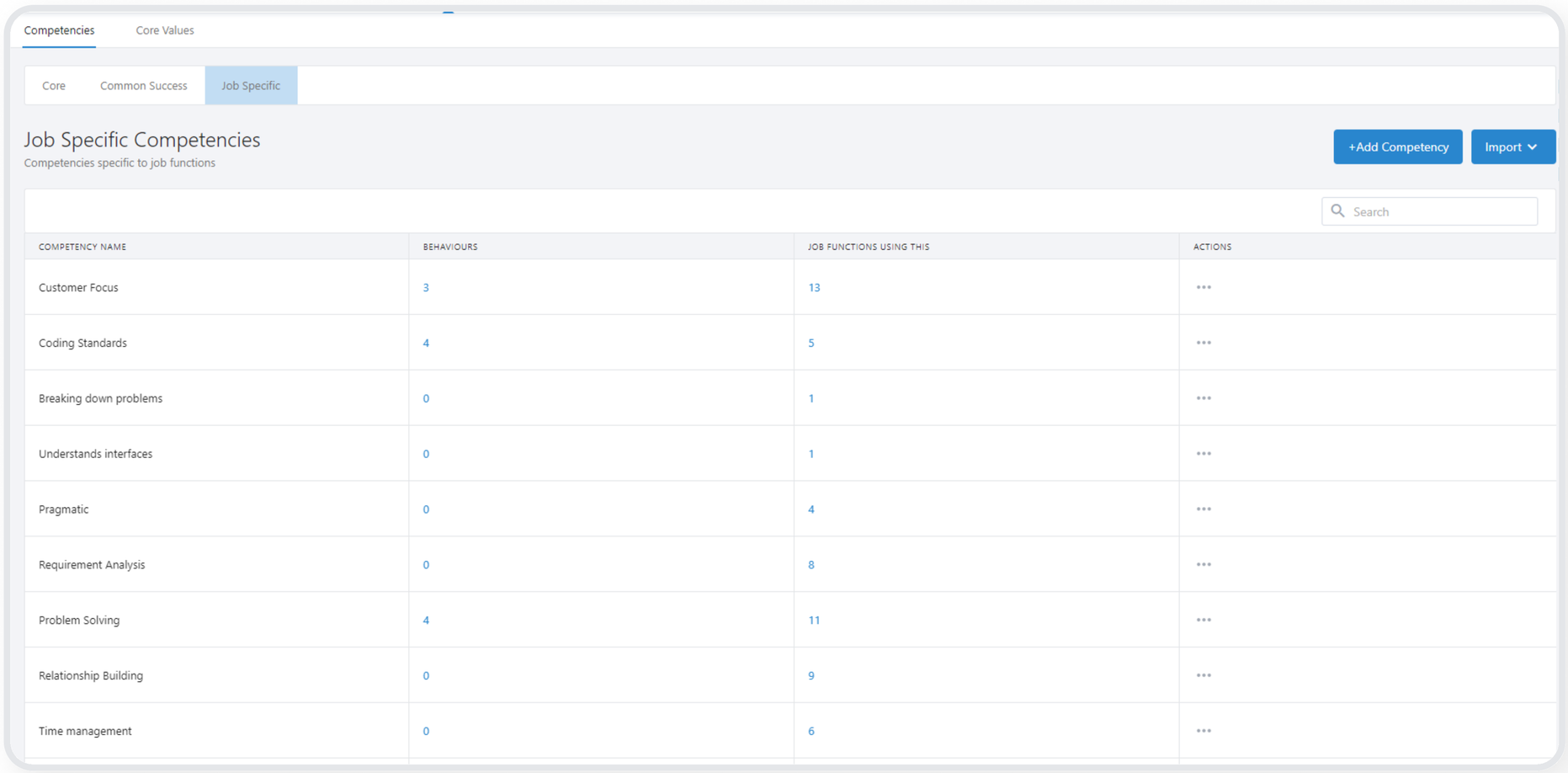
Once an organization has clarity in their core values, it would have to define the competencies they want to measure its employees on. For example, if Teamwork is the defined competency, there would be behaviors mapped under it to rate the employee for the same.



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Defining job specific competencies

Each department was able to list down ideal competencies and behaviors that were to be adopted by its teams and employees.



Epilogue – what happened next

Dinesh was able to explore Keka's HRMS and get a deep understanding of how competence and its behaviors were mapped. This not only helped him gain clarity on who should be promoted and why but also enabled him to learn and imbibe the competencies that were expected of him.

Sara excelled as the team lead of a CS team.
She came to be known as a brilliant trainer and a highly effective customer support specialist, introducing many critical improvements in the process.

Satish is happy with the appraisal he received.
He is currently working as a Sr. Customer Support Specialist.

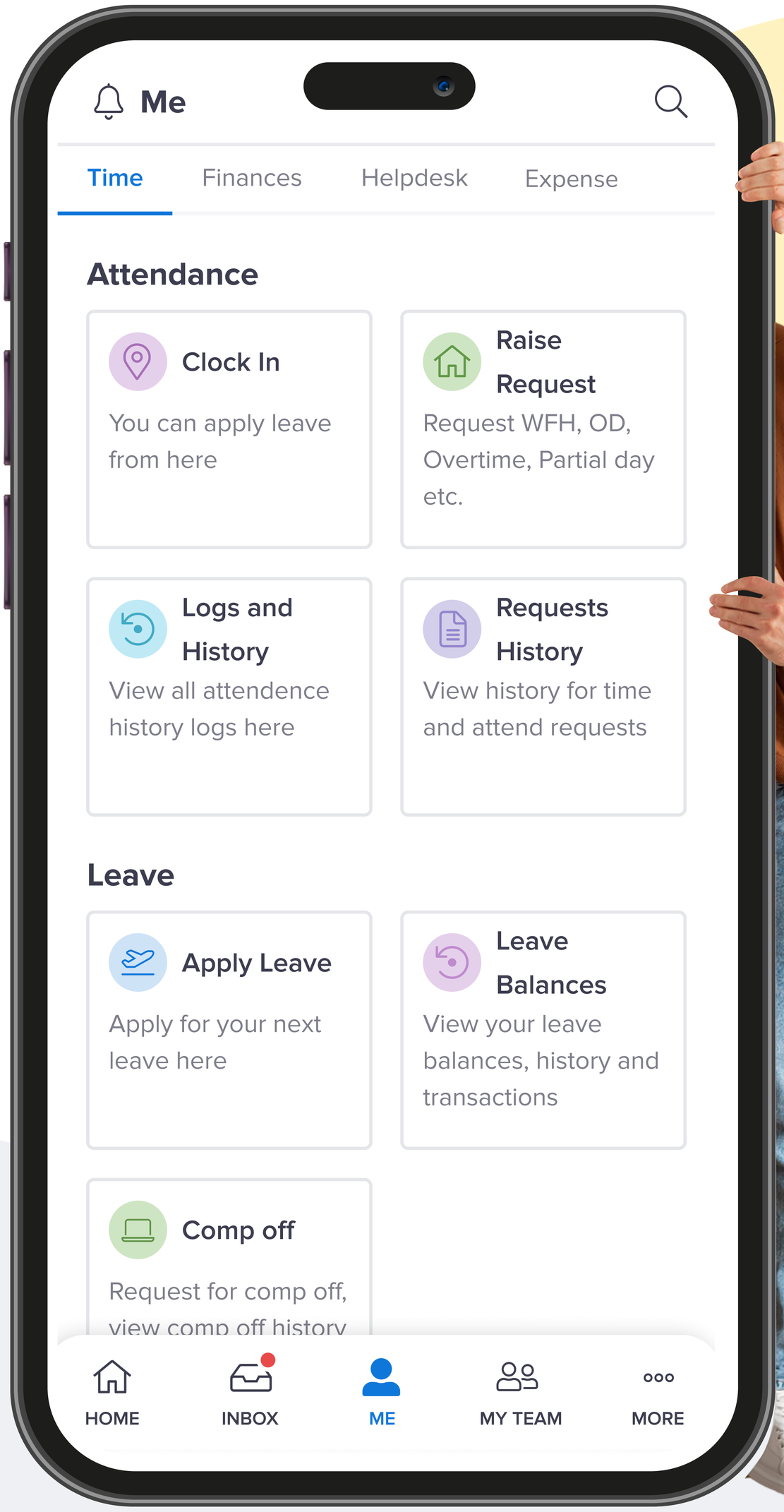


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About Keka

Everything you need to build a great company

Keka is your people enabler. From automation of people processes to creating an engaged and driven culture, Keka is all you need to build a good to great company.





Reach out to us!

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