

# Let's ~~A~~bandon Performance ~~A~~ppraisal

Performance



- Excellent
- Good
- Poor





Let's **A**bandon **P**erformance **A**ppraisal



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Let's Abandon Performance Appraisal



Performance Appraisal DOESN'T Work





# Let's **A**bandon **P**erformance **A**ppraisal

Because People Are **NOT** Resources





Let's Abandon Performance Appraisal

Management 1.0 Assumes People Are FOOLS





# Let's **A**bandon **P**erformance **A**ppraisal

Management 2.0 Assumes People Are  
Motivated By **MONEY**





# Let's **A**bandon **P**erformance **A**ppraisal

## A Typical Performance Appraisal Process:

1. The **BOSS** sets the goals
2. The **BOSS** reviews the outcomes
3. The **BOSS** decides the compensation base on outcomes





# Let's Abandon Performance Appraisal

Majority Of The Employees Are Feeling  
**UNDERPAID / UNFAIR / UNHAPPY**  
Regardless The Result







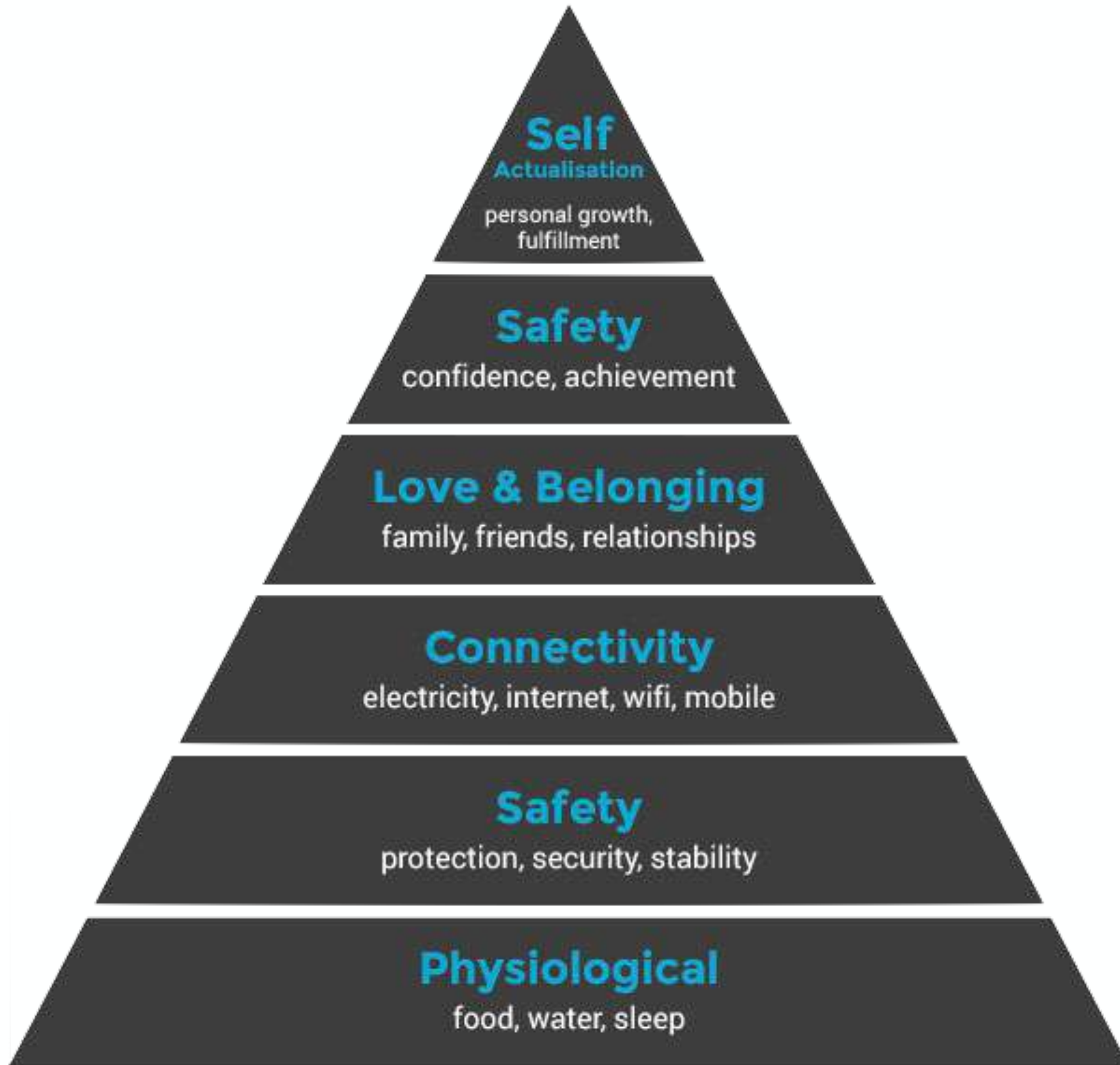
# Let's Abandon Performance Appraisal

Because Knowledge Workers Work For  
**THEIR OWN HAPPINESS**





# Let's ~~Abandon~~ Performance ~~Appraisal~~



When They Are After  
The Higher Level Of  
**MASLOW NEEDS**





Let's Abandon Performance Appraisal

Knowledge Workers Cannot Be Rewarded  
By **Extrinsic** Factors,  
But Can Be Motivated By **Intrinsic** Factors  
(Management 3.0)

*Managing for Happiness, Jurgen Appelo*





Let's **A**bandon **P**erformance **A**ppraisal

# CHAMPFROGS:

## The 10 INTRINSIC FACTORS

*Managing for Happiness, Jurgen Appelo*





## Let's **A**bandon **P**erformance **A**ppraisal

**C**uriosity: I have plenty of things to investigate and to think about.

**H**onor: I feel proud that my personal values are reflected in how I work.

**A**ceptance: The people around me approve of what I do and who I am.

**M**astery: My work challenges my competence but it is still within my abilities.

**P**ower: There's enough room for me to influence what happens around me.

**F**reedom: I am independent of others with my work and my responsibilities.

**R**elatedness: I have good social contacts with the people in my work.

**O**der: There are enough rules and policies for a stable environment.

**G**oal: My purpose in life is reflected in the work that I do.

**S**tatus: My position is good, and recognized by the people who work with me.



# Let's Abandon Performance Appraisal

3+ Tools To **REPLACE** Performance Appraisal  
Which Are **CHEAPER** And More **EFFECTIVE**

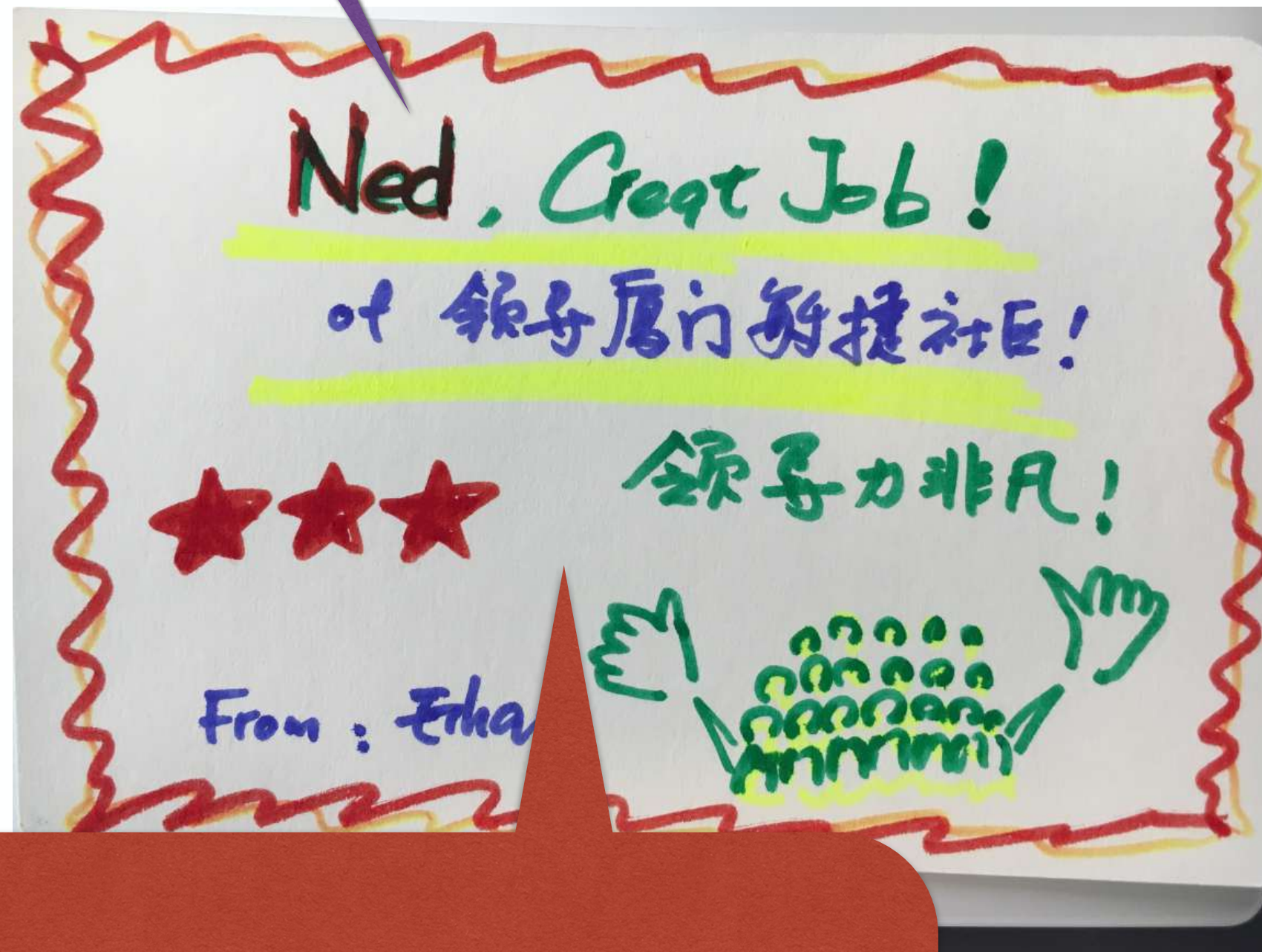




# Let's Abandon Performance Appraisal

## Kudo Card: Peer Appreciation

Receiver + Why



Emotional Appreciation



Sender

A small amount from the sender's **OWN POCKET**  
e.g., \$20 Amazon Gift Card





# Let's **A**bandon **P**erformance **A**ppraisal

1. It's from peers, not from boss
2. It's well hand-made, make people feel touched
3. It's a real appreciation: a small money from the sender

***H**onor, **A**cceptance, **R**elatedness, **O**rder, **S**tatus*







# Let's Abandon Performance Appraisal

## The Master Team League

Pos	Team	P	W	D	L	GD	Pts
1st	 Everton	19	15	1	3	+17	46
2nd	 Aston Villa	19	11	5	3	+16	38
3rd	 Man Utd	18	11	3	4	+19	36
4th	 Chelsea	18	10	6	2	+17	36
5th	 Man City	19	9	7	3	+11	34
6th	 Stoke	19	9	5	5	+8	32
7th	 Swansea	18	8	4	6	+3	28
8th	 Southampton	19	8	4	7	+2	28
9th	 Newcastle	19	8	4	7	-1	28
10th	 Arsenal	18	8	3	7	+4	27





# Let's **A**bandon **P**erformance **A**ppraisal

1. Individual players team up as their own decision
2. Different rounds for different topics to champion
3. Winners get recognized by the company and also the employees

**C**uriosity, **H**onor, **A**cceptance, **M**astery, **P**ower, **F**reedom, **R**elatedness, **O**rders, **G**oal, **S**tatus





# Let's Abandon Performance Appraisal

## The Merit Money Rewarding





# Let's Abandon Performance Appraisal

1. It happens based on a regular frequency, e.g., every month.
2. Each employee gets some fixed number of merit money
3. They give their merit money to anyone in the organization
4. They cannot give merit money to themselves, neither can they hold
5. The company decide bonus or stock options based on merit money

**C**uriosity, **H**onor, **A**cceptance, **M**astery, **P**ower, **F**reedom, **R**elatedness, **O**rders, **G**oals, **S**tatus





Let's Abandon Performance Appraisal

Put them together: Kudo + Master Team League + Merit Money

Gaming The Company





# Gaming The Company

- The best activity to leverage all CHAMPFROGS is video games
- So why not making the entire office life a video game?
- Design the “game” to simulate the development/contribution path, and encourage the “gamers” to develop skills and contribute to the team to level up and win badges.





# Game Design

1. Two modes: individual and team;
2. Two routes: Regular Episodes(mapping to the day-to-day work) and Challenges(particular learning objectives);
3. Two rewarding systems: Levels-up and Badges;
4. Two visual recognition: physical badges and leaderboard (honor wall) in the office.





# Let's Abandon Performance Appraisal

And a lot more yet to be practiced . . .







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# Thank You!

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