

CASE STUDY 4-1

Differentiating Task from Contextual Performance at Pharma Co. Company

Consider the following adaptation of a job description for the position of a district business manager for a sales organization in a pharmaceutical company (Pharma Co.). Pharma Co. produces pharmaceuticals, infant formulas and nutritional products, ostomy and advanced wound care products, cardiovascular imaging supplies, and over-the-counter products. Their stated mission is to “extend and enhance human life by providing the highest-quality pharmaceutical and related health care products.” In addition, all employees live by the Pharma Co. pledge: “We pledge—to our patients and customers, to our employees and partners, to our shareholders and neighbors, and to the world we serve—to act on our belief that the priceless ingredient of every product is the honor and integrity of its maker.”

Job Responsibilities of the District Business Manager

The following are the core performance objectives for the district business manager (DBM) position: Create the environment to build an innovative

culture, create and articulate a vision, drive innovation by embracing diversity and change, set the example, and thereby shape the culture. Develop and communicate the business plan, understand and explain Pharma Co. strategies, translate national plan to business plans for districts and territories, set goals and expectations of performance, set priorities, and allocate resources. Execute and implement the business plan, maximize rank order lists of medical education professional relationships, achieve optimum coverage frequency of highest potential physicians, take accountability, and achieve results. Build relationships focused on customer retention, develop relationships (i.e., networks), influence others (i.e., internal and external), and develop self and others. Strong skills are acquired in the following areas: written and oral communication, negotiation, strategic analysis, leadership, team building, and coaching. (Source: Pharma Co.)

1. Based on the DBM job description, extract a list of KPIs in each of the following four dimensions (a) task, (b) contextual, (c) counterproductive, and (d) adaptive.

CASE STUDY 4-2

Choosing a Performance Measurement Approach at Show Me the Money

The following job description is for an account executive at Show Me the Money, a payroll and HR solution providers similar to ADP, AmCheck, BenefitMall, Big Fish Payroll Services, Fuse Workforce Management, GetPayroll, Gusto, and others. Show Me the Money offers payroll, human resources, and benefits outsourcing solutions for small- to medium-sized businesses. Because account

executives often make sales calls individually, their managers do not always directly observe their behavior. Furthermore, managers are also responsible for sales in their markets and for staying up-to-date on payroll laws. However, account executives are responsible for training new account executives and networking in the industries in which they sell products. For example, if an account manager

is responsible for retail companies, then that account executive is expected to attend retail trade shows and professional meetings to identify potential clients and to stay current with the issues facing the retail industry.

Account Executive Job Responsibilities

- Performing client needs analysis to ensure that the major market services product can meet a client's requirements and expectations
- Establishing clients on the host processing system
- Acting as primary contact for the client during the conversion process
- Supporting clients during the first few payrolls
- Completing the required documentation to turn the client over to customer service for ongoing support
- Scheduling and making client calls, and when necessary, supporting sales representatives in presales efforts
- Keeping abreast of the major market services system and software changes, major changes and trends in the PC industry, and changes in wage and tax law.
 1. Based on the above description, assess whether Show Me the Money should use a behavior approach, a results approach, or a combination of both to measure performance.
 2. Using the accompanying tables as a guide, place check marks next to the descriptions that apply to the job of account executive. Explain why you chose the approach you did.

Behavior approach to measuring performance is most appropriate when

- the link between behaviors and results is not obvious
- outcomes occur in the distant future
- poor results are due to causes beyond the performer's control

Results approach to measuring performance is most appropriate when

- workers are skilled in the necessary behaviors
- behaviors and results are obviously related
- results show consistent improvement over time
- there are many ways to do the job right

ENDNOTES

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