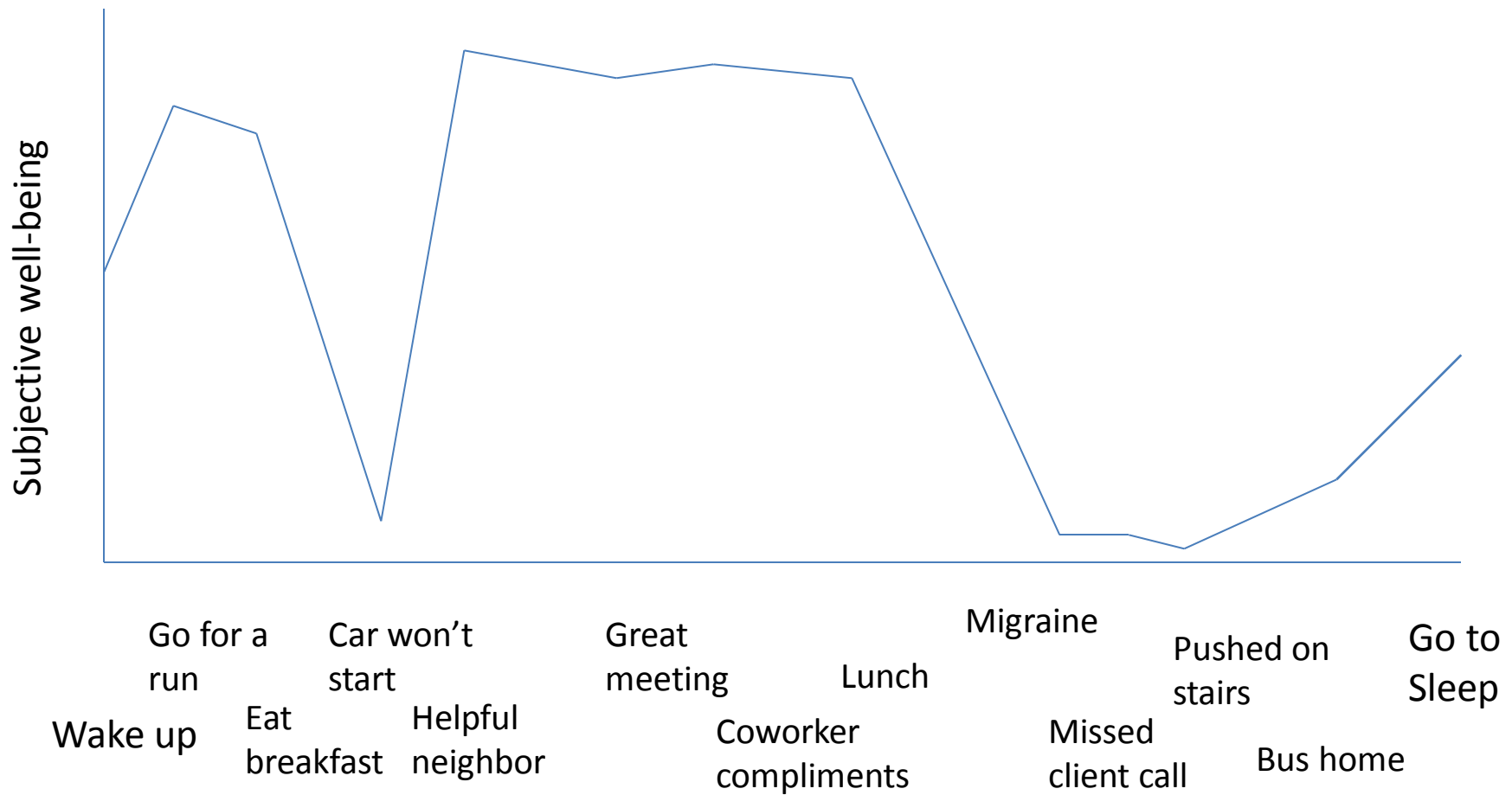


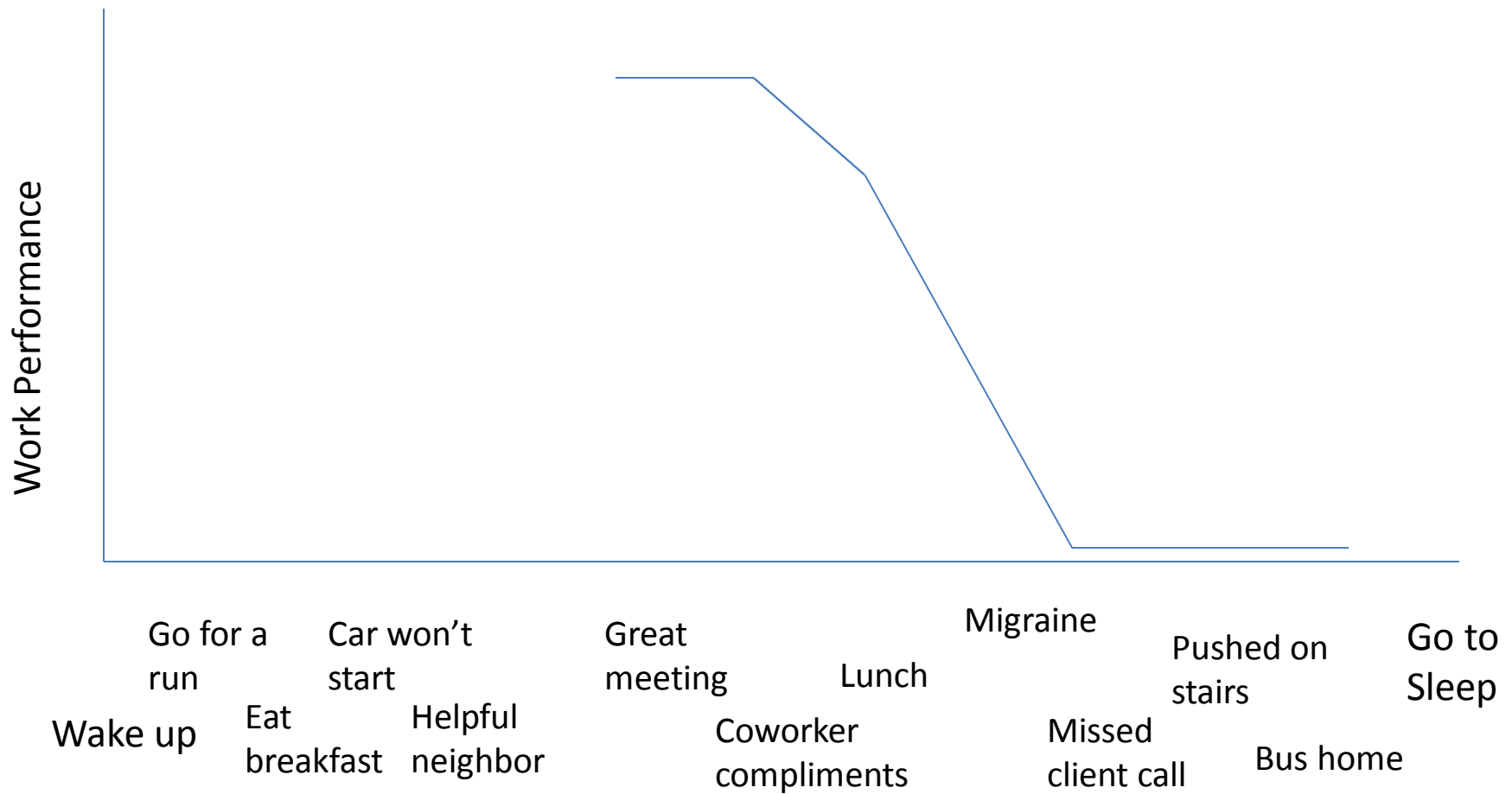
Life Has its Ups and Downs...and So Does Performance

Katherine Wiegand, PhD
Georgia Institute of Technology

Life's Ups and Downs



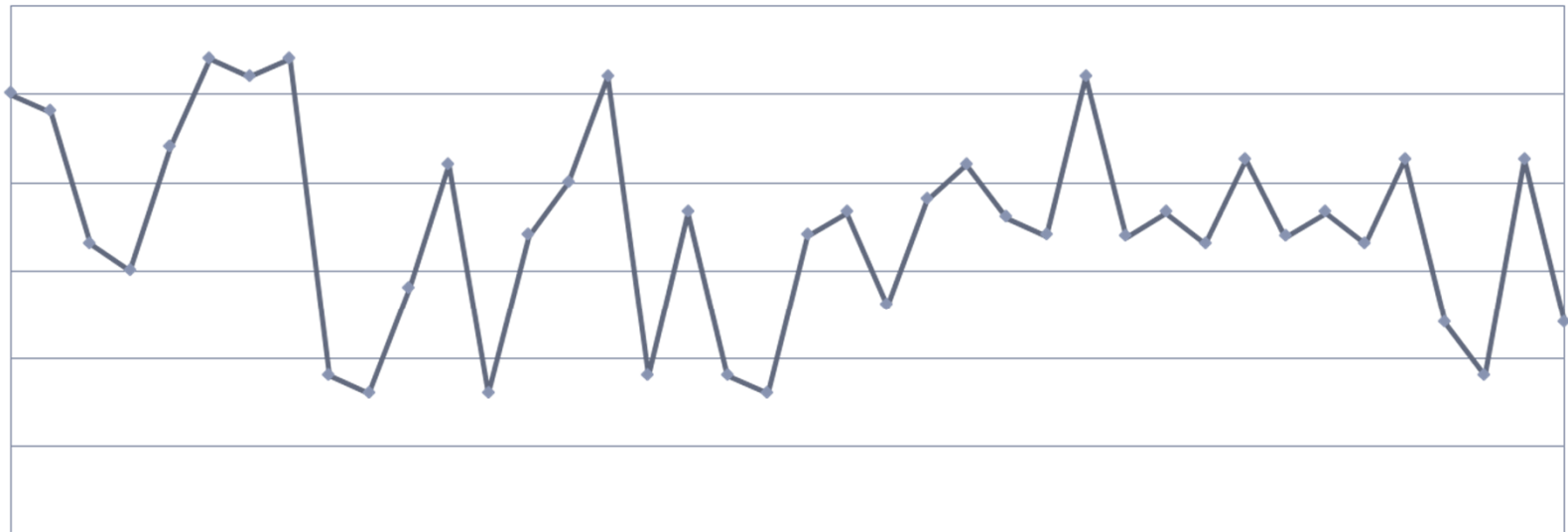
Performance Ups and Downs



One Employee's Performance Over 1 week



High

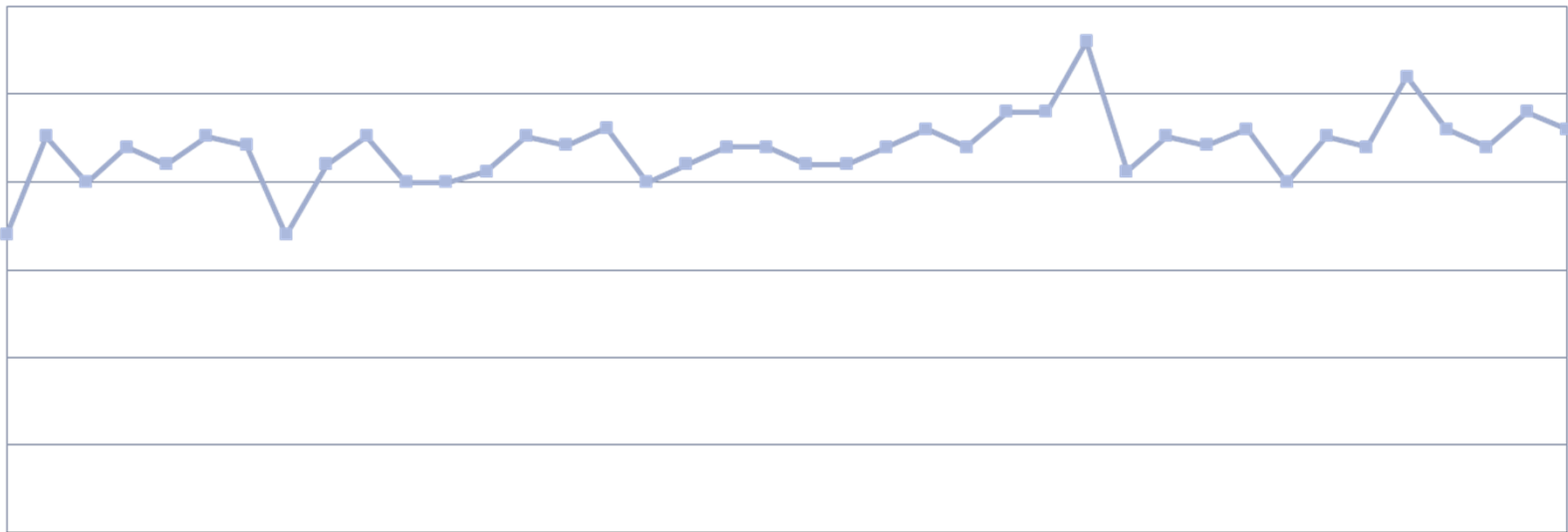


Low

Another Employee's Performance



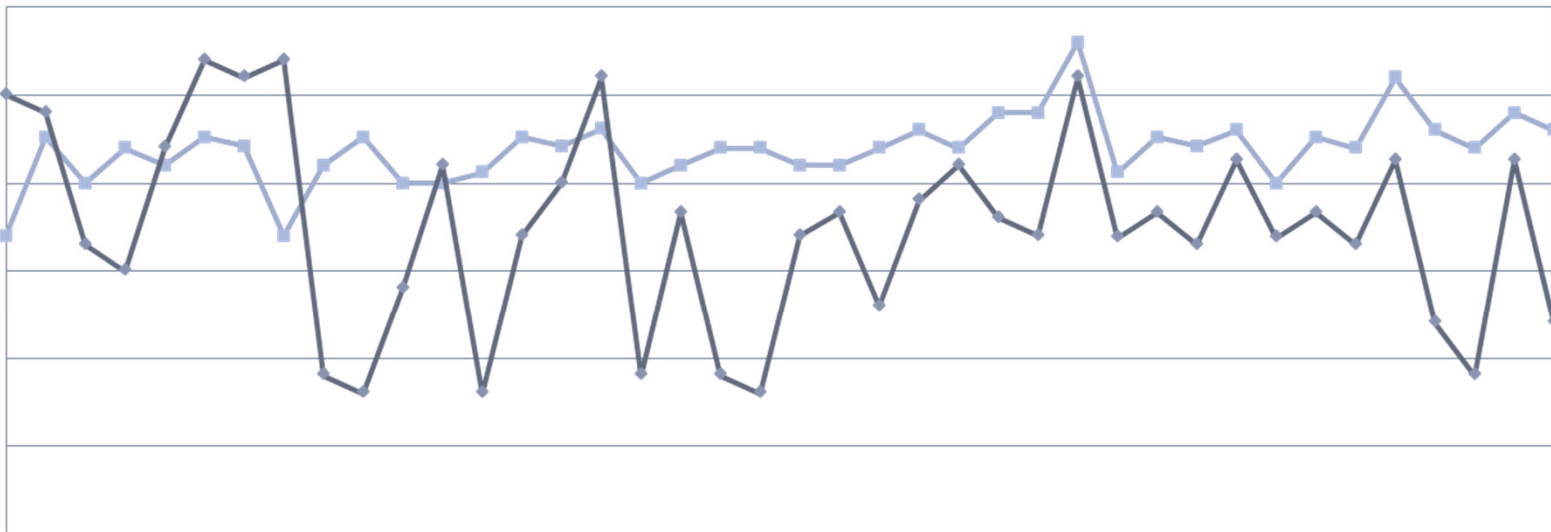
High



Low

Together

High



Low

Research Shows...



-
- A recent study in our lab found 69% of pf variability was within-person
 - Across 36 independent samples from ESM studies (*Dalal et al., 2014*)
 - On average, 62% of pf variability is within-person
 - 39% (proactive behavior) to 64% (overall pf)

Conclusions?

-
- Ups and downs are real
 - Gives us new ways to think about performance
 - How we measure it
 - How we study it
 - How we use it for personnel decisions

Historically How Has Performance Been Measured?

- Average Performance
- Maximal vs. Typical Performance
 - Sackett et al. (1988)
- Types of Performance
 - Task, Overall, OCB, CWB
- Often concern has been distinguishing between (potential) employees

Voices for Variability...

-
- Variability in performance over 13+ weeks
Hersey (1932)
 - Performance Distribution Assessment:
Kane (1980s); Deadrick & Gardner (1999)
 - Growth Curve Analysis

How Do We Measure Pf Variability?

Where to get performance information:

- Objective performance data
- Retrospective subjective reports (self, other)
Performance Distribution Assessment (Kane)
- Experiential sampling (self, other)
Take samples in “real time” throughout a day

Using Variability Data with Regression Analysis...

- Peak/Maximal

Number of peaks or percent of time spent above (below) given point (e.g., 1 SD from mean)

- Typical

- Trend

Overall change in pf moving upward, downward, maintaining level

- Variability

Standard deviation

Using All Measurement Points...



Multi-level modeling (e.g., HLM)

- Cluster measurement points within-person
- Can compare the % of variance between- and within-person
- Can assess differences in relationships between people (random coefficients)

E.g., Emotions may matter more to some people than others...if so, will have a significant slope difference

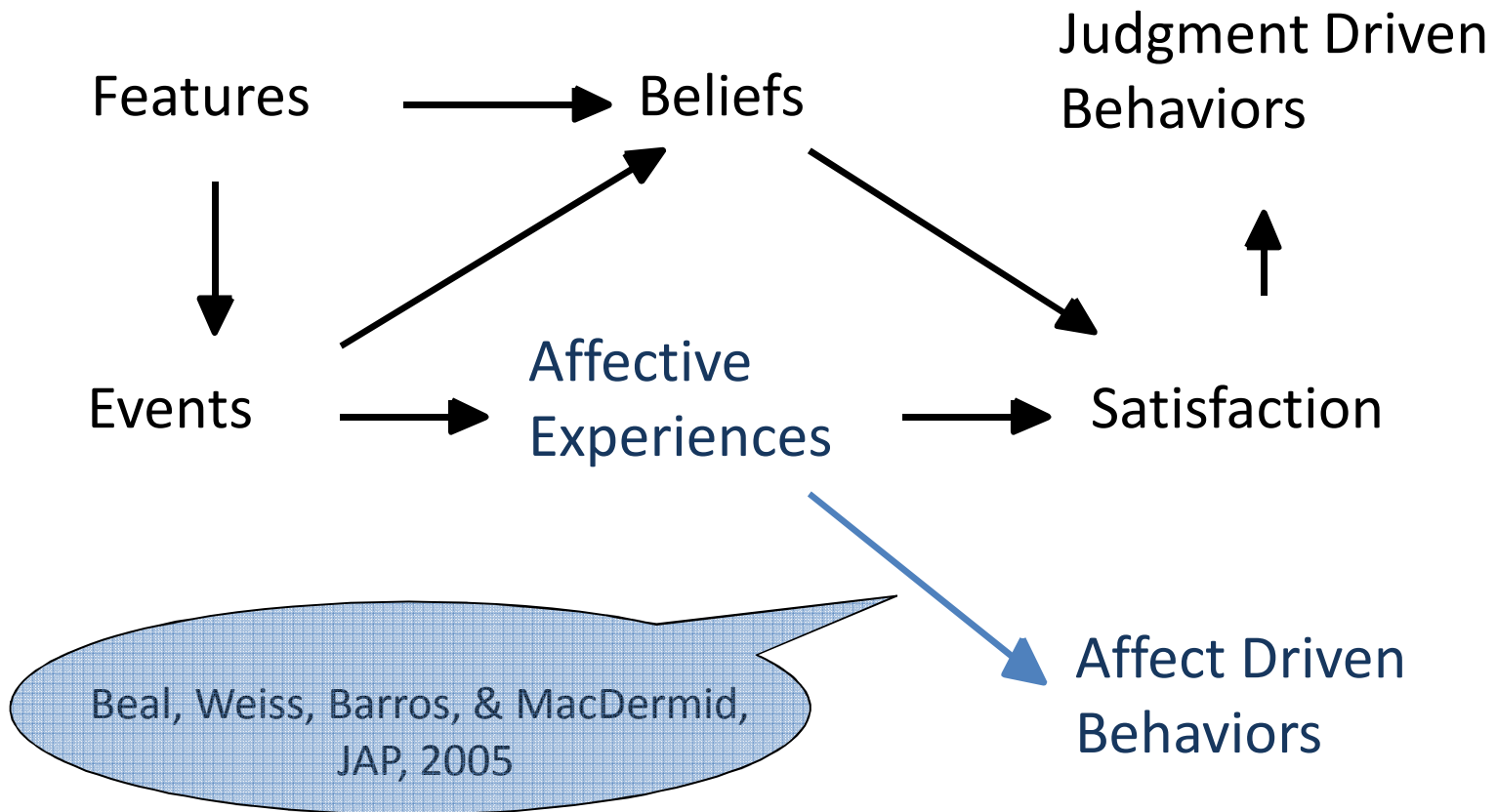
How Do We Study Pf Variability?



Dalal et al. (2014) categorized theoretical approaches:

- Focused on Ability
Growth curves; changes in abilities/aging
- Focused on Ability and Motivation
Maximal vs. typical performance
- Focused on Motivation
Strength Model of Self-control (Baumeister et al., 2007)
Affective Events Theory (Weiss & Cropanzano, 1996)
Episodic Process Model (Beal et al., 2005)

AET: Basic Framework (Weiss & Cropanzano, 1996)



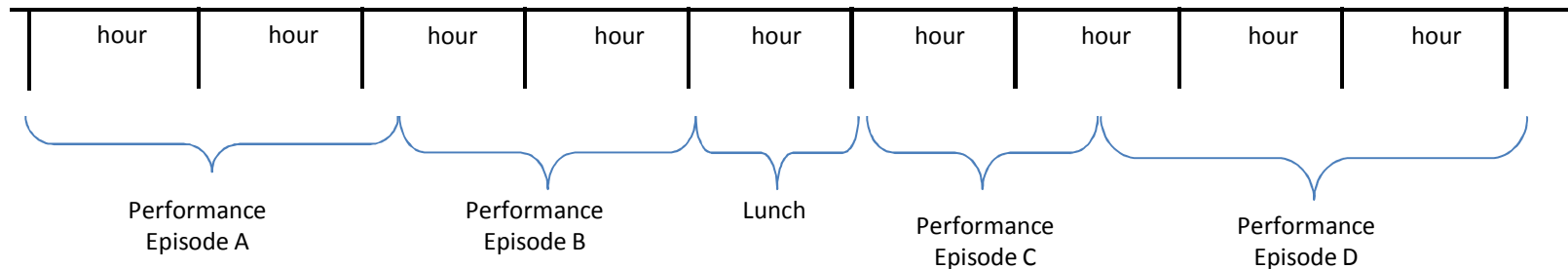
Example: Emotions

- Emotion episodes
 - “I was so angry at her for stealing my idea and pretending it was hers!”
 - “I was so excited when I heard that I won teacher of the year!”
- Needs a corresponding performance in the same timeframe (*see Beal et al., 2005*)

Describing a day's work (Beal et al., 2005)



How would you describe what you did yesterday?



How Do We Use Dynamic Criteria...

-
- Manager's already make decisions using dynamic criteria (*Barnes et al., 2012*)
 - Managers need to know (or may not need to know) who is a consistent performer
 - Job analysis...to what extent is consistency necessary for the job?
 - Need valid performance measures that include dynamic criteria & training for managers

New Questions

-
- Can variability be good? (like HR variability?)
 - Performance management: Are some people better at knowing WHEN to put in the effort and when not to? Is this a skill we can build? Can we select on this?
 - Consistent patterns of variability? (“bad days”, Fridays; cyclical pf)
 - Non-linear relationships between predictors and performance (e.g., Flow – Ceja and Navarro, 2012)