Original Article   **Open Access**

A Literature Review and Overview of Performance Management: A Guide to the Field

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Abstract

The underlining presupposition and the supposition of performance management as a study field have been controversial or have a non-defined concept ever since the field was introduced to the mainstream economy. The paper covers the concept of performance management as a business analyst, scrum master, archeologist, and leader. The research delves into the founding history of performance management and analyzes critical performance management tools. Our findings show that performance management should be seen, managed, and played as an infinite game while creating incentives for the players who will, in turn, drive productivity in any industry.

Keywords: Performance management; Business analyst; Behavioral science; Behavioral management; Management science; Business management.

1. Introduction

The sports analogies are overused in the Performance Management (PMT) industry, which is a wrong analogy because a sports game is a finite game with an agreed set of rules, a set time for it to be over, and it's played with the purpose to win. Instead, an infinite game analogy is best suited for the industry because, Performance Managers (PM) primary goal is to keep the game going (ensure that their product stays relevant through time), bring more people as possible to increase their market share, and there are no set rules, a set time for the game to be over (free entry and exit), and the aim is not to win, the objective is to continue playing.

PMT is a branch of applied behavior analysis, which is a branch of behavior analysis. The paper's underlining presupposition and supposition on how a PM should act and how the PMT industry should function are built on (Nash, 1950a;1950b;1951) strategic interaction and rational decision-making; and Landes (1998) philosophy of how an economy (which is a perfect example of an infinite game) should best function which is based on trust and the welfare of the entry group. This paper contributes to the PMT's literature, and it serves as a precision and accuracy navigating tool for PMs in the industry. The primary aim of a PM is to govern an enterprise using behavioral and persuasive analysis to create a workplace environment that brings out the best in people, ensuring the business runs efficiently, effectively, and profitably while generating the highest values (wealth, economics of scale and scope) for the organization.

Baer *et al.* (1968), explained that analytic behavioral application is a self-examining, self-evaluating, discovery-oriented research procedure for studying behavior; hence all experimental behavioral research "according to the usual strictures of modern training." The authors' stated that the difference between applied and basic research is not "discovery" and "application," but the study sample. The non-applied research looks at behaviors and variables that may conceivably relate to the topic, while the applied research is constrained to variables that can improve the behavior. Similarly, applied research is constrained to examining actions that are socially important rather than convenient for study. It also implies, very frequently, the study of those behaviors in their usual social settings rather than in a "laboratory" setting. Therefore, analytic behavioral applications by definition achieve experimental control of the processes they contain, but since they strive for this control against formidable difficulties, they achieve it less often per study than would a laboratory-based attempt. And according to Daniels and Bailey (2014), PMT is a branch of applied behavior analysis that focuses on the workplace sucess.

2. Literature Review

The goal, mission, and vision of a company bring its different departments from the sale, Information Technology (IT), Business Analyst (BA), and, not limited to, the PM is what constitutes a functioning enterprise. The PM is the glue that brings together different parts of a company to function as a single entity. According to Ammons and Roenigk (2020), successful PMT requires devolved decision authority. That is, meaningful decision-making must be placed in the hands of managers at the program level (department and sub-unit levels), where those best equipped with insights can make needed changes. The authors' analysis sampled 62 selected cities and counties.

Their empirical findings showed a positive relationship between devolved decision authority and reported PMT success. Especially when managers both have and perceive that they have meaningful discretion. The conceptual underpinnings of PMT are outlined in what has been called PMT doctrine (Moynihan, 2008). Included are principles and practices thought to be integral to a successful PMT.

Moynihan (2008) focuses on the principle of devolved decision authority and its importance as an element of PMT success. Devolved decision authority, the author suggests, becomes most effective when both the grant of authority is real, and managers are willing to acknowledge that they have it. The presence of both conditions substantially increases the likelihood of PMT success. PMT is the purposeful use of performance information to make decisions, including decisions to improve operations and services (Moynihan, 2008; Moynihan *et al.*, 2012; Poister *et al.*, 2015; Van Dooren *et al.*, 2010). It suggests, however, that the granting of greater discretion to operating managers matters, especially when managers recognize and acknowledge that they have the authority they need to make necessary decisions to get the job done.

Instances, where managers failed to acknowledge the decision authority granted to them, revealed the importance of manager attitude. It is not enough for governments to grant devolved decision authority in their pursuit of performance management success if managers continue to believe that they have insufficient decision authority to improve operations and achieve desired results. It appears that an attitude of powerlessness can largely negate the benefits of devolved decision authority. Schaerer and Swaab (2019) analyzed the Illusion of Transparency (I-T). The I-T concept contemporizes a situation in which people focus on their feelings, biases, and intentions that they over-or-underestimate how their worlds and words come across to others—resulting in vagueness, which may in most cases lead to misinterpretation of their real intent. I-T is one of the most common causes of misunderstandings when we communicate with others.

Schaerer and Swaab (2019) hypothesized that managers suffer from I-T when delivering feedback. In their study, the authors surveyed 173 managers and 566 employees at a multinational nonprofit organization.

The questionnaire asked employees and managers to rate:
- *Employees:* how well they thought they had performed in a recent performance appraisal.
- *Managers:* what they thought the employees would say.

Employees perceived their feedback as being more optimistic than their managers thought they would. The effect was more substantial as the feedback leaned more to the negative side of the spectrum. Schaerer and Swaab (2019) tried to understand what could be done to reduce this gap between managers' and employees' perceptions.

The authors' presupposition was aligned with the assumption that managers fall prey to I-T because they aren't sufficiently motivated to consider how their employees will perceive their comments. This is due to the managers' busy schedule and most often common during the end-of-year period. To analyze the effect of an intervention that will alert managers on their IT and lead to a more accurate interpretation of employees'-to-managers' non-verbal cues (Schaerer and Swaab, 2019), sampled 117 Master of Business Administration (MBA) students who stood as a proxy for "managers" and paired them up with random individuals who stood as a proxy for "employees" and then created an online panel.

Procedure:
- Participants were told to imagine that they were going through an appraisal process.
- Proxy managers' were given data about how well employees scored on various capabilities.
- Proxy managers' were asked to deliver reviews to the employees.

Schaerer and Swaab (2019), conclude and point to several ways to combat IT.
- Firms can/should increase the frequency of feedback: managers should adjust their annual appraisals to quarterly or monthly feedback and reminders.
- Firms should schedule constant ongoing training within the company and departments and structure weekly or monthly "*pulse checks*" to enhance communication. Hence the authors concluded that the data shows giving feedback more frequently makes it more accurate.
- Firms should candid feedback moving back and forth between employees prior to appraisals.

In performance management, assessment is often designed to identify the environmental variables contributing to individual employee performance problems. Despite their differences, most Organizational Behavior Management (OBM) assessment techniques are designed to guide intervention and not prevention. Safety assessments may assist managers or consultants in increasing safety with respect to a specific task within an organization. Behavioral Systems Analysis (BSA) enables managers and consultants to improve the ways in which essential processes are conducted and managed across units and people within the organization.

Performance management assessments enable a manager or consultant to intervene on the specific antecedent or consequence events that contribute to performance problems. Assessment procedures in OBM can also be described based on their topography. Historical assessments involve examining information that has been previously gathered (Bumstead and Boyce, 2005). An indirect, or informant, assessment involves asking an employee or manager about the environmental events contributing to a performance problem and is often conducted using a questionnaire (e.g., the Performance Diagnostic Checklist [PDC]) or a specific process (e.g., the PIC/NIC analysis; (Daniels and Bailey, 2014).

A descriptive analysis (sometimes referred to as a direct assessment) includes direct observation and recording of the antecedents and consequences surrounding a target performance (Fante *et al.*, 2010). The experimental analysis involves manipulating relevant antecedent or antecedent and consequence events to the target performance (Therrien *et al.*, 2013). The use of a systems analysis tool often includes creating and examining a visual representation of a process or system (e.g., process map; (Brache and Rummler, 1995). One method for identifying

the function of problem behavior is conducting a Functional Analysis (FA) (Iwata *et al.*, 1994), an analog assessment that systematically manipulates and evaluates the effects of environmental variables on problem behavior occurrence. Since the introduction of the FA in 1982, numerous procedural variations have been evaluated. One such variation was the brief functional analysis which adapted aspects of the original FA such as session length to address the needs of patients who presented to a one-time 90 min outpatient. Relative to problem behavior maintained by negative reinforcement, several studies have demonstrated that access to positive reinforcers can decrease escape claimed problem behavior when delivered contingent on compliance with a task.

Companies fail for lack of Social, Cultural, and Environment Adaptability (SCEA). In times of uncertainty, discontinuities, and global competition, SCEA is key for any organization's success and continuity. When building an objectively and subjectively business model, SCEA is crucial to add to the equation.

- Objectively + SCEA business model: they are sets of structured and interdependent operational relationships between a firm and its customers, suppliers, complements, partners, and other stakeholders, and among its internal units and departments (functions, staff, operating departments, etc.).
- The subjective + SCEA business model represents these mechanisms, delineating how it believes the firm relates to its environment.

Hence, for this paper, business models will be defined as cognitive structures providing a theory of how to set boundaries to the firm, create value, and organize its internal structure and governance.

2.1. Performance Management System and its Value to a Company

The Performance Management System (PMS) is in one-word practicality. The PMS is not a generalized abstract theory; it sets specific actions for increasing desired performance and decreasing undesired ones. The PMS procedures have been validated against measurable results in a wide variety of applications. Most firms that have successfully used the PMS have reported higher Returns on Investments (ROI) ranging from 4:1, 32:1, and 60: 1 in their first year (Daniels and Bailey, 2014)

$$ROI = \frac{Net\ Return\ on\ Investment}{Cost\ of\ Investment} \cdot 100\%$$

or

$$ROI = \frac{Final\ Value\ of\ Investment - Initial\ Value\ of\ Investment}{Cost\ of\ Investment} \cdot 100\%.$$

The PMS can be used both for the short-and-long-term result. According to (Fein, 1981;1983), the PMS has been beneficial to the engineering industry, research, and development industry, safety industry, distribution, and transportation industry, and the customer service industry.

- *It is easy to understand:* the PMS is easy to understand and requires no formal psychological training.
- *It maximizes all kinds of performance in most industries:* PMS is based on knowledge acquired through the scientific study of behavior and feedbacks the principles apply to behavior wherever it occurs.
- *The PMS creates a flexible working environment:* the PMS gives both the PM and their crew work-life-balance and can also enhance relationships at work, home, and in the community.

2.2. Performance Management System as a (Social)-Science

Social science studies human beings, societies, and the relationships between them, while science is the intellectual and practical systematic approach in disproving an idea. While PMS is a (Social)-Science, it has its roots in Operant Conditioning (OC), a branch of psychology. OC is sometimes referred to as instrumental conditioning, and it is a method of training that employs a rewards and punishments system for behavior.

Through OC, an association is made between a behavior and a consequence (whether negative or positive) for that behavior. Skinner, who is the father of OC, but his work was based on Thorndike's law of effect, introduced a new term into the law of effect and reinforcement. The reinforcement tends to be repeated and strengthened, while behavior that is not reinforced tends to diminish and weaken. Skinner (1936) defined OC as changing behavior metanoia using reinforcement given after the desired response. He identified three primary responses or operant that can follow behavior.

Neutral operant, which neither increases nor decreases probability repetition, can either encourage positive behavior and discourage negative behavior in economics. This is called the 'Token Economy,' and the punishers reduce the likelihood of repeated behavior. The Business Model Canvas BMC is a good tool in structuring a token economy. The BMC shows how PM decides when you have encountered an obstacle so big that you should quit and do something else because it is counterproductive? And how not to get into counterproductive persistence.

Table-1. Sample of a Business Model Canvas (BMC)

Key Partners	Key activities	Value propositions	Customer relationship	Customer segment
	Key resources		Channels	
Fixed and Variable Cost Structure			Revenue streams	
Author's Creation				

The BMC (see Table 1) outlines critical steps in visualizing the PM decision-making channels. Skinner (1953) established the fundamental principles that we still employ today: conditioning, extinction, stimulus discrimination, motivation/drive, schedules of reinforcement, and outlined the possibility of the science of human behavior, saying that "science is first a set of attitudes. It is a disposition to deal with facts rather than what someone said about them."

Skinner (1953) work provides the foundation for PMT's practice today, and the most valuable principle is reinforcement, which in this paper is defined as the consequence that follows a behavior that increases the probability it will occur again next time. Hence, if a PM wants its company to be successful[1], wants something done more or less often, or in some cases, to do it differently because, in the long run, it will be more effective, Skinner's OC theory has been proven effective.

2.3. PM as an Archeologist

A good PM always tries to understand the causes of positives and, most importantly, negative results to ensure it doesn't happen again. A good PM must investigate any situation like an Archeologist to understand the causes of any results. The PM must recreate the scenario, dig through historical records, and [try to] recreate the situation. To be a proactive PM, one must define the results that one needs and then determine the behaviors that will produce and manage that behavior as they occur.

When a PM manages behavior daily, the PM is creating the future results that the organization values; because " [a] business is behavior." Within the last few years, businesses have become more aware of the need to change behaviors and staff members. Before the doctoring of the OC methodology, companies tried to achieve their goals by downsizing, moving staff around, and re-engineering these change methods used because people get confused with the difference between changing culture, behavior, and people. According to Peters and Waterman (1982), managers who understand behavior are more likely to know when to manage closely and when to relax their supervision in a way that still elicits the best performance from their direct reports.

Our knowledge of the principles of behavior does not change how they affect our behavior. Still, it guides us in developing effective, efficient, and satisfactory interactions with others at work and home. Deming (1986) stated that employees should not be held accountable for results when the system was out of control in the first place.

2.4. What is Performance?

A performance consists of a situation, one or more behaviors, tasks, and results combined to produce a specific accomplishment. When it comes to 'behavior,' which in this paper will be defined as little actions repeated every day, usually on autopilot-mode. Therefore, 'lazy,' which in this paper, will be defined as not showing enthusiasm in an endeavor, is not a behavior. Pinpointing the business case (result) is a challenging task, but the essential skill a PM will need to fix the performance problem.

Hence it is safe to say if a PM or any managerial staff wants to improve performance, the key to [his/her] success begins with defining or pinpointing the outcomes precisely. The term 'pinpointing' in this paper will be defined as being precise about behavior. Hence, next to delivering constructive and positive reinforcement pinpointing is the next most crucial skill for a PM to have. Therefore, performance can be described as [*'result of an outcome'* or *'products of behavior'*]. In general, a pinpoint(s) must be measurable, observable, and reliable[2]

2.5. What is the Difference between Results and Behavior?

A result is what's left after the behavior, while the behavior can be observed directly. People's behavior that is, what they say to each other, listening and active listening is an essential category of behavior (Skinner, 1957). According to Thompson (1978), from a profit of view, what people say to each other and how they say it [to each other] probably influences any different type of interaction in the private industry.

Thompson (1978) concludes that verbal interaction can make or break a company. Hence, You can't incentivize performance; you can only incentivize behavior. Other behavioral tools that can be used by a PM include but are not limited to:

- *The Antecedent, Behavior, and Consequence Model (ABCM),* also known as the three-term contingency model, isanalyzes and understandsorkplace behavior. The model builds on the fact that every behavior has an antecedent that precedes (prompts) and affects its future probability.
- *The Positive Immediate and Certain (PIC) and Negative Immediate and Certain (NIC)* analyses are used in performance management to analyze why people act the way they act. The PIC and NIC analysis assess different influences on behavior and identify how strong or weak the contingencies maintain them. It allows us to examine in detail the antecedents and consequences that affect a given behavior.

However, by using the PIC and NIC analysis, we can examine the external environment for causes that we can do something about. The PIC and NIC's primary aim is to understand behavior from the standpoint of the performer. To be successful at the PIN and NIC, you must relate to the other person's experiences: walking a mile in their shoes as the expression goes.

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[1] Some that meets the set out aims a goals effectively and efficiently, while reducing total cost of operations and ensuring he(r) team meats are happy.
[2] Using two or more independent observers

Table-2. PIC and NIC Analysis

Antecedents	Behavior	Consequences	P/N	I/F	C/U

Key:
P = Positive – will strengthen behavior
N = Negative – will weaken behavior
I = Immediate – while the behavior is occurring
F = Future – delays beyond the immediate
C = Certain – always follow the behavior; high probability
U = Uncertain – may or may not follow the behavior; low probability
Author's creation

Table 2 shows a sample of the PIC and NIC table. Positive or negative consequences are determined by the performer's history of reinforcement, not by whether you like the consequence.

2.6. Antecedent

An antecedent is a deliberate attempt to change or maintain behavior by presenting some stimulus before the action occurs or anything a person senses (see, hear, [and/or] touch) that contains information about behavioral consequences and increases the likelihood that they will respond. Generally, antecedents don't cause behavior. If they did, everyone would pick up their phones when they hear it ring.

The visualization techniques that have become popular, particularly in sports, are often an antecedent approach to changing performance. The founding scholars' positive thinking approach (Carnegie, 1936; Mandino, 1986) has attempted to change behavior through antecedents in the form of advice. Advertising uses antecedents to influence behavior. Packaging, commercials, and direct mail campaigns all indirectly manipulate antecedents to encourage purchasing.

Common ways to use antecedents effectively include but are not limited to: When it immediately precedes a behavior, When it will signal a consequence desired by the catalyst, and When the correlation between the antecedent and the desired result is high. For an antecedent to be adequate, it must have the following characteristics: it must come before the desired behavior, it must pass precise information, and the consequences are sometimes the antecedents.

2.7. After Action Reviews

An After-Action Review (AAR) is a well-structured debriefing process used by PM to analyze a situation or a past event on:
- What happened?
- Why did it happen?
- How can it be done better next time?

Many PMs conduct an AAR to extract lessons from past projects and apply the learned lesson (s) to new projects. One major shortcoming with the AAR is that with little practice and teams implementing the lessons learned from their past projects, team(s') to "[re]-discover" the same mistakes all over again.

2.8. Transforming your AAR from Diagnoses of Past Failure into Aids for Future Success

Understanding the difference between lessons and learning is key. A PM needs to understand lessons aren't the same as learning the lessons. This is a said misconception between the identification gap stage[3], implementation gap stage[4], and results gaps[5] in the PMT industry. PMs need to see the AAR as an ongoing learning process—rather than a one-time meeting, report, or postmortem. These distinctions set the stage for the AAR to be rigorous at the identification stage before the implementation stage, leading to the result stage without overlooking the intended results, anticipated challenges, and lessons from previous similar situations.

Today, most PMs conduct a per-AAR after each project milestone—, holding everyone accountable for quickly applying critical lessons in the next project phase. Companies that [are able] master this process gain—and—sustain—a competitive advantage over those that don't. They [are able] avoid repeating their past errors and build value for their stakeholders. In general, a reinforcer is any event, action, or object that has increased the frequency of a behavior. At the same time, reinforcement is described as any procedure by which those events or objects increase the behavior.

A PM cannot tell if an antecedent, review, or feedback is a positive or negative reinforcer based on one application. The PM must repeat the behavior before you know that the addition causes behavior. Basically, the difference between a reinforcer and reinforcement is the former is any event, action, or object that has increased the frequency of a behavior, while the latter is described as any procedure by which those events or objects increase the behavior.

[3] This is the process of identifying that a project is a failure
[4] The process of implementing the AAR once the project has been short down
[5] The after the identification and implementation stages has been sucessful

2.9. The Product Manager's Prioritization Technique

Figure 1 shows the PM's prioritization technique, also known as a scale of economics preference and sometimes confused as opportunity cost[6]. It shows the three pillars necessary for a PM to build, organize, and reorganize an enterprise. The first pillar is to have good financial analytical skills and understand the implication of the enterprise's cost and benefits results. The second is ensuring the business is focused on its business Mission, Vision, and Goals (MVG). The third is creating and understanding the implication of business Strengths, Weaknesses, Opportunities, and Threats (SWOT).

**Figure-1.** The PM's Foundational Prioritization Technique
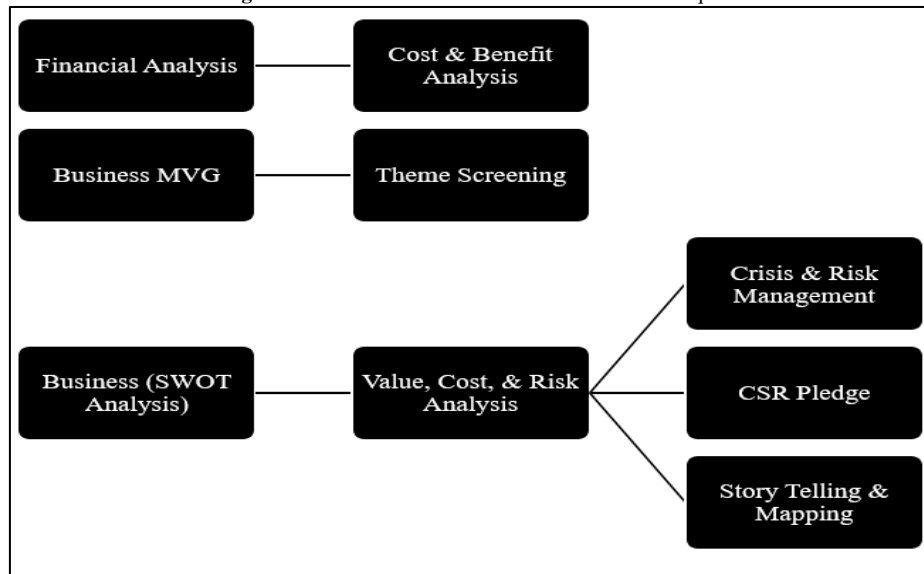
Mission & Motivation, Vision, and Goal (MVG)
Civil Social Responsibility Pledge (CSR Pledge)
Author's creation

The business SWOT analysis tracks how an organization gets information from inside and outside sources. In other words, how much it depends on information that is not directly or indirectly correlated to the business MVG and financial results.

2.10. The Kano Prioritization Model of Product Development and Satisfaction:

Noriaki Kano developed the Kano Prioritization Model, a Japanese researcher from the Tokyo University of Science and Quality Management in 1984 (Kano *et al.*, 1984).

Figure-2. The Kano Prioritization Model
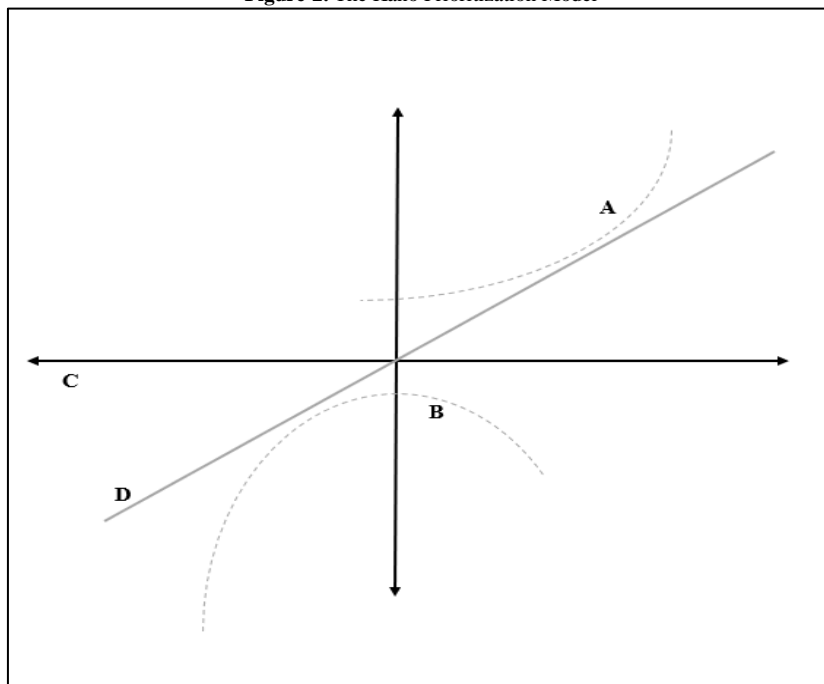
Where the:
Vertical line = Customer Satisfaction ((+) = satisfaction; (-) = dissatisfaction)

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[6] An alternative (next best) iteam foregone.

Horizontal line = Realization scale ((+) = fully fulfilled; (-) not fulfilled)
A = Delighters (didn't expect but like the result)
B = Basic (expected result and can decrease satisfaction)
D = desired qualities and movements
Author's creation

The model helps a PM determine customers' (projected and current) satisfaction level with an enterprise product. The Kano Model is built on the following premises: customer satisfaction, measured on the vertical line in Figure 2. The positive vertical axis represents customer satisfaction, while the negative axis represents customer dissatisfaction. On the other side, the horizontal axis represents the customer's realization scale after using the product. The positive horizontal axis indicates that the firm met the customer's expectation, while the negative axis means the customers' expectations were not met.

Figure-3. The Kano Prioritization Metrics Table

| | | Satisfaction | | | | | | |
		Exceeded expectation	Above expectation	Met expectation	Neutral	Fell-short of expectation	Below expectation	Dissatisfied
Realization	Exceeded expectation							
	Above expectation							
	Met expectation							
	Neutral							
	Fell-short of expectation							
	Below expectation							
	Dissatisfied							

Author's creation

According to Rotar and Kozar (2017), Kano proposes two dimensions to represent how customers feel about our products. Kano *et al.* (1984) 4 first dimension is the satisfaction scale (also called Delight and Expectation) to total dissatisfaction (didn't meet expectation). The other is the realization/investment/sophistication or implementation dimension, representing how much the product meets the customers' realization expectations.

2.11. Quality Function Deployment/House of Quality

The Quality Function Deployment (QFD) or House of Quality (HQ) is another method that originated from Japan by Yoji Akao, a planning specialist, in 1966. The QFD/HQ application is beneficial in the PMT industry due to its valuable tool that allows PMs to focus on products and product design processes from different dimensions that address the (why, what, and how) question(s) (Akao, 1988).

Figure-4. Quality Function Deployment or House of Quality
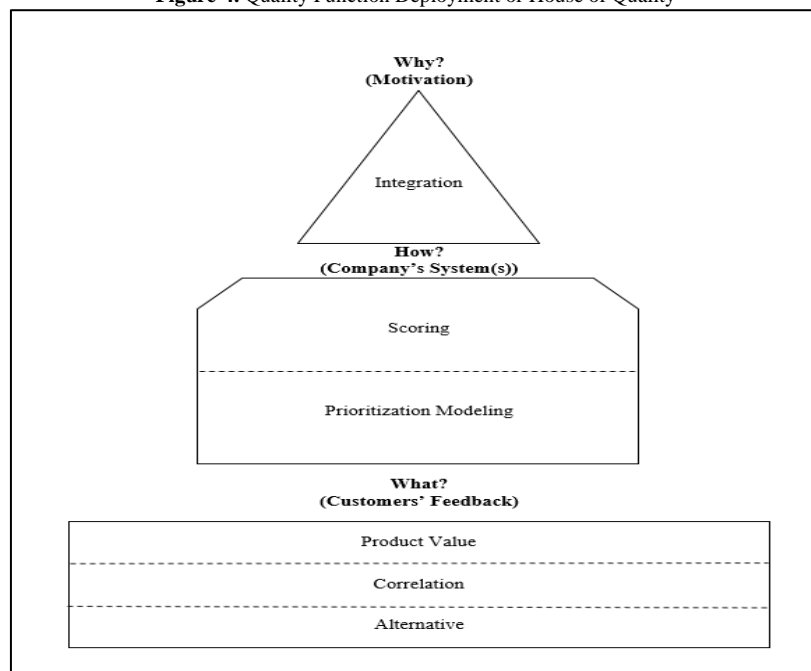
Author's creation

The "what" section of the QFD/HQ identifies:

- Consumers' needs: this has to do with identifying potential products that customers may need.
- Consumers' wants: this has to do with resolving or producing products that address customers' current issues.
- Creating alternatives: with the help of a SWOT analysis, PMs can identify the next best step.
 The "how" section of the QED?HQ identifies:
- Creates' the prioritization model and the scoring model using a matrix table (see Figure 3).
  The "why" section integrates the QED/HQ.

2.12. Outcome-Driven Innovation

Developed the Outcome-Driven Innovation (ODI) technique that builds on the presupposition that people buy goods and services that get their needs satisfied or get the required job done. Hence, producers value their feedbacks in understanding the satisfaction level(s) of their product(s). This feedback (See Figure 5) creates opportunities for innovation in underserved areas and outlines managerial strategies in overserved areas (analyzing the opportunity cost of inputs in that sector of the economy).

Figure-5. Outcome-Driven Innovation
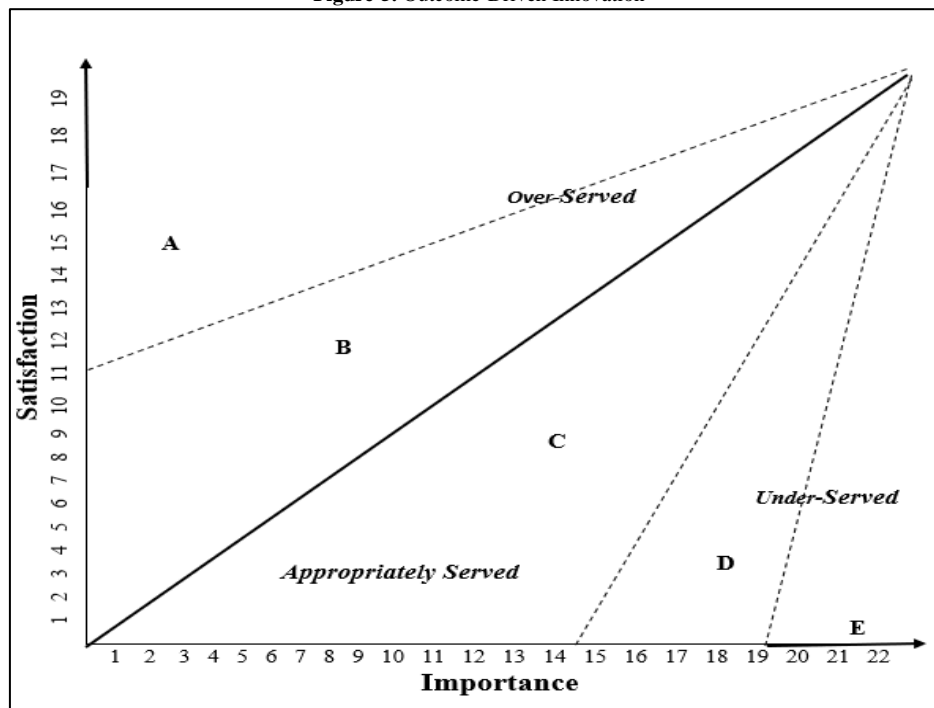
Author's Creation

2.13. Software/Process (S & P) Architecture

S & P architecture manages complexity to produce simplicity by breaking down the complex into smaller manageable modules. Software architecture comprises of patterns, principles, and guidelines that follow documentation-structure, process-structure, and system-structure.

Figure-6. S & P Architecture
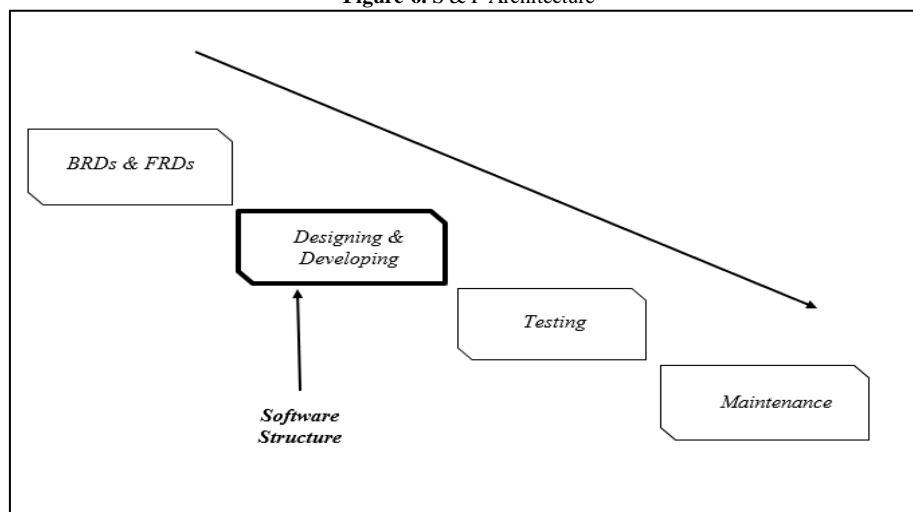
Author's Creation

Figure 6 shows a simple S & P architecture system from the Business Requirement Documentation (BRDs) to the Fuctional Reuirement Documentation (FRDs) to the design and development stage, testing maintenance. S & P architecture are categorized by layouts, models, and communication system. They are designed by domain-driven, objective-oriented, layered, message-driven, client-driven, and N-Tier architecture. While Figure 7 shows a more complex S & P architecture with a dynamic communication system between peers and clients from a single database system.

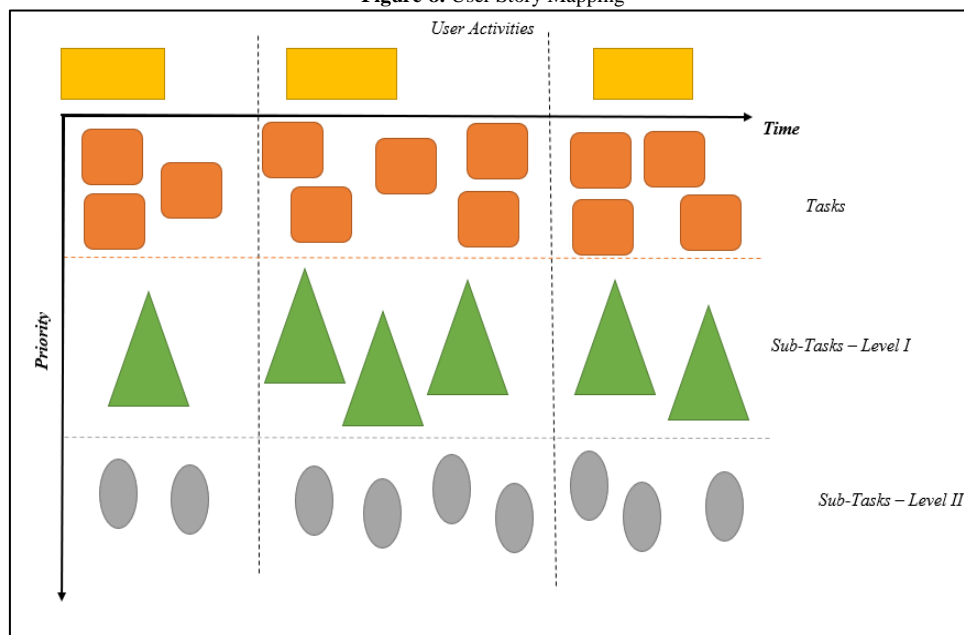**Figure-7.** S & P Architecture Communication Stream
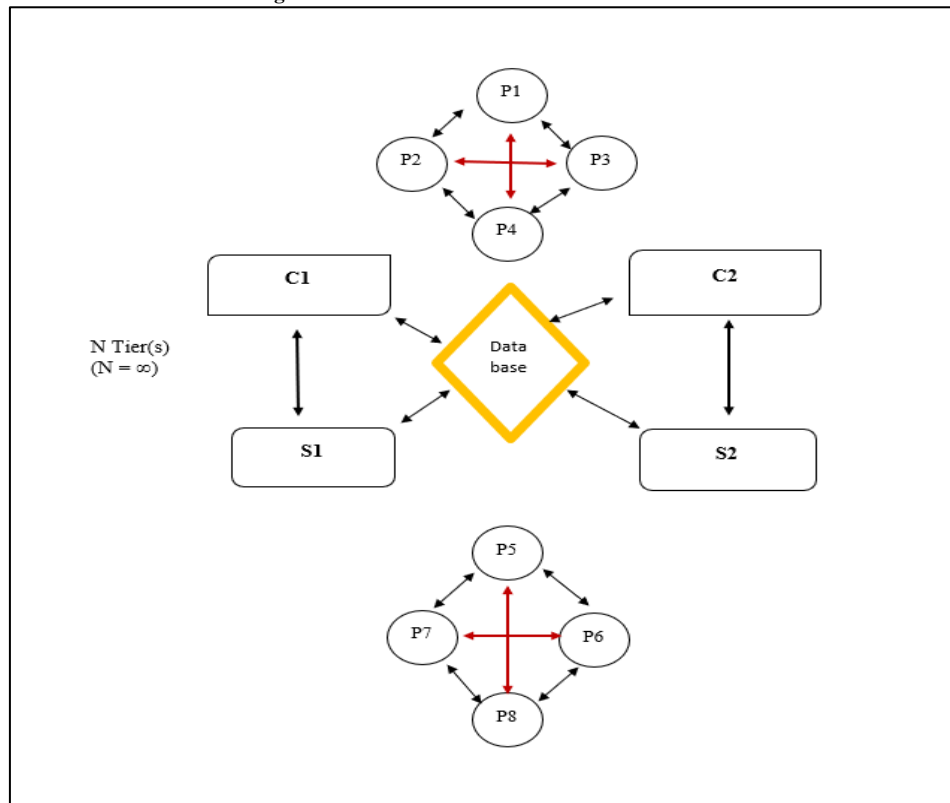
Where
C = clients
P = peer
Author's creation

2.14. Story Mapping

Patton (2015), created the story mapping model. Story Maps states that single-list product backlogs are inefficient, and a better prioritization model is needed. A Story Mapping can be organized in the following way (See, Figure 8):

Figure-8. User Story Mapping

Author's Creation

The horizontal axis represents usage and time sequence; user tasks are placed along this axis in the row in which they are performed. In contrast, the vertical line represents the user activities' levels of priority in the story map; user tasks are arranged vertically as to how important they are (task, sub-task—level I, and sub-task—level II). Equally important tasks are sometimes kept at the same level, but keep it is better always to differentiate to create efficient plans.

The Must-Should-Could-Won't-have (MoSCoW) method: It is used to reach an agreement on what is more important to producers, shareholders, stakeholders, and customers.

Marketing Requirement Document (MRD): This document translates the customer's needs and wants for goods and services.

Business Requirement Document (BRD): is a transcript from the client to the scrum master of the project requirements, objectives, prototype of the project's functionality.

Product Requirement Document (PRD): transcribes the product's capabilities, and it is useful for type one and two error testing.

Functional Requirement Document (FRD): This is a formal statement from the scrum master to the IT department of the application's requirement.

The IDEA MODEL: The IDEAS model seen in Figure 9 is a tool like the business model canvas or a business plan that consists of practical tools for designing, creating, and implementing change. It supports a design process that includes but is not limited to value-proposition, innovation, in-depth customer requirements, prototypes, and a build-test-learn cycle (Browne and Keeley, 2007; Cohen, 2009; Facione and Gittens, 2016).

Figure-9.

Author's Creation
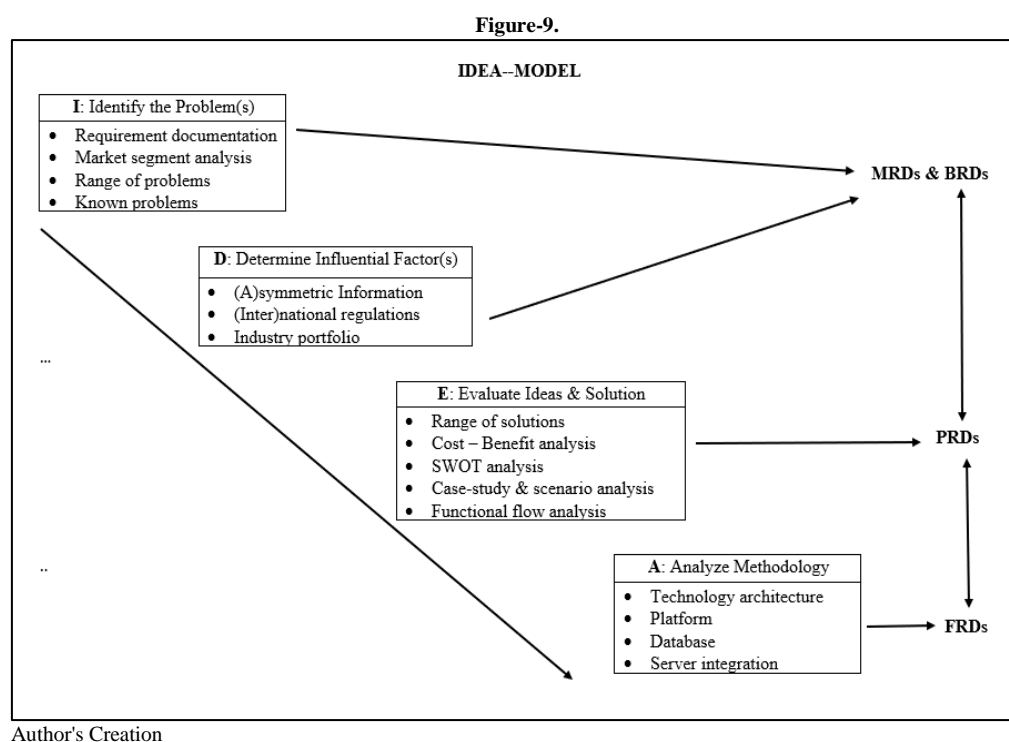
3. Conclusion

The paper analyzed the performance management industry from a behavioral perspective, building on Skinner (1936) Skinner (1953) Skinner (1957) and Nash (1950a) Nash (1950b) Nash (1951) studies. The paper covers the concept of performance management as a business analyst, scrum master, archeologist, and leader. The research delves into the founding history of performance management and analyzes critical performance management tools. And concludes that performance management should be seen, managed, and played as an infinite game while creating incentives for the players who will, in turn, drive productivity in any industry. The paper contributes to the existing literature on performance management as it reviews and delves into the performance management system's main concepts. The study examines performance management in a managerial science literature, and it will serve as a precision and accurate navigating tool in the performance management industry.

4. Contribution/Originality

The paper contributes to the existing literature on performance management by reviewing the field in a single article and delving into the performance management system's main concepts. The study is one of the few papers that have examined performance management in a managerial science literature, and it aims to serve as a precision and accurate navigating tool for performance managers in the industry.

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