

Performance Management Redefined

How to build a program people will love



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Performance Management Redefined

How to build a program people will love

- What the research is saying
- Why change is necessary
- 4 Key change considerations
- Building your program
- Rolling out a successful program
- Q&A

THE WORKPLACE IS CHANGING



Every aspect of an employee's work life is experiencing profound change



Dealing with multiple generations, cultures, geographies



Growing use of contingent workforces



Ineffective collaboration – leading to burnout of “extra-milers”¹

¹ Source: HBR, *Collaborative Overload*, January 2016

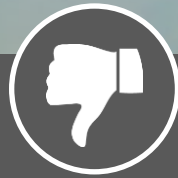
EMPLOYEE DISSATISFACTION



32%

Employees consider their employment a job rather than a career

Source: Mercer



28%

Employees have left annual reviews intending to look for a new job

Source: Wakefield Research



64%

Employees would like more focus on development

Source: Bersin by Deloitte 2015



EMPLOYEES WANT TO FEEL



VALUED



ACCEPTED



FULFILLED



CONNECTED



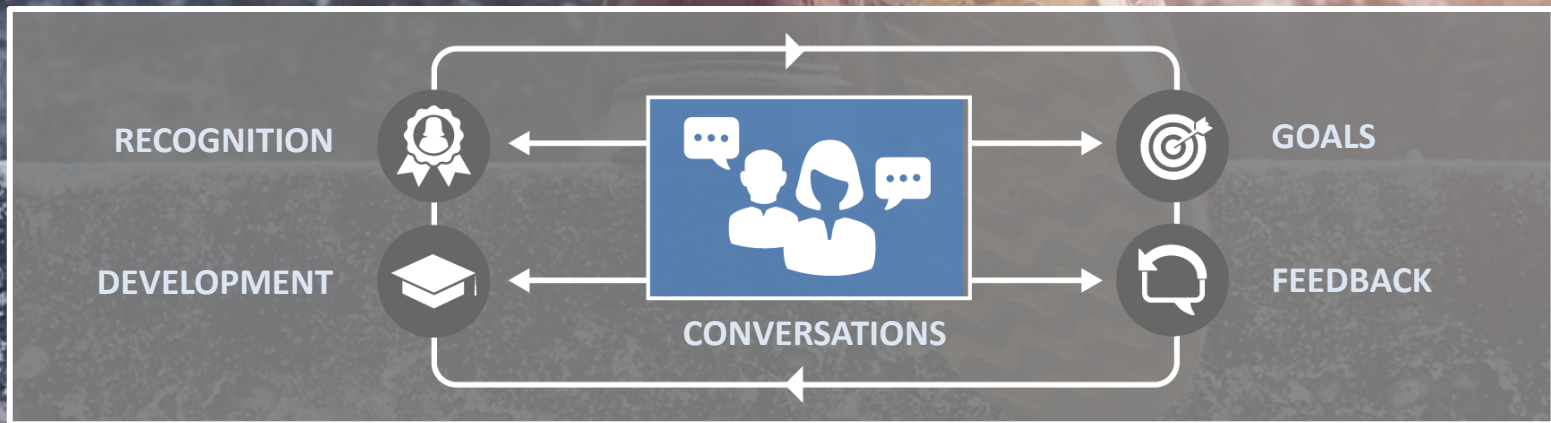
GREAT ORGANIZATIONS
ARE EVOLVING



**PERFORMANCE IS PART OF
DAY-TO-DAY WORK**
THE MOST INNOVATIVE TEAMS ARE EVOLVING
EVERY DAY, NOT ONCE A YEAR

– Donna Wiederkehr

FOCUS ON THE WHOLE PERSON, ALL YEAR



AUDIENCE POLL

If people don't like performance reviews, why do you think that is?

- The ratings make people feel bad
- They take a long time to complete and people are already busy
- Managers are uncomfortable addressing performance issues
- People don't see the point
- Other? Use the chat to let us know!

4 STEPS FOR BUILDING SUPPORT





1

IDENTIFY AUDIENCES



2

IDENTIFY BARRIERS



3

IDENTIFY CHAMPIONS



4

BUILD A COMMUNICATIONS PLAN

Designing your program



DESIGNING YOUR PROGRAM

1	WHO: Selecting your project team
2	WHAT: Defining your program elements
3	WHEN: How the cycle will run
4	HOW: Implementation considerations

SELECTING YOUR PROJECT TEAM

- Core team of people responsible for the tactical implementation and a steering committee who guide the process, provide input and approve decisions
- Include key members of your HR team and a representative selection of executives, directors, managers, employees, and outside consultants



Competencies versus goals

CONSIDERATIONS FOR PERFORMANCE

- Observations
- Outcomes
- Feedback

YOUR PROGRAM



- Engage
- Empower
- Impact

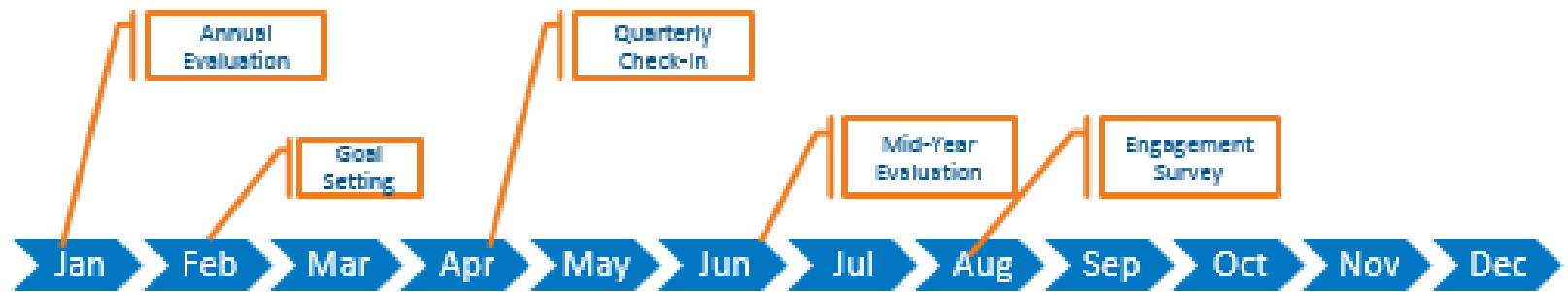
WHAT YOU WILL INCLUDE?

- Goal Setting
- Interim or Quarterly Reviews
- Project Reviews
- Performance Review
- Stay Interviews
- Engagement Surveys

HOW WILL YOU GATHER DATA?

- Manager reviews
- Employee self-appraisals
- 360 degree, multi-rater assessments
- Project reviews
- Development plans

SEE THE BIG PICTURE



Ongoing feedback/coaching

Learning

Development



HOW WILL YOU EXECUTE?

- Resources
- Time
- Data
- Training

DESIGNING YOUR TRAINING

The what & the how

- Writing SMART goals
- Giving effective feedback
- Coaching employees
- Supporting employee development
- Preparing for performance reviews
- Etc.

The delivery

- Leader-led classroom
- Leader-led webinar
- Web-based training
- E-learning
- Video
- Job aids
- Etc.



LATHER
RINSE
REPEAT



MEASURE & EVALUATE

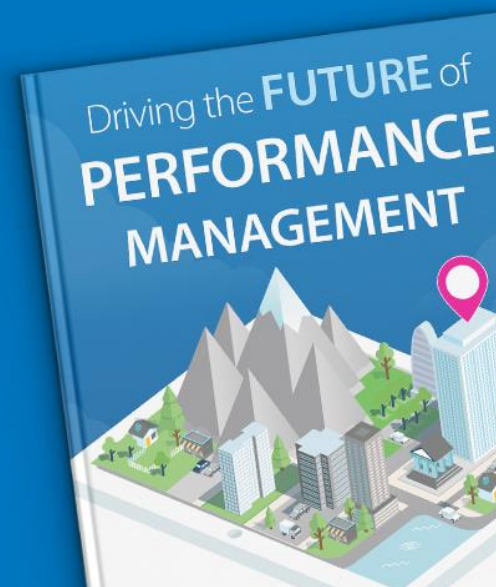
- How did it go?
- What did you get out of it?
- How can you improve it for the next cycle?

A PROGRAM PEOPLE WILL LOVE

- Streamline and automate wherever possible
- Normalize feedback through frequency (i.e. not once a year)
- Invest in your managers through training and coaching
- Involve managers and employees in the process re-design
- Maintain ongoing, transparent communications
- Share results: the good and the not-so-good

HELPFUL RESOURCE FOR YOU

Make the shift from
traditional to ongoing
performance management



www.halogensoftware.com/learn

QUESTIONS?



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