



**BUSINESS
PARTNER
PROGRAMME**

THE SESSION WILL START SHORTLY



**BUSINESS
PARTNER
PROGRAMME**

#4 PERFORMANCE & REWARD

WHAT WE'LL COVER TODAY



- 1 Why traditional performance management approaches don't work
- 2 New approaches to PM
- 3 How to get rid of ratings but keep bonuses
- 4 What your new approach to PM might look like
- 5 Why traditional reward and recognition isn't working
- 6 New approaches to reward and recognition



TRADITIONAL APPROACHES TO PERFORMANCE MANAGEMENT

ANNUAL OBJECTIVES

ANNUAL REVIEW

RATINGS

GUIDED DISTRIBUTION

A QUICK POLL

What's the status of your current approach?

1. We still have a traditional approach
2. We're working on moving to a new approach
3. We have already changed our approach

EACH
EMPLOYEES
ADULT CONSUMER HUMAN

NEW APPROACHES TO PERFORMANCE MANAGEMENT

EMPLOYEE OWNED

FOCUS ON THE TEAM

PROCESS-LITE
AND AGILE

COACHING NOT
ASSESSMENT

EMPLOYEE OWNED



FOCUS ON THE TEAM



PROCESS LITE AND AGILE



Adobe



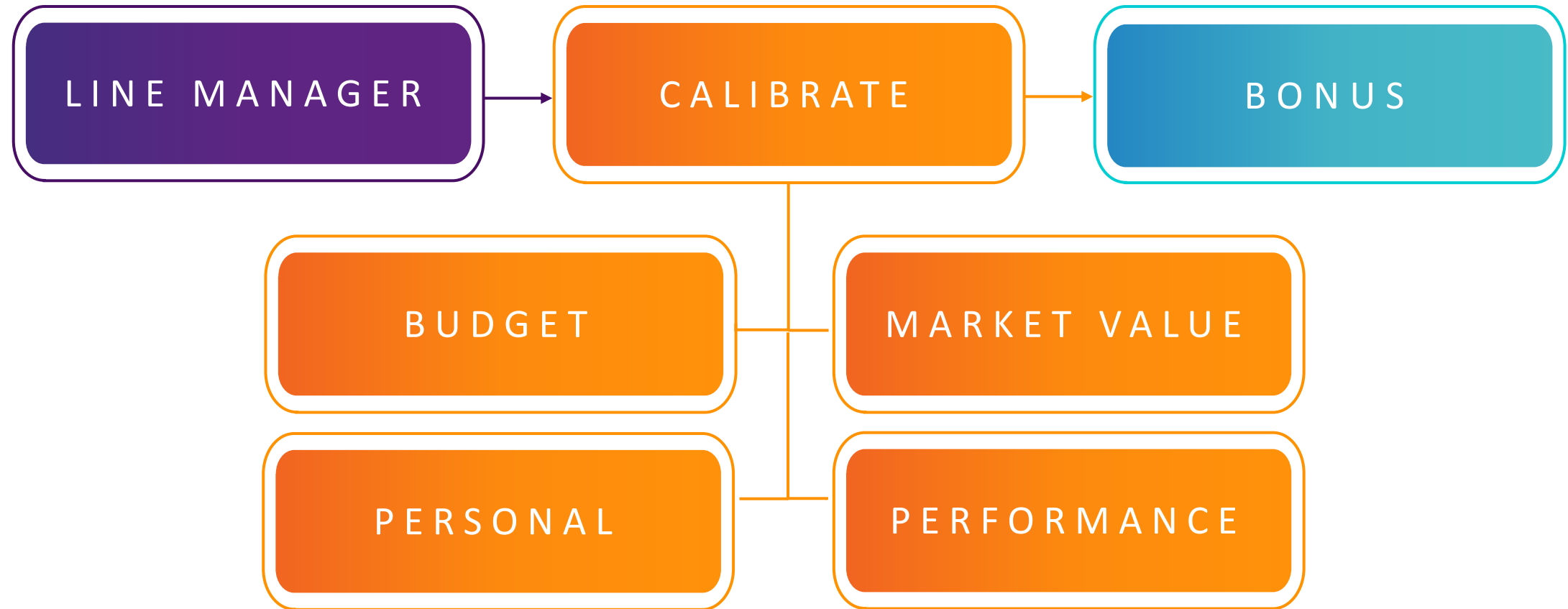
ATLASSIAN


accenture

COACHING NOT ASSESSMENT



LOSING RATINGS BUT KEEPING BONUSES- THE BIG DILEMMA



WHAT YOUR NEW APPROACH MIGHT LOOK LIKE

PRINCIPLES

TEAM FOCUS

FREQUENT
CHECK-INS

EMPLOYEE
OWNED

MEASURED
BY IMPACT

INDIVIDUAL PERFORMANCE CONVERSATIONS

IN THE FLOW OF WORK

CHECK-IN

- Informal
- Employee led
- Managers as a Coach
- Discuss and set outputs
- As often as employee wants

REWARD & RECOGNITION

- Informal
- In the moment appreciation
- Personalised gifts
- Salary/Bonus

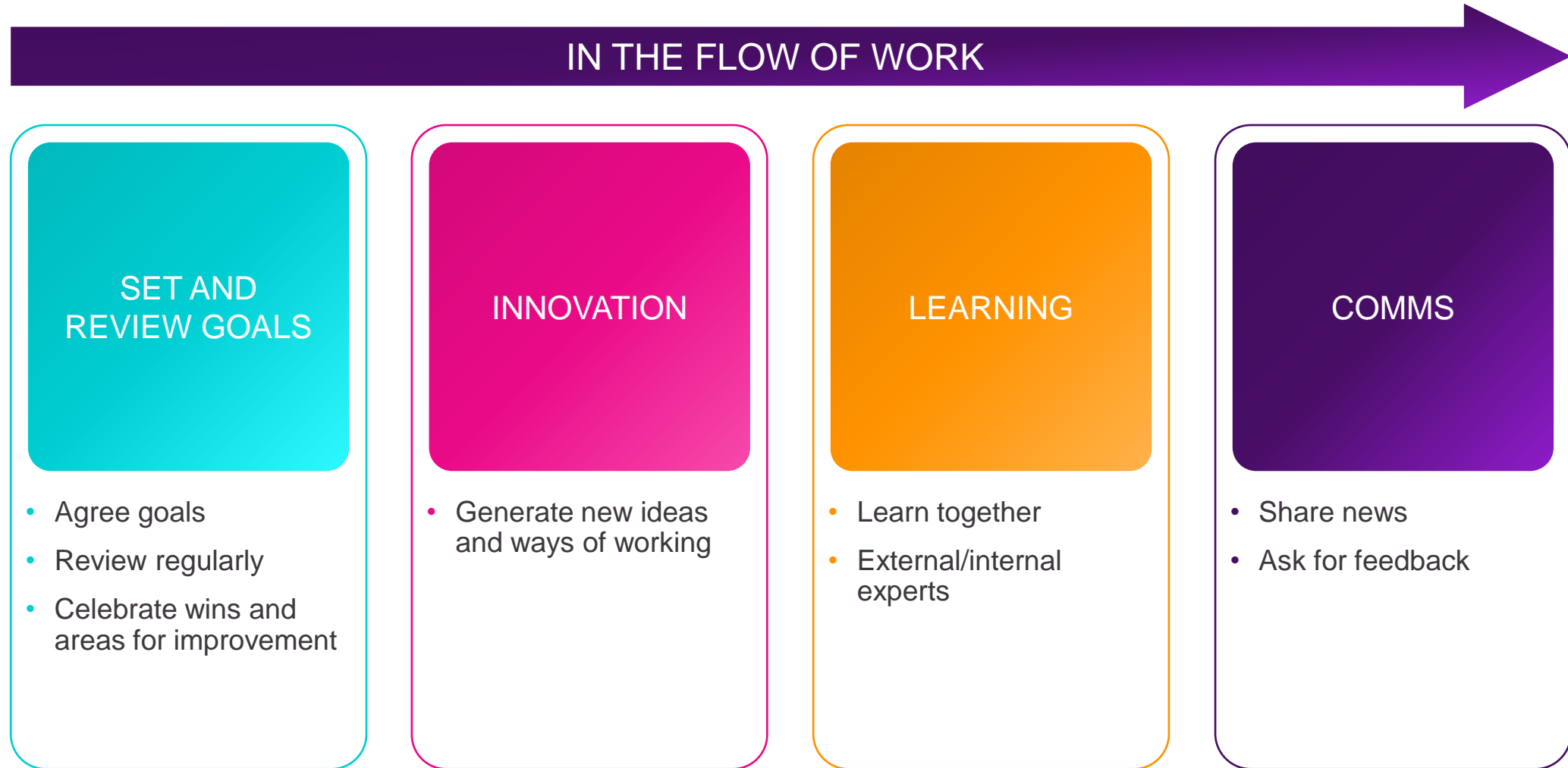
CAREER & LEARNING

- Informal
- Employee led
- Manager as a coach
- As often as employee wants

DIFFICULT

- Keep a record
- Timely
- Honest feedback
- Agree goals
- Follow up

TEAM MEETINGS



TOOLKITS FOR LEADERS

THE CHECK-IN CONVERSATION



Conversation Starters

- How are things going – how are you feeling?
- What are you working on and how can I help?
- Is there something that's not going so well at the moment? Why do you think that is?
- How can we make better use of your strengths?
- Do we need to adjust or change any of your goals/tasks?
- Can I share where I think you are doing well in achieving your goals?
- This is what I've noticed that you've done recently and the impact it has on the team.
- "If there's one thing I'd like to see you do less of it's ..."
- "What can I do differently to support you?"

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THE REWARD CONVERSATION



Conversation starters

- Let me explain our approach to reward here.
- How are you feeling about your reward package in general?
- Do you think your reward reflects your contribution, and if not why?
- This is where I see your reward package is at the moment e.g. below market rate, above market rate etc.
- The other factors that make up your reward package are ... e.g. pension, life insurance, etc.
- Let me tell you what changes I'm proposing and why.
- I just wanted to say thank you for ...
- I really appreciate how good you are at ...
- Which things matter most to you in your life right now? (security, flexibility, development, etc).
- What concerns do you have about your reward?
- To achieve a higher level of reward you'd need to ... (develop these skills, be prepared to move, take

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THE CAREER CONVERSATION



Conversation Starters

- Tell me about your aspirations - short and longer term?
- How have you grown in the last few months?
- How can we take advantage of opportunities in your current position to learn new skills?
- Let me tell you what I think are your biggest strengths and how we can utilise them.
- Let's think about what we can do now to help you with your future aspirations?
- What makes you stay here and what would make you want to leave?

... midway move to ... would be great for you

... discuss some ideas about how you might get development.

... anyone I can introduce you to who could



1. OBJECTIVE SETTING & REVIEW



Meeting Starters

- What are we really proud of achieving over the last few months and why?
- What could have gone better over the last few months and why?
- Were our previous objectives realistic?
- Are we trying to do too much, or could we be more ambitious?
- How have we used our strengths as a team? Were there any obvious skills gaps?
- What can we do differently?
- How might our team objectives need to change?
- Let me explain the ambitions of our business over the next few months and answer any questions you have
- Which 3 objectives are we going to pursue as a team over the next 3 months?
- What 2 or 3 success measures for each will determine whether we have reached it?

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Ask a group of managers ‘how does our current performance management system help you improve performance?’

**YOUR
ASSIGNMENT**

R E W A R D

WHAT DO WE WANT FROM REWARD AND RECOGNITION?

Our Organisation

Attract great people – differentiate us in the market – reflect our brand

Retain talent and encourage career movement

No bad press or employee 'noise' – feels fair – easy to explain

Affordable and easy to administer

Our People

Motivates us – makes us feel good about who we work for

Focuses us on the things that will drive better performance

Reinforces the right behaviours

Works for each of us – meets our individual needs

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Our Organisation

Attract great people – differentiate us in the market – reflect our brand

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No bad press or employee ‘noise’ – feels fair – easy to explain

Affordable and easy to administer

Most reward and recognition is very standard – lacks differentiation

Throw money at people when that isn’t the issue. Pay bands can prevent movement.

Increasing focus on unfair pay practices (senior execs, gender disparity)

Usually affordable – but best use of money? Flex bens often confusing

DO WE GET WHAT WE NEED?

Our People

Motivates us – makes us feel good about who we work for

Focuses us on the things that will drive better performance

Reinforces the right behaviours

Works for each of us – meets our individual needs

NPS for reward is on average minus 15

Often linked to annual objectives that tend to be out of date/irrelevant

Bonuses tend to reward individual contributions rather than team efforts

Tends to be one-size-fits-all

NEW REWARD APPROACHES



RETHINK THE
BONUS

REWARD
FREQUENTLY

REWARD
EACH OTHER

PERSONALISE

GETTING
CREATIVE

NOT MANY ARE GETTING RID OF THE BONUS

NETFLIX

ASCENTIAL

 **ATLASSIAN**



WE'RE SEEING A SHIFT TO TEAM BONUSES



blink



REWARD FREQUENTLY

#1

x8

REWARD FREQUENTLY



PERSONALISE



REWARD EACH OTHER

homebase

e-on

GETTING CREATIVE

patagonia[®]

Google

Haier


CISCO

POLL: WHICH OF THE KEY FUTURE REWARD AND RECOGNITION TRENDS ARE YOU USING?

1. Re-thinking the bonus

2. Peer to peer rewards

3. Personalised rewards

4. More frequent rewards

You can choose more than one

VIRTUAL WAYS TO SAY THANK YOU



THANK
YOU!

We'd like you to try out Nudges/Whispers

Share with your managers tips on how they can say thank you and ask them to say thank you to at least 3 team members in one week.

At the end of the week ask them how they got on and share with each other what worked etc..

**YOUR
ASSIGNMENT**

YOUR ASSIGNMENT



#1

Ask a group of managers 'how does our current performance management system help you improve performance?'

#2

Share tips with your managers on how they can say thank you and ask them to say thank you to at least 3 team members in one week.





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THANK YOU AND SEE YOU AT YOUR SEMINAR

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