



DISRUPTIVE HR

#BetterNormal: Performance Management



WHAT WE'LL COVER

- 1 Why traditional performance management can't work
- 2 New approaches and examples from other companies
- 3 How to get rid of ratings but keep bonuses
- 4 What YOUR new approach might look like
- 5 PM tech
- 6 Making change happen
- 7 The new role for HR in PM



EACH
EMPLOYEES
ADULT CONSUMER HUMAN

TRADITIONAL APPROACHES TO PERFORMANCE MANAGEMENT

ANNUAL OBJECTIVES

ANNUAL REVIEW

RATINGS

GUIDED DISTRIBUTION

NEW APPROACHES TO PERFORMANCE MANAGEMENT

EMPLOYEE OWNED

FOCUS ON THE TEAM

PROCESS-LITE
AND AGILE

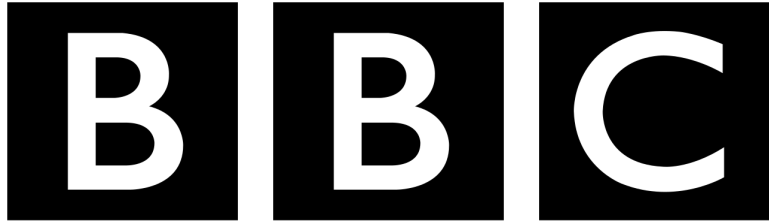
TECH ENABLED

EMPLOYEE OWNED



RIVER ISLAND

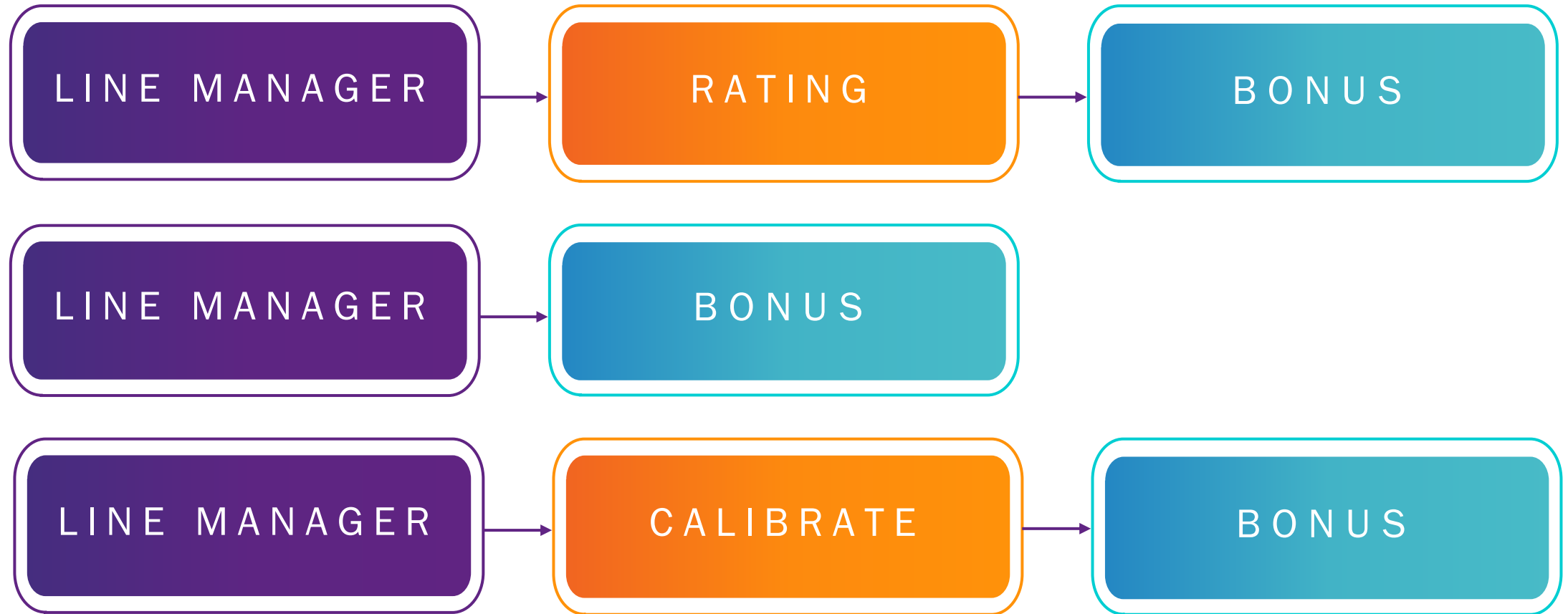
FOCUS ON THE TEAM



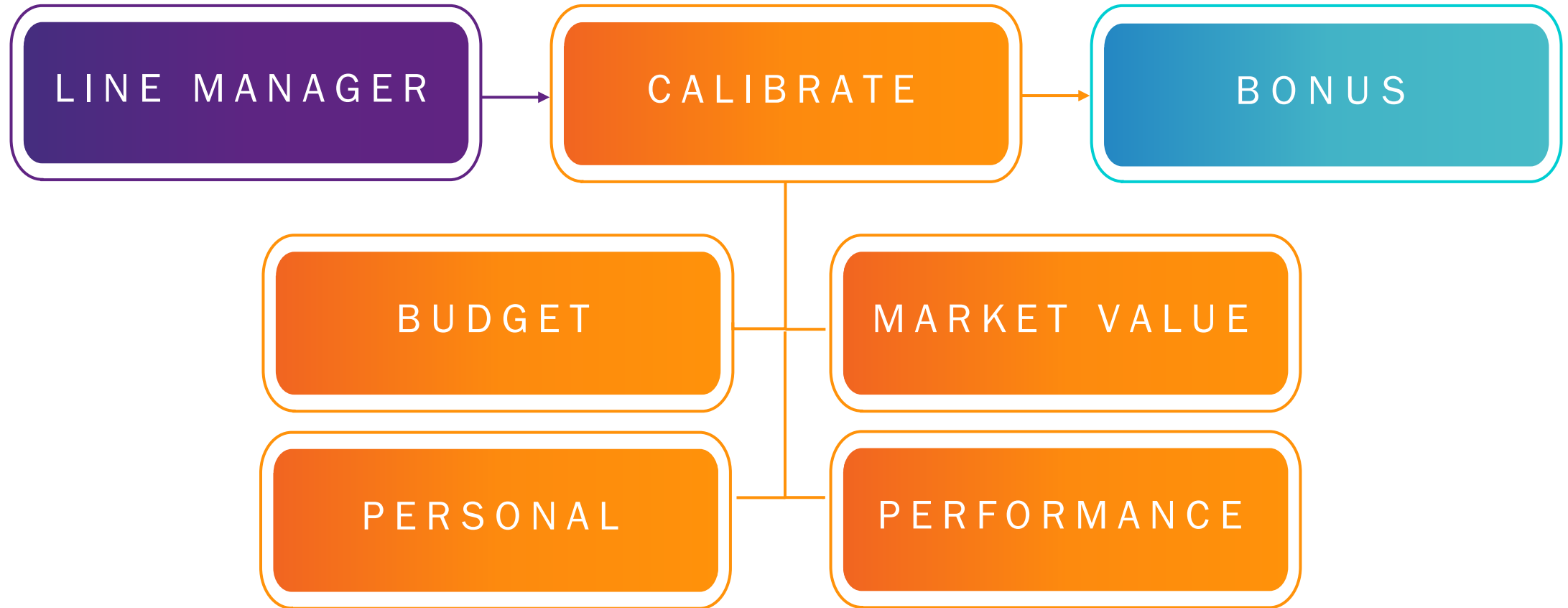
PROCESS LITE AND AGILE



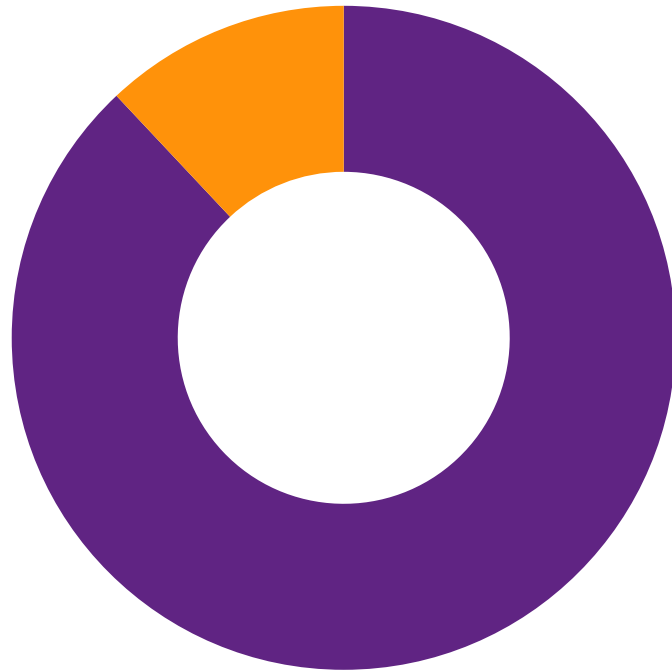
LOSING RATINGS BUT KEEPING BONUSES- THE BIG DILEMMA



LOSING RATINGS BUT KEEPING BONUSES- THE BIG DILEMMA



NEW APPROACHES APPEAR TO BE WORKING



■ Worth doing ■ Too early to tell

And ...

64% better quality conversations

54% more frequent conversations

59% better engagement

19% better talent retention

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WHAT YOUR NEW APPROACH MIGHT LOOK LIKE

PROPOSED FEATURES OF A NEW APPROACH

- **Team objective setting and reviews:** An increased focus on the performance of the team. Team meetings being used to discuss individual and team objectives and performance – with the team leader acting as a facilitator
- **Frequent check-ins:** These are the vehicle for performance improvements, development, appreciation and feedback. No set frequency – but based on employee-need. Short, informal and undocumented (unless they want to keep their own notes)
- **Employee-owned and driven:** We want our people to drive their own performance and development, so they decide what and the frequency
- **No ratings:** It's all about the conversation not the grade
- **No annual process:** There's no appraisal season! Objectives and performance are reviewed/updated/calibrated regularly and there's no end of year conversation
- **Measured by impact:** We will ask our people regularly for feedback on how it's going

INDIVIDUAL PERFORMANCE



TEAM PERFORMANCE

Share news
Listen to feedback



Set and refresh short-term team goals



Celebrate wins and areas for improvement

TEAM MEETINGS

Develop new skills together



Generate new ideas and ways of working

THE DIFFERENT CONVERSATIONS

The key to better performance is better conversations!

We believe there are four types of one-to-one conversations that need to happen with your team members:

1. The **check in** conversation
2. The **reward** conversation
3. The **career** conversation

And hopefully you don't have to use this one very often, but if something is going wrong:

4. The **difficult** conversation

And with your whole team:

Objective Setting and Review Meetings



Coming Soon!!!!

PERFORMANCE MANAGEMENT TECH

FEEDBACK/IMPROVEMENT

officevibe

TINYpulse®

GLINT™

friday feedback

PERFORMANCE MANAGEMENT

impraise

Culture Amp

Clear Review

betterworks®

15Five

MAKING IT HAPPEN



Who do you need to convince?



Get permission to explore



Who are you designing it for?



What experience do you want to create?



Agile product design techniques



Tools to help it work

EACH
EMPLOYEES
ADULT CONSUMER HUMAN

ADULT

HR..

- NOT A COMPLIANCE OFFICER
- PROCESS LIGHT
- OUR PEOPLE OWN THEIR OWN PERFORMANCE AND CAREER
- COACHING LEADERS TO HAVE BETTER CONVERSATIONS

CONSUMER

HR..

- PULSE SURVEYS TO MEASURE IMPACT
- INSIGHT FOR LEADERS TO HELP THEM CUSTOMISE APPROACH
- OPTIONS FOR PERSONAL PREFERENCES AND DIFFERENT BUSINESS AREA NEEDS

HUMAN

HR..

- UNDERSTANDS WHAT HELPS DRIVE BETTER PERFORMANCE
- USER-FRIENDLY PRODUCTS AND TOOLKITS
- THE 'PEOPLE' – NOT THE PROCESS EXPERT
- FOCUS ON THE OUTCOME RATHER THAN THE PROCESS
- USES HUMAN LANGUAGE NOT JARGON



THANK YOU AND GOOD LUCK!

www.disruptivehr.com