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re: performance®

*re:think, re:imagine, re:design performance management
in the age of individualism and customization*



1

What we know about traditional Performance Management

What we know about today's world of work

2

3





Ideas when rethinking performance management

How to gain support and get started

4

1

What we know about traditional Performance Management

-  Traditional approaches impede the reception of feedback and limit honest dialogue.
-  Appraisals seek the negative, rather than focusing on strengths.
-  Fairness and standardization in ratings or the judgment of performance cannot be achieved.
-  The output is unreliable for making talent decisions.
-  No solid evidence that the process motivates people or leads to improved performance.
-  Pay-for-performance does not deliver improved performance.
-  The focus is on the individual, rather than the system or organization.
-  Comparing people erodes attempts to create a collaborative culture.

What we know about today's world of work

2

<p>1</p> <p>past performance to future capability</p>  <p>focus</p>	<p>2</p> <p>manager to employee</p>  <p>ownership</p>	<p>3</p> <p>few to many</p>  <p>voices</p>
<p>4</p> <p>Pay for Performance</p> <p>Pay for Capabilities</p> <p>Reward for Contributions</p> 	<p>5</p> <p>individual to team</p>  <p>goals</p>	<p>6</p> <p>controlled to manage exceptions</p>  <p>oversight</p>

3

Ideas when rethinking performance management

- There is no 1 right answer ... there are some bad ones

- The *best* design for you, won't be the *best* for the next guys ... good designs reflect the culture, talent, maturity & strategy of the organization

- New solutions are often more simple ... getting there is rarely simple

How to gain support and get started

4

- ✓ **Build your confidence – be ready to act with courage**
- ✓ **Assess your starting place**
- ✓ **Start the conversation**
- ✓ **Build your case for change**
- ✓ **Lay out a clear process**



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Thank You

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