

MODERNIZING PERFORMANCE MANAGEMENT

LEARNING TO APPLY THE NEW RULES

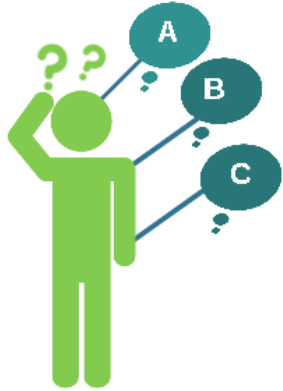
Jamie Resker

Founder & Practice Leader
Employee Performance Solutions



employee performance solutions
because your employees are your business

Agenda



Define

- Performance
- What You Are Trying to Achieve



Measure & Track

- How will you measure and develop employees without annual reviews and ratings?
- Pay Decisions



ID Issues

- Proactively course-correct off-target performance



Design

- HR
- Employee

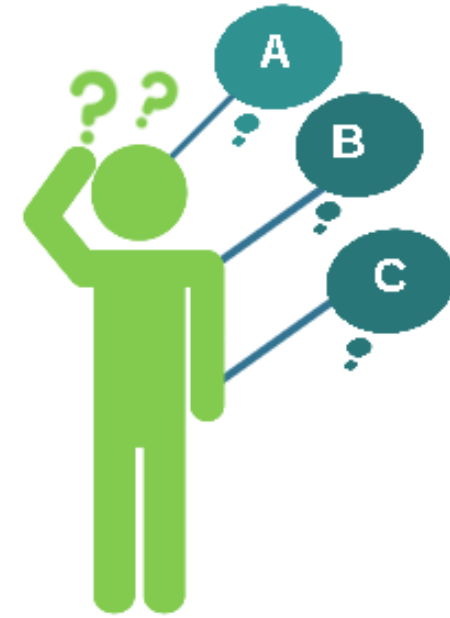


Reshape Communications

- Conversation Types
- Manager as Coach

#1

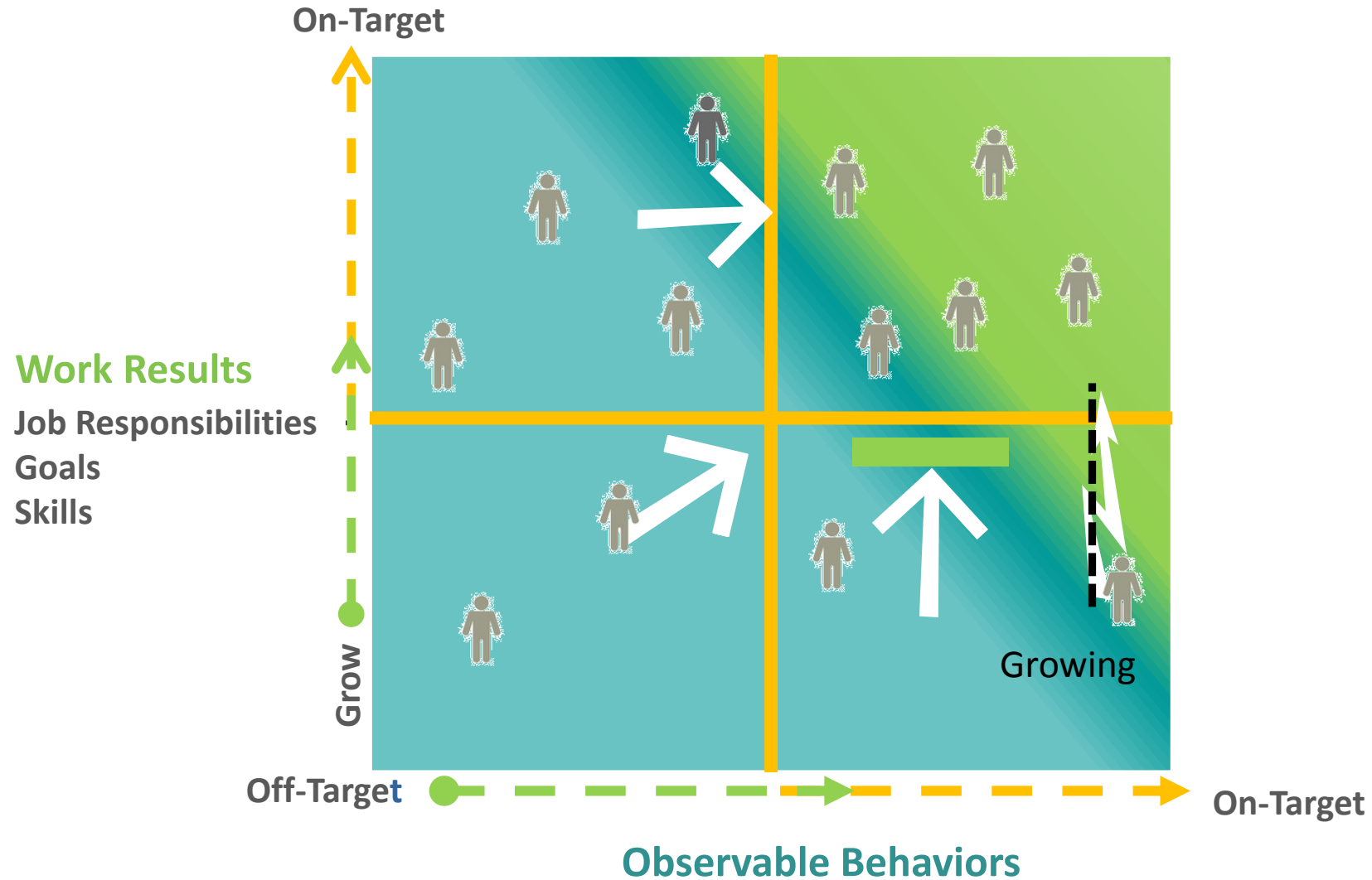
Define



Do not start a redesign before:

Defining performance and what you want to achieve

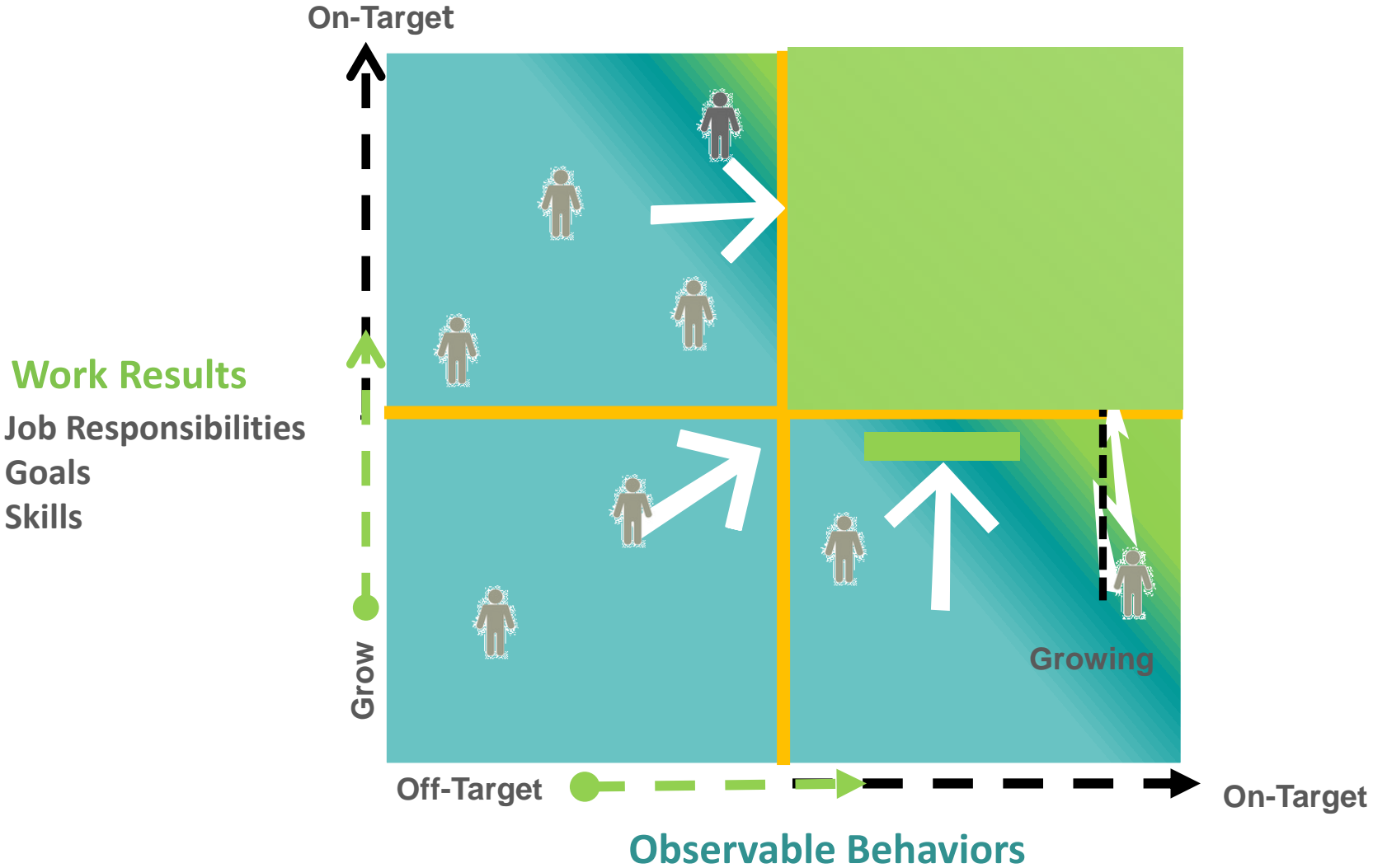
Employee Performance Continuum



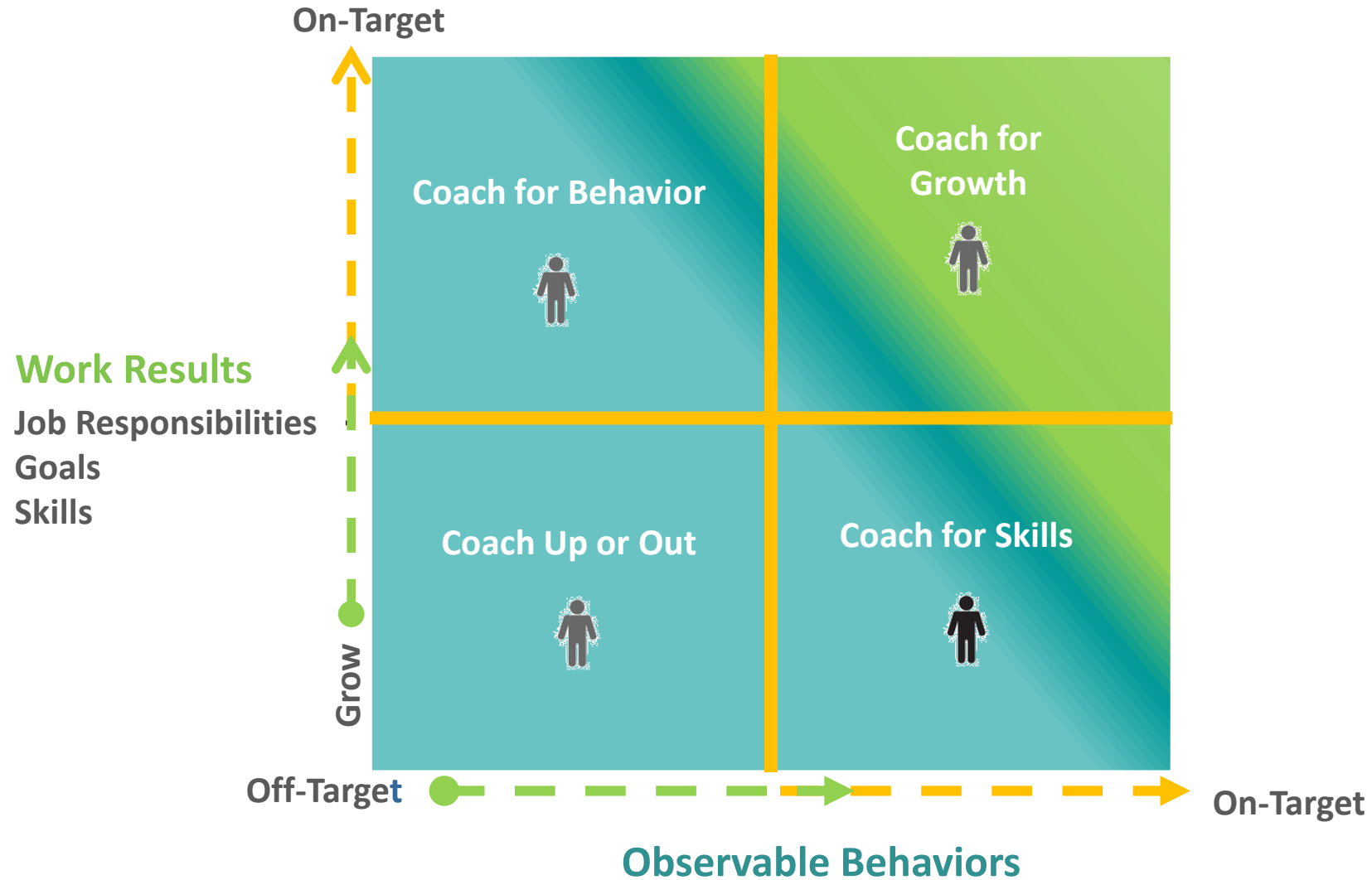
#2 What Are You Trying to Achieve?

What Are You Trying to Achieve?

Employee Performance Continuum



Employee Performance Continuum



#2

Measure and Track



Do not drop measurement and tracking

Decide how you will support managers to measure and develop employees without annual reviews and ratings

Manager

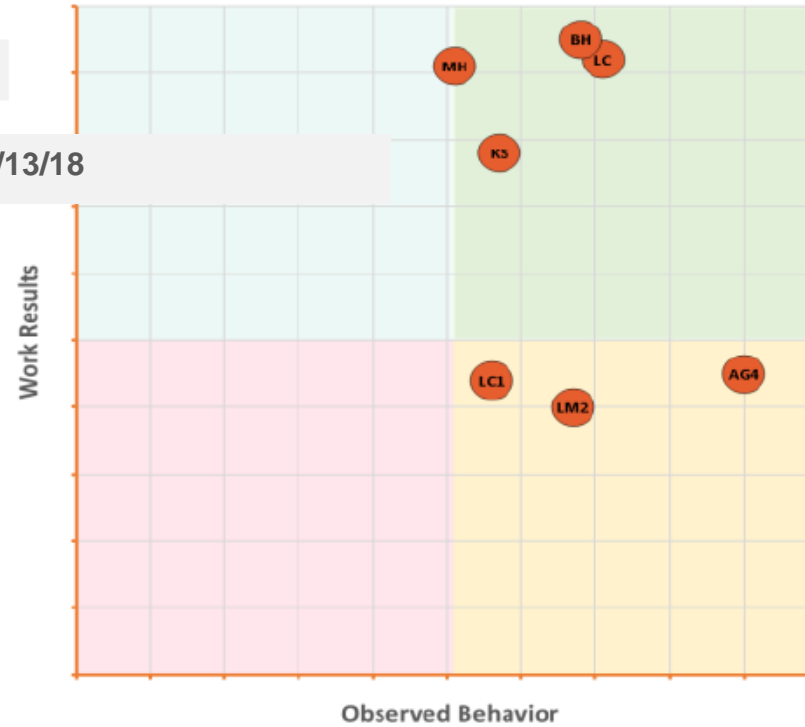
S Filkins

Plotting Date

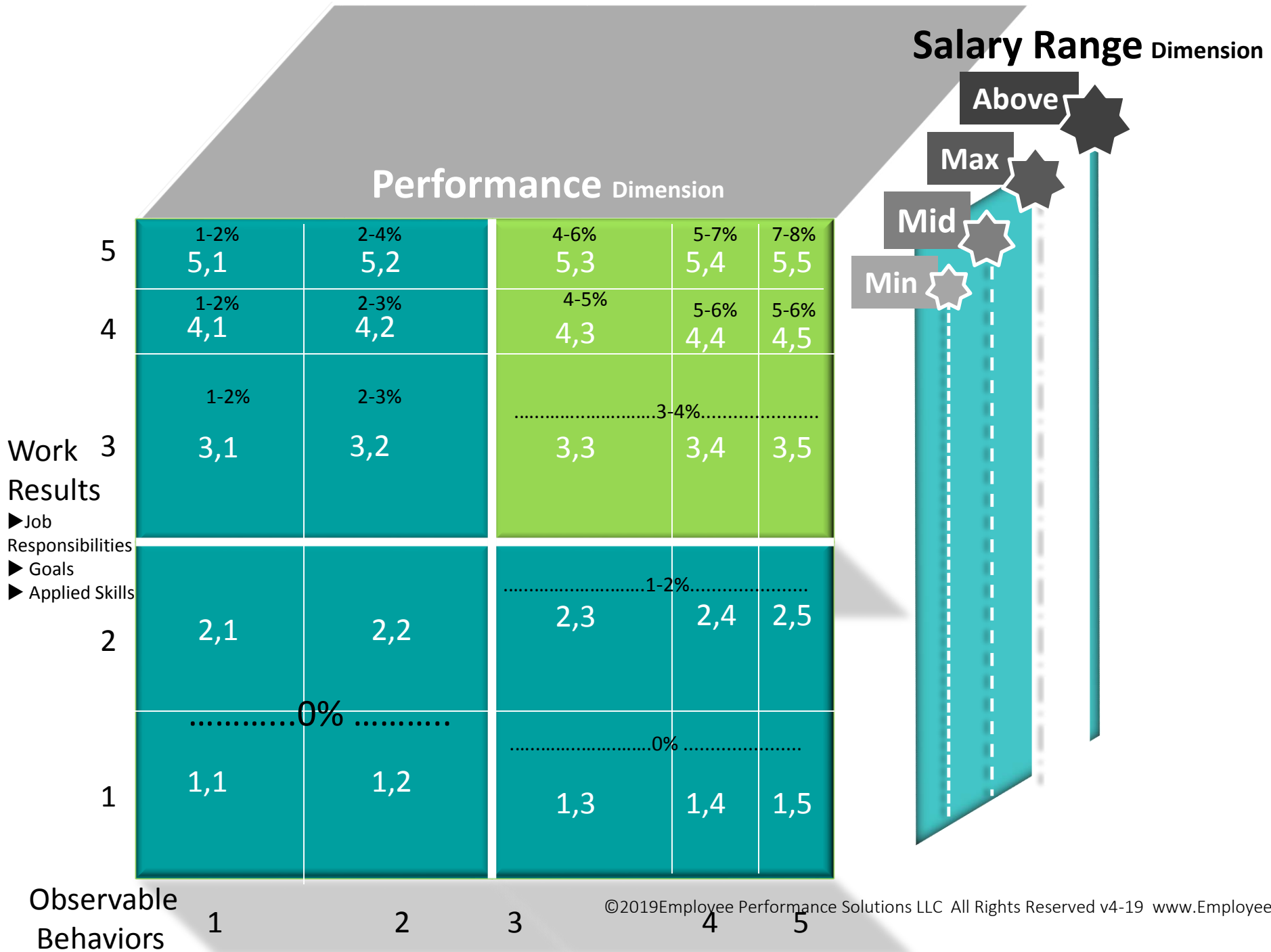
11/11/11

9/13/18

Performance Continuum Snapshot



Name	Dept	Location
K Sandberg (KS)	Biochemistry	Los Gatos
A Gormerly (AG4)	Biochemistry	Los Gatos
L Coots (LC)	Biochemistry	Los Gatos
B Hardy (BH)	Biochemistry	Los Gatos
L Melendez (LM2)	Biochemistry	Los Gatos
M Holt (MH)	Biochemistry	Los Gatos
V Ortiz (VO)	Biochemistry	Los Gatos
L Coots (LC1)	Biochemistry	Cambridge



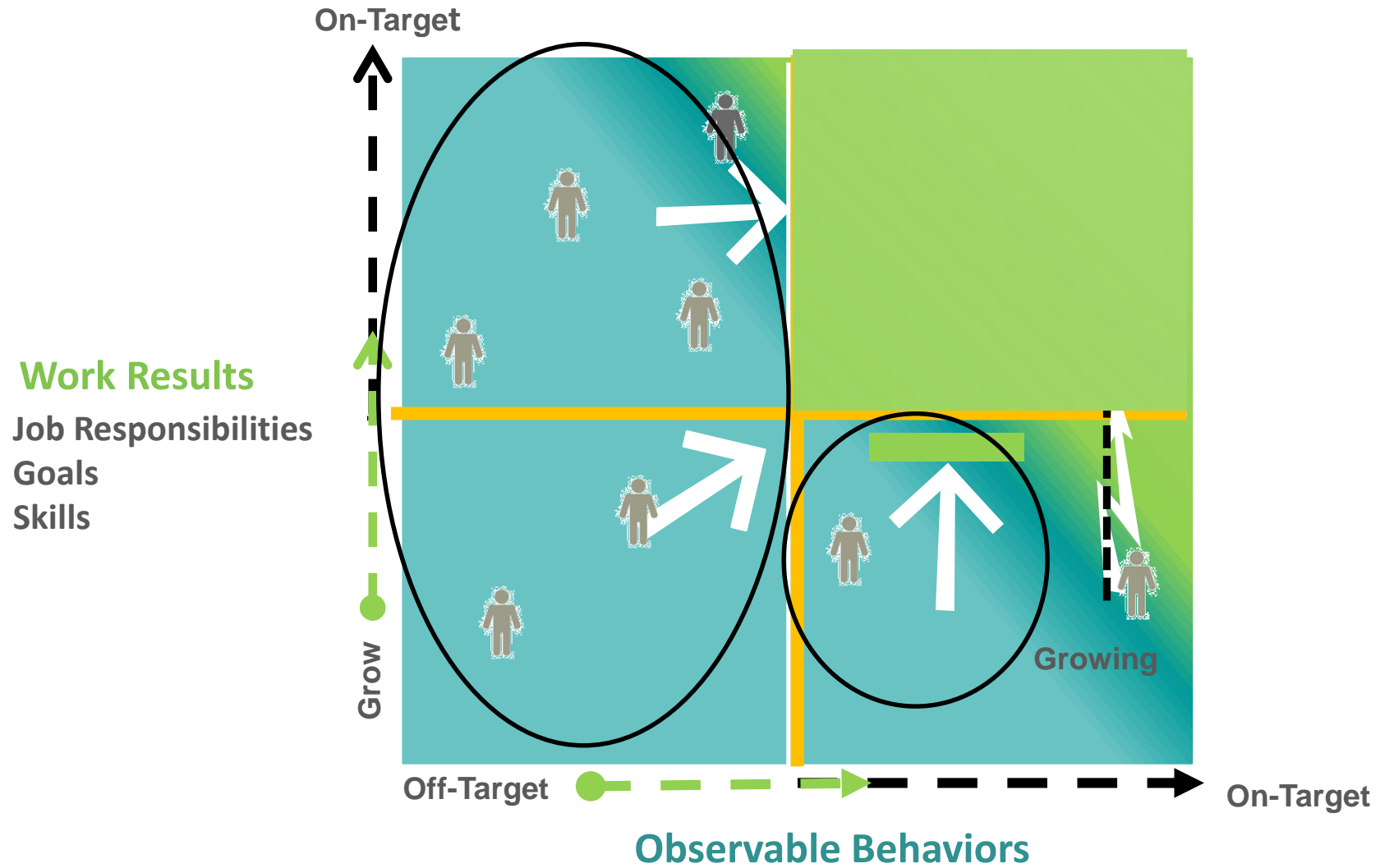
#3

Identify Issues

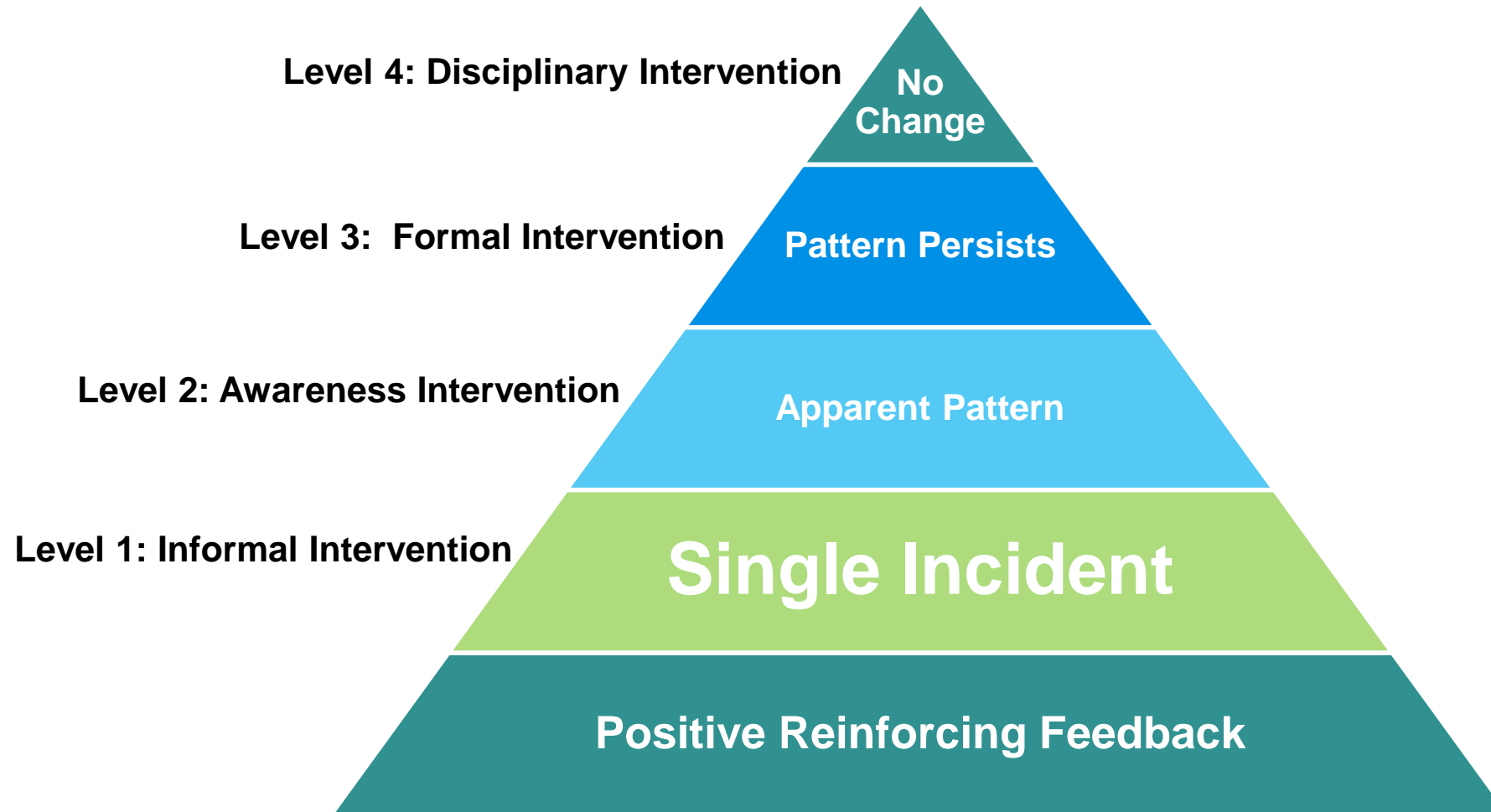


Proactively identify at-risk performers, work with managers to engage in conversations to course-correct and active potential

At-Risk Performance



Intervention Timing



Source: Vanderbilt University Medical Center

86% of Managers
Are Unskilled at
Conducting Formal
Performance Reviews

94% of Managers
Are Unskilled at Having
Candid Performance
Dialogue

MANAGER SKILLS TOP THE LIST



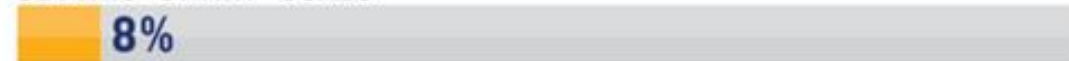
Participants in Mercer's survey say people-manager skills are critical to accomplishing desired performance management objectives. However, few respondents grade their managers as "highly skilled" in a number of important categories.

PERCENTAGE OF RESPONDENTS WHO SAY MANAGERS ARE *HIGHLY SKILLED* IN EACH CATEGORY

HOLDING FORMAL PERFORMANCE EVALUATION DISCUSSIONS WITH EMPLOYEES



SETTING "SMART" GOALS



LINKING INDIVIDUAL PERFORMANCE TO "ACTIONABLE" DEVELOPMENT PLANNING



HAVING CANDID DIALOGUE WITH DIRECT REPORTS ABOUT THEIR PERFORMANCE

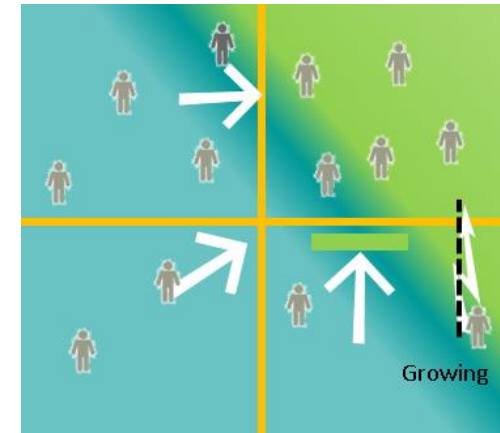


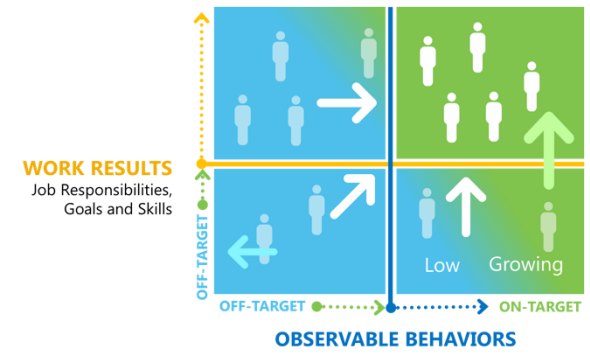
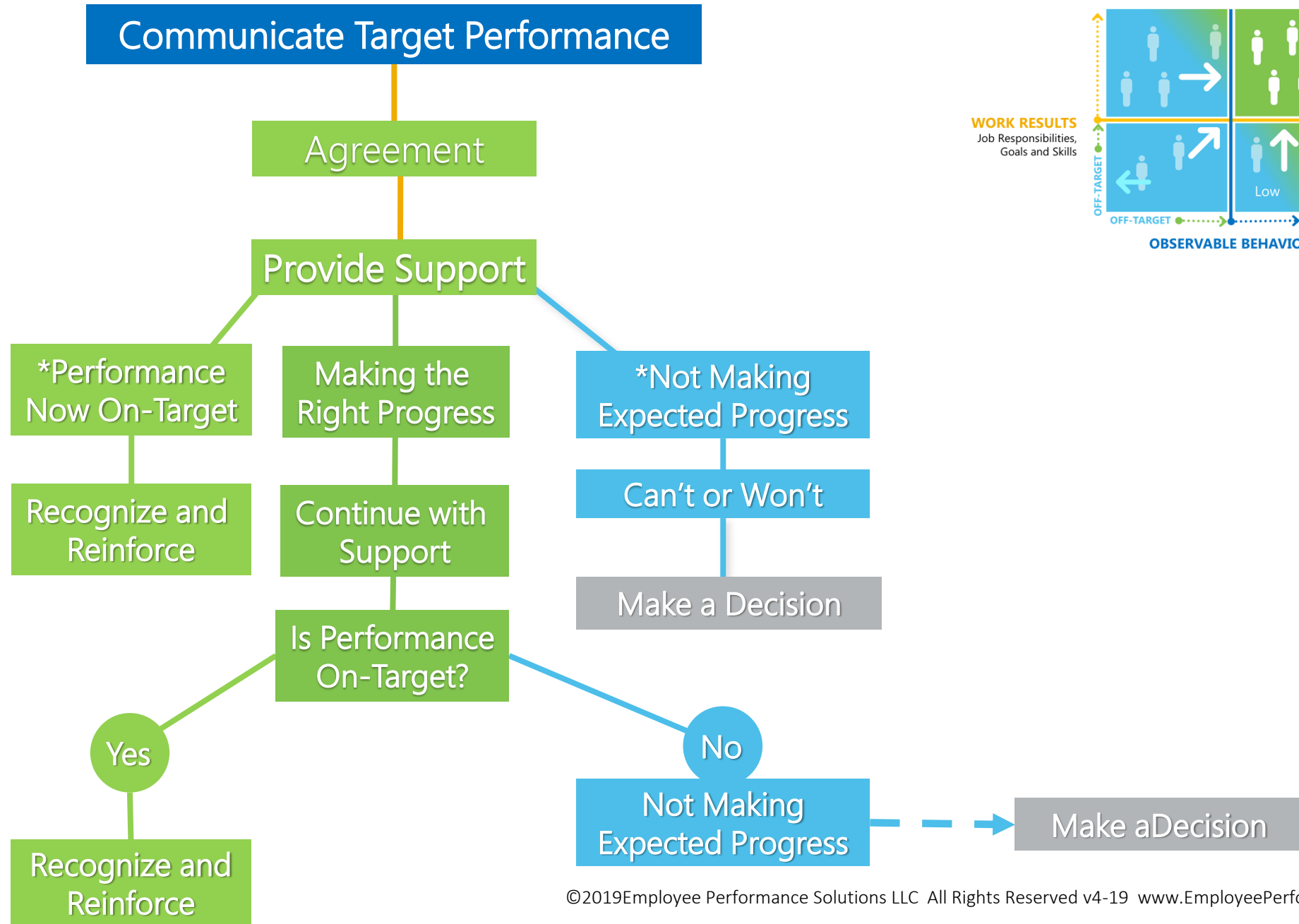
0%

100%

SOURCE: Mercer's Global Performance Management Survey, 2013

EXPLANATIONS & INTERVENTIONS FOR MISSED EXPECTATIONS





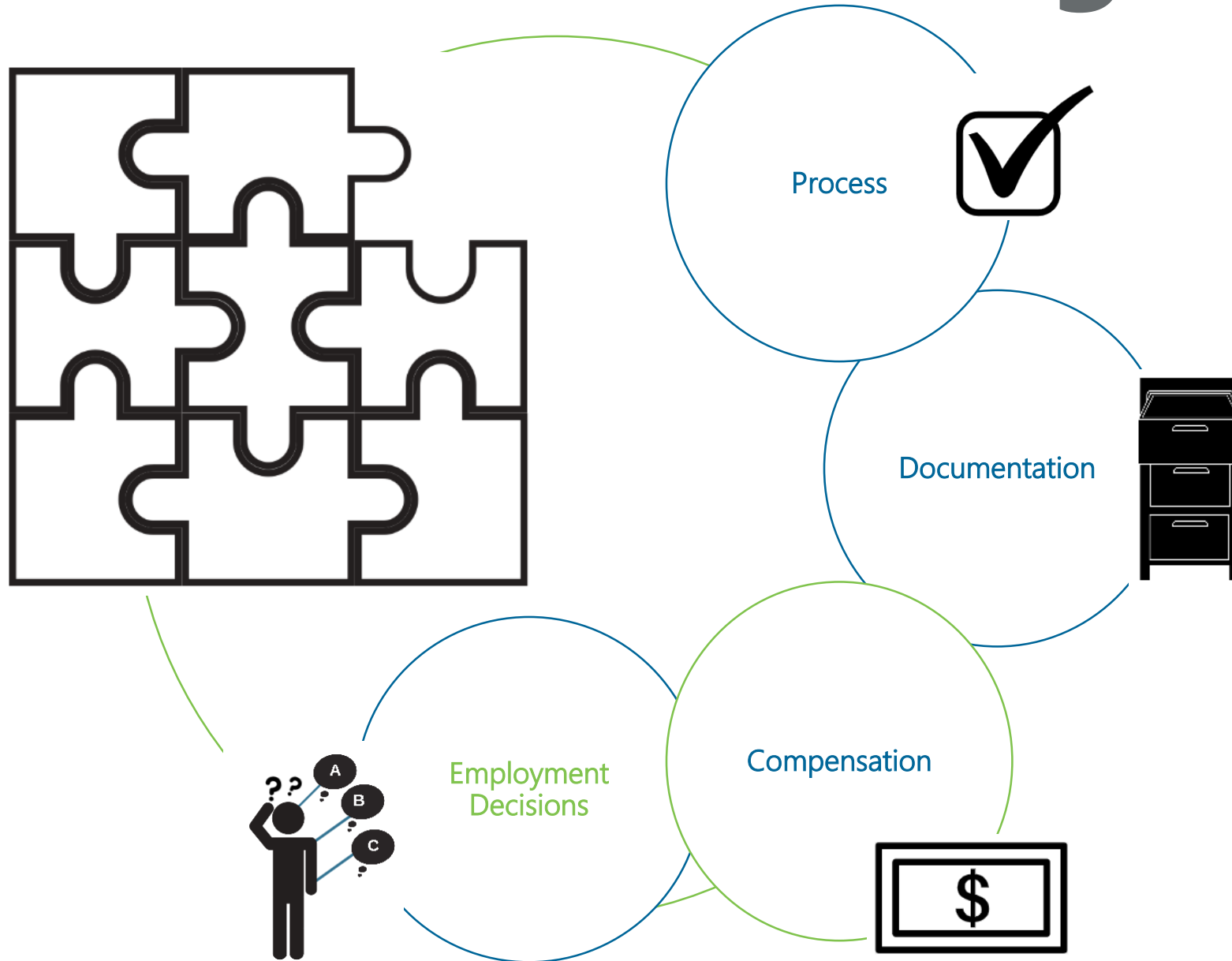
#4

Design for...

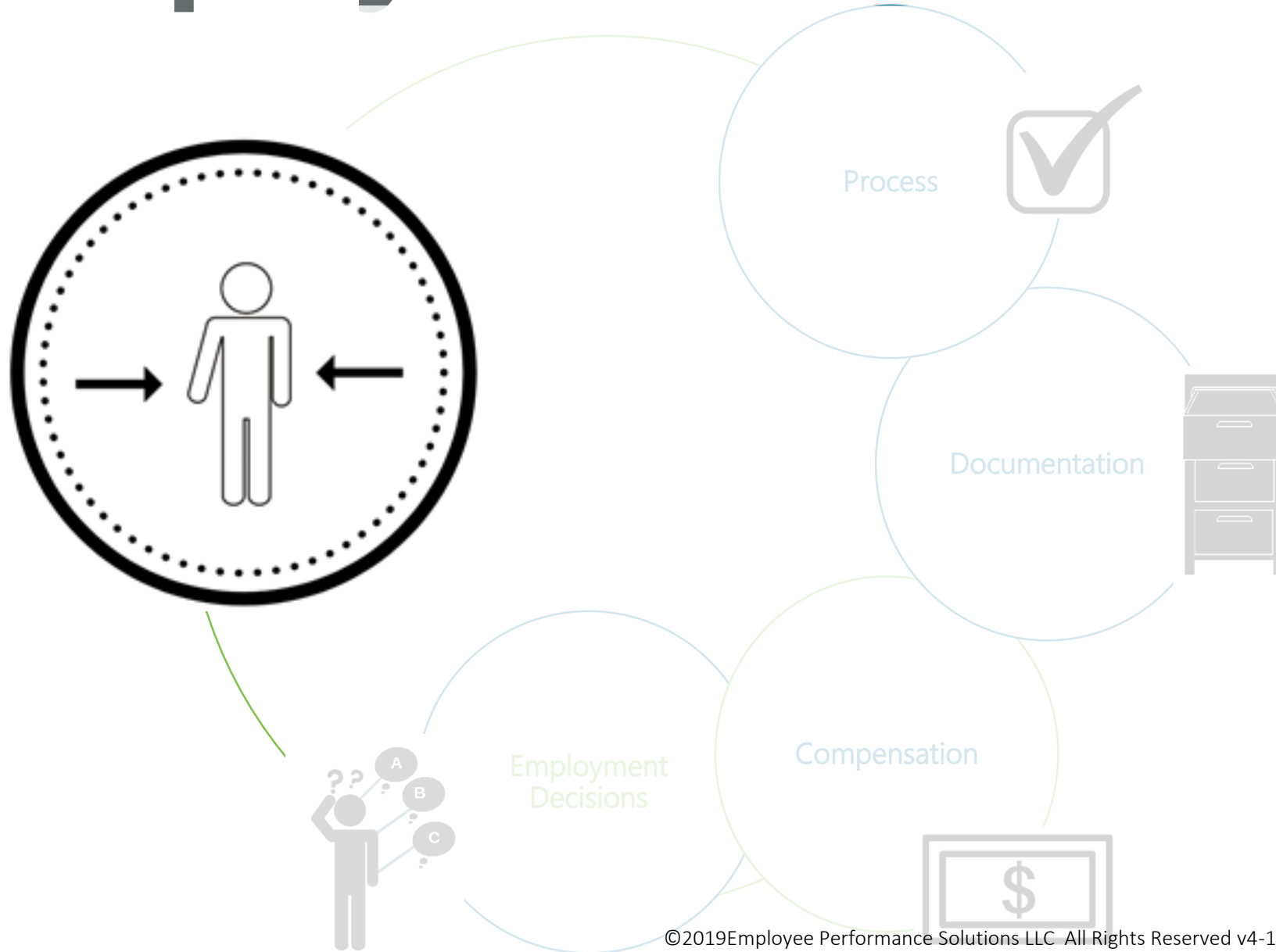


- HR
- Employee

HR Centric Design



Employee Centric Design



Employee Experience

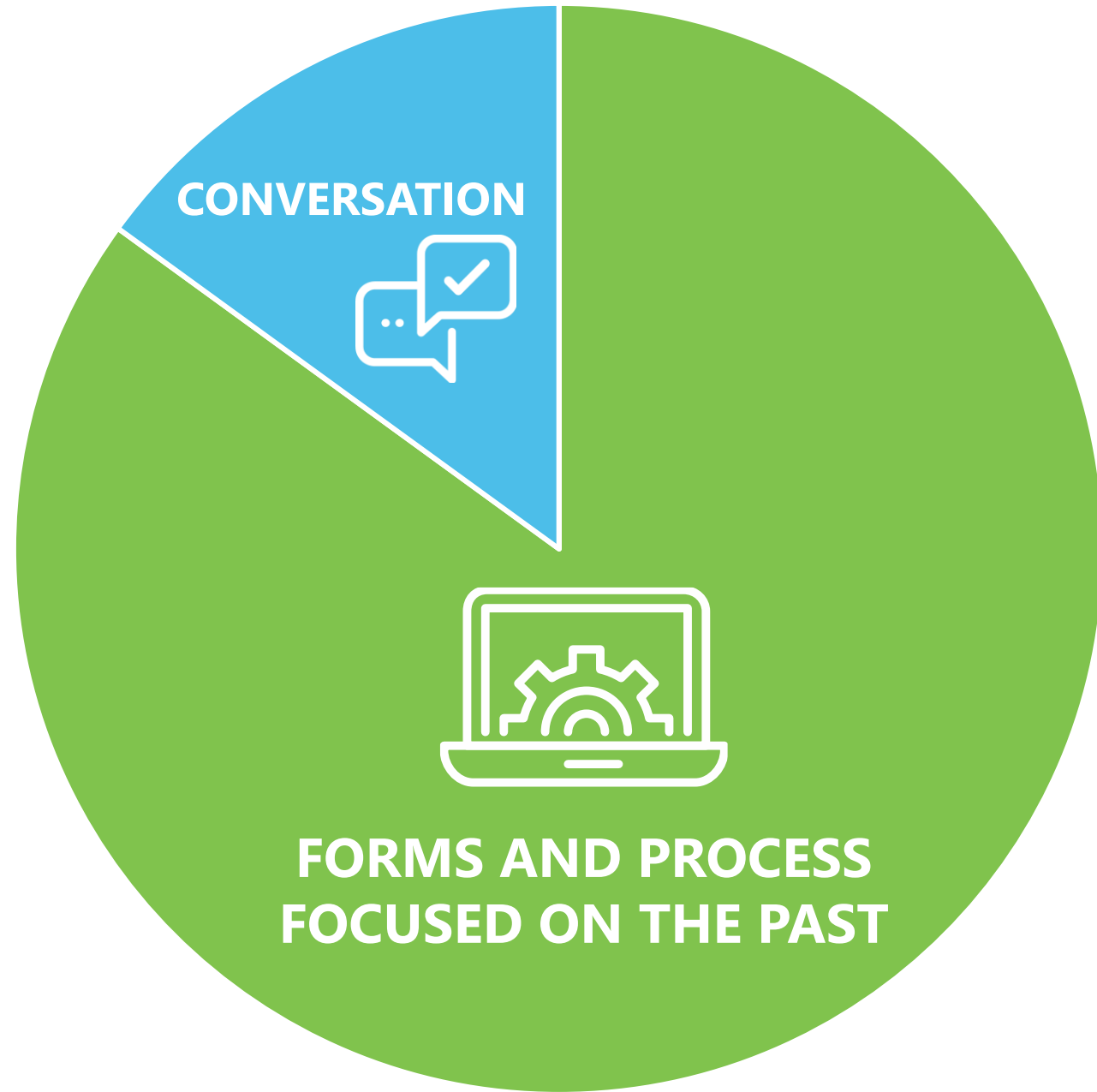


- **Candidate Experience**
- Website
- Phone Communications
- Interviewing
- Follow-Up
- Offer

- **Onboarding**
- Pre-Start
- Support

- **Performance Management**
- Conversation Quality & Frequency
- Manager Skills
- Organizational Positioning
- Energizing Process

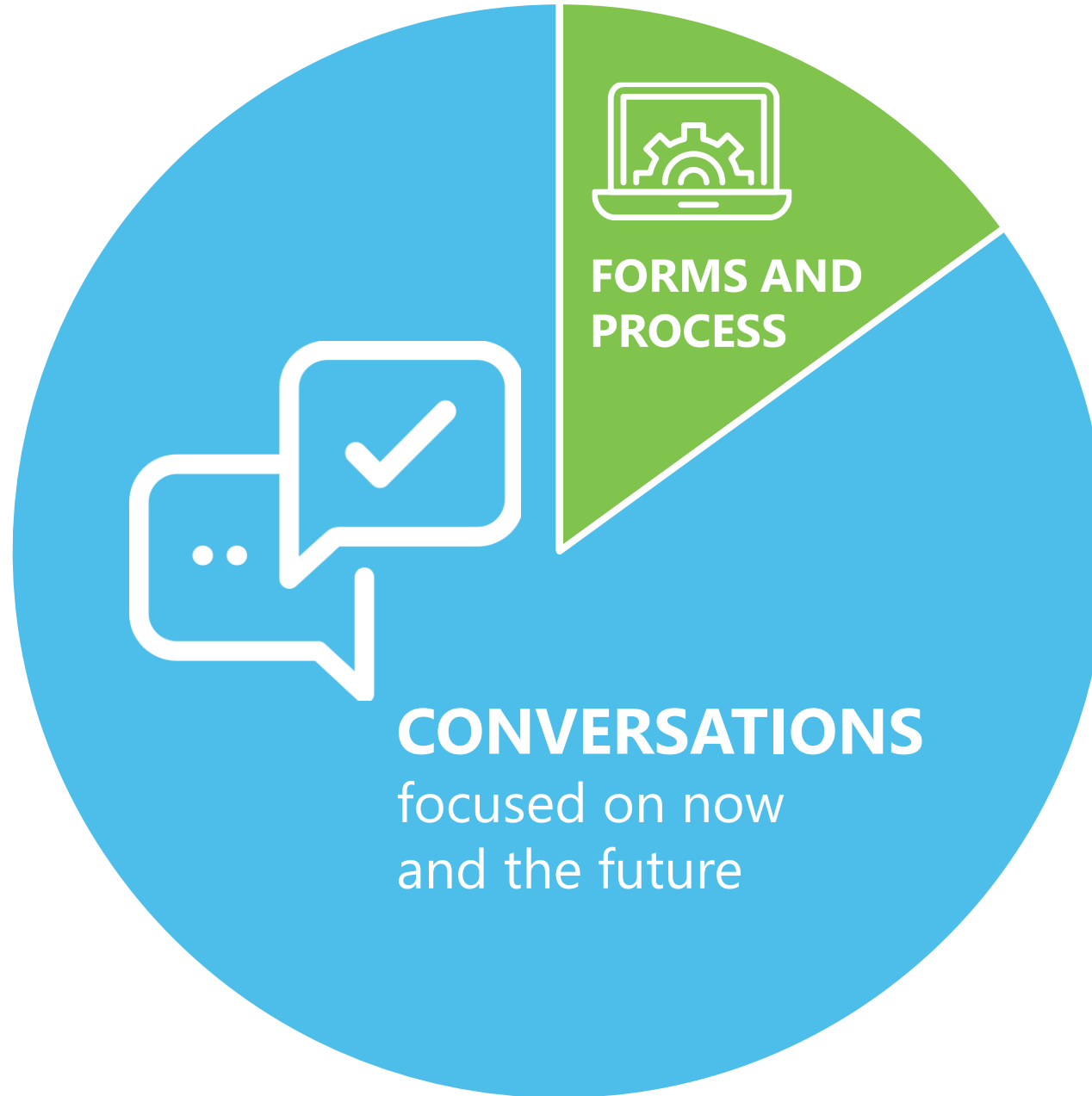
TYPICAL EMPLOYEE EXPERIENCE

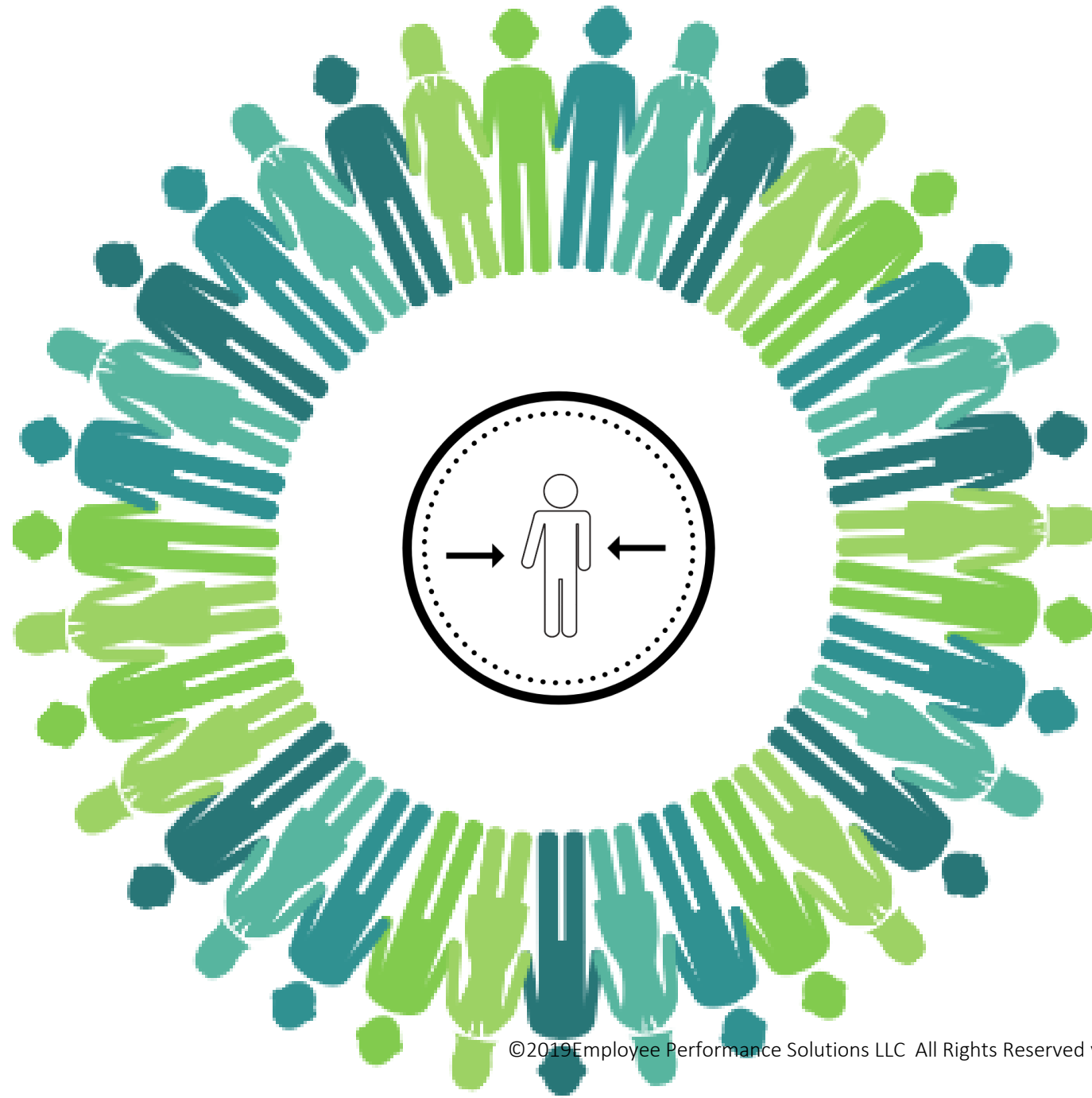




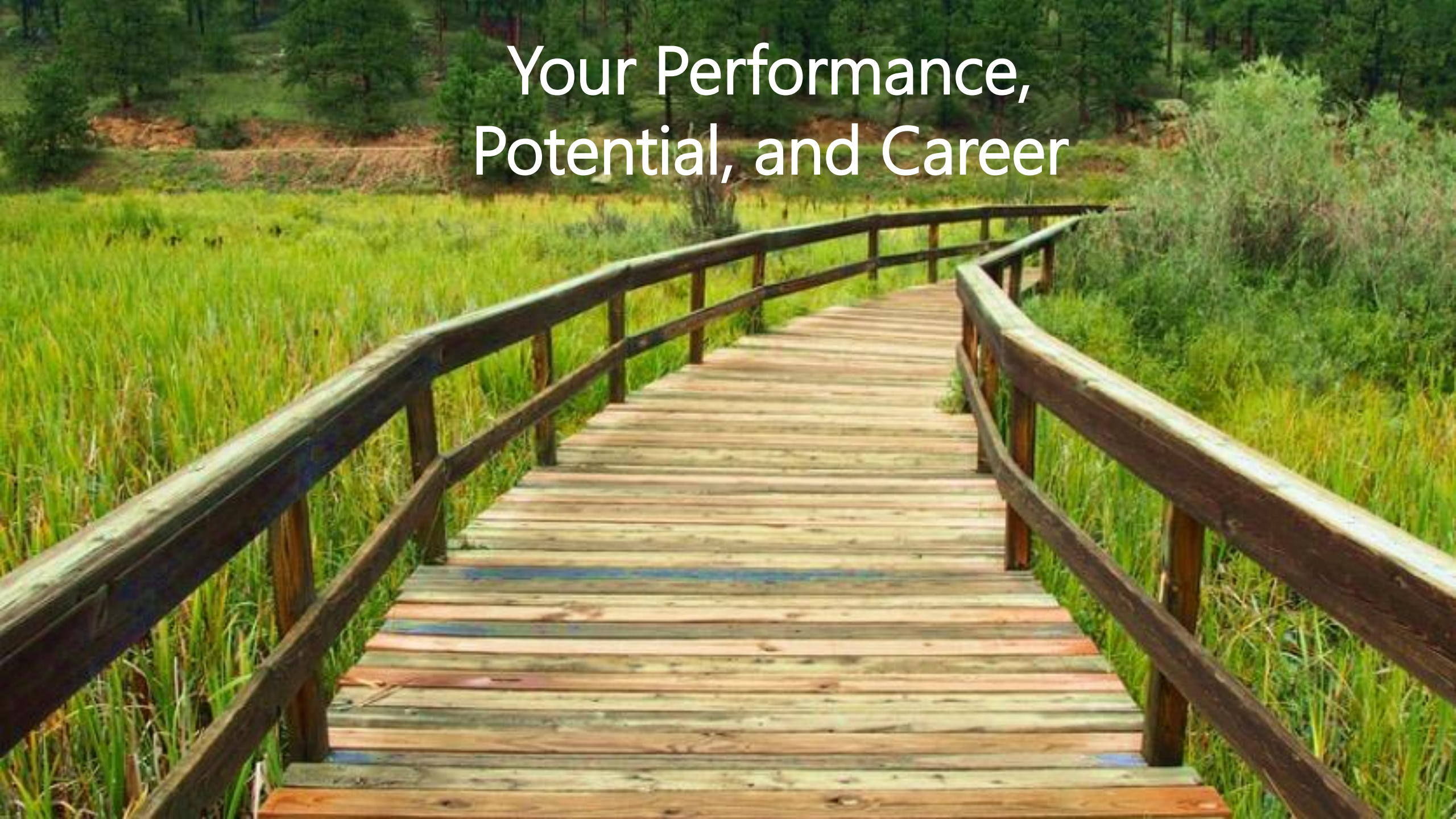
FOCUS

Forms and process with little
time and attention going
towards the conversation





Your Performance, Potential, and Career



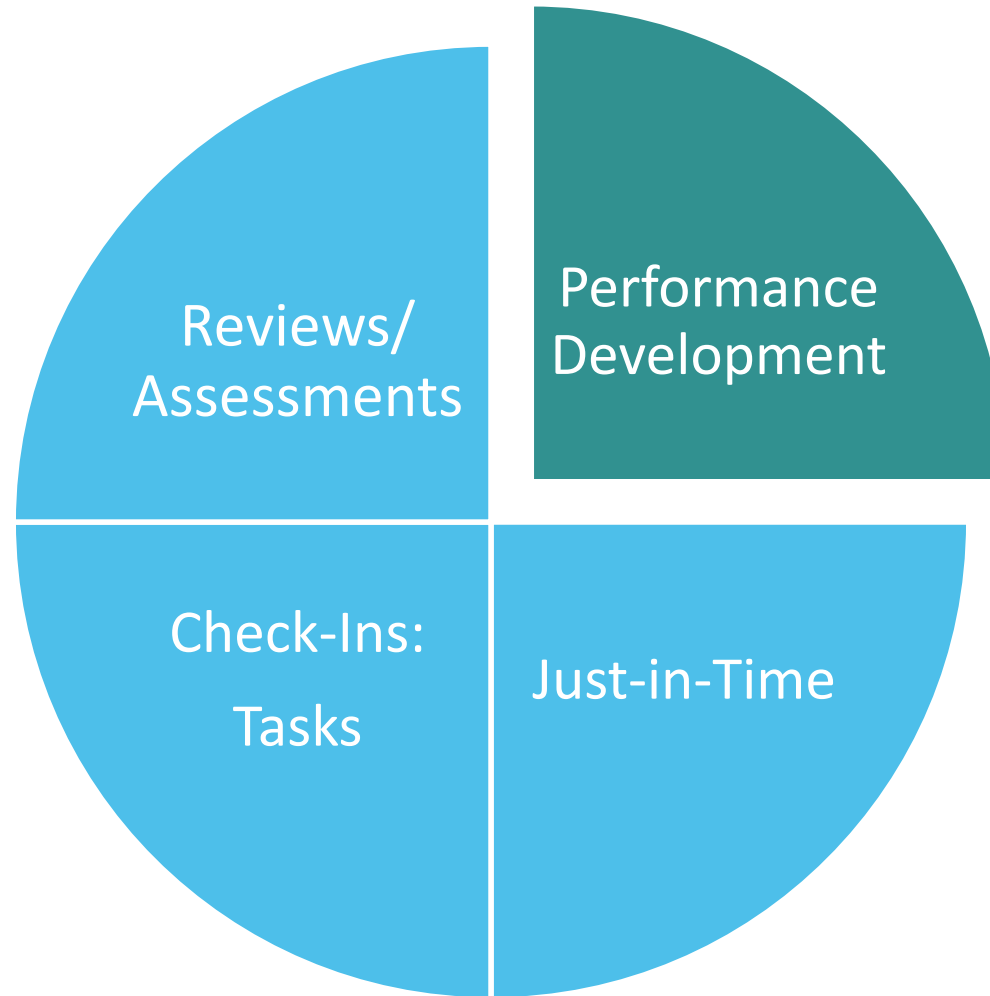
#5

Reshape Manager and Employee Communications



- Conversation Types
- Manager as Coach

Conversation Types





How am I doing?

Is my manager aware of my accomplishments?

What am I doing well that I should continue with? What positive impact are my contributions making?

Right now, what should I do now to be even more effective in my role?

How can I gain exposure to skills and experiences that will help me achieve my short and longer term career goals?

Communication with my manager:

Does my manager know what I appreciate about his/her support?

How can I let my manager know how he/she can support me more?



**Performance
Coaching
Conversation
Framework**

10-Minute Questions Conversation Worksheet

Use this worksheet to take prepare for your conversation and take notes. Start with the 10-Minute Questions below, then talk about any follow-up items from your last and today's meeting, check-in on goals, and cover any other work topics (tasks, projects, etc.) Try these basic questions for the first three conversations then vary the questions by substituting others.

Manager Asks:

1. What's one thing you want to highlight from this month that you accomplished [or one thing that has gone well]?
2. What's one thing you want to get better at [learn about, be involved in or a new skill you'd like to acquire] or
and/or another question you have:

Employee Asks:

1. What's one thing I'm doing well that I should continue?
2. What's the one thing I *could do* to make even more progress in my role [or what's the next thing for me to

Manager Asks:

1. What's one thing I'm doing to support you that's working well?
2. What's one way I could work better with you [or what's one thing I could do to support you more]?

and/or another question you have:

Manager Asks

• What's one thing you want to highlight from this month that

Manager Asks

• What's one thing I'm doing to support you that's working well?

Manager Asks

Manager Asks

• What's one way I could work better with you or one thing I could do to support you more?

your progress from the last check-in:

Here's what I did...

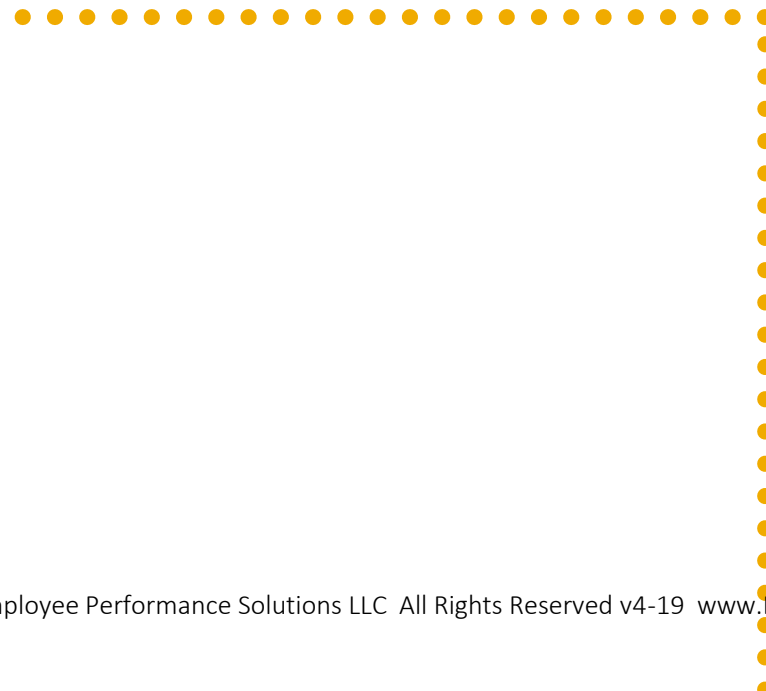
plan for following up on items from this meeting:

I will

Date: _____



**How is
everything
going?**





Great or Good.

THE QUESTION

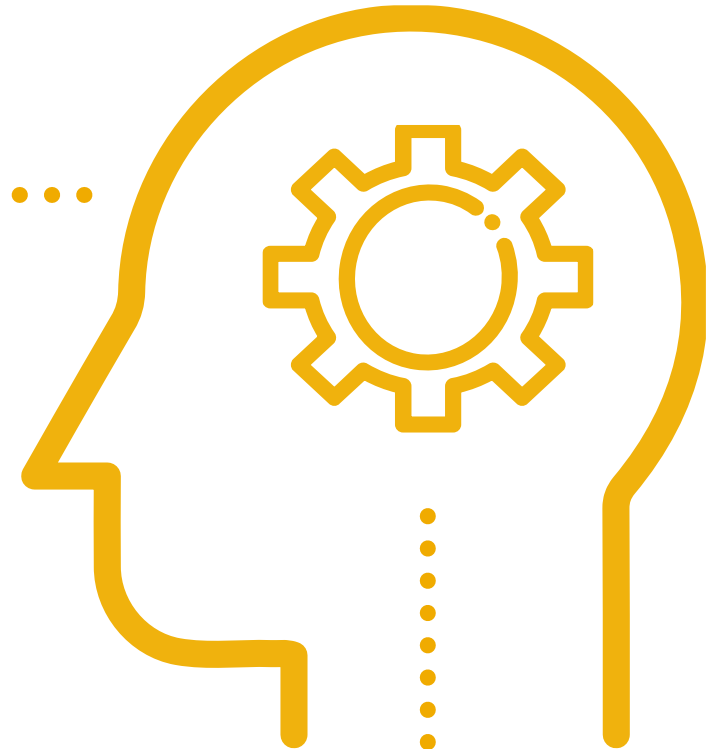
What did you think of my presentation?



It was really good.

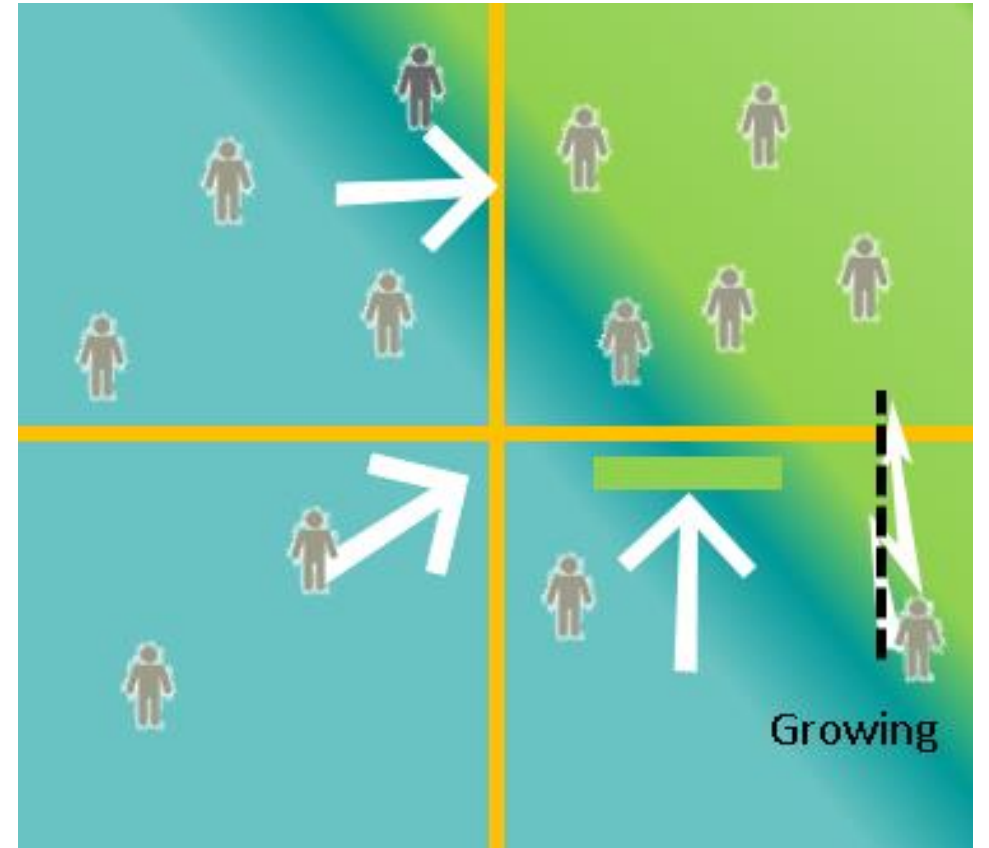
THE ONE-THING QUESTIONS

What's one thing that worked during the presentation?

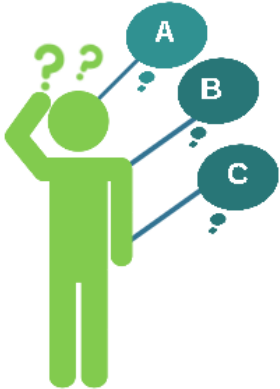


I liked the part when you...

Right now,
what should I
do now to be
even more
effective in my
role?



Key Points



Define

Performance is...

Eliminate busy-work

Avoid "tool" distractions

Measure & Track

Measure and track twice per year

ID Issues

Don't rely on annual performance reviews. ID at-risk staff and work with managers

Design

Employee Needs First

Reshape Communications

Create a Consistent Conversation Framework



Download Performance Management Tools at EmployeePerformanceSolutions.com (Resources Tab)

The Employee Performance Continuum

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The Employee Performance Continuum

Instructions: Think of everyone on your team and with data or intuition plot the current and planned performance and effectiveness levels.

Results: represent the ability to accomplish job responsibilities and meet goals. Subsequently the employee must also possess and maintain the requisite job skills.

Behaviors: represent how the individual conducts him or herself within the organization. Behaviors can include interpersonal skills, teamwork and collaboration, communication, evaluation, time, approach, and other defined or implied organizational values or competencies.

The Six Levels of Performance:

1. High performance
2. Mid-level performance
3. Low-level performance
4. High growth but low-level performance
5. High growth but low-level performance
6. Low performance and low growth

Training Options: The most critical skill in driving performance for the "top right" (high results and high behaviors) is creating a culture of performance development and execution. These skills do not come naturally but can be learned. You'll find more information under the Training Options page on our website or by contacting us.

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www.employeeperformancesolutions.com

Performance Conversation and Planning Map:

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Performance Conversation and Planning Map

Name: _____ Role: _____
Manager: _____ Date: _____

STRENGTHS

Area of Strength	Examples	Positive Impact	Related Competencies

WHAT'S NEXT

What's Next	Specifics/Details	Importance	Related Competencies

GOALS
Translate Areas for Growth and Development into Goals (capture work/project goals in a separate form or on-line tool)

Goals	Actions	Measurement	Time Frame

Manager's Signature: _____
Employee's Signature: _____

Pay Decisions Without Ratings

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Employee Performance Continuum Snapshot

On-Target Results with Off-Target Behavior (Top Left)
On-Target Results and On-Target Behavior (Top Right)
Off-Target Results and Off-Target Behavior (Bottom Left)
Off-Target Results with On-Target Behavior (Bottom Right)

Top Performance
Solid Performance
Promoted 3 months ago
New and Growing
On-Target Behavior with Off-Target Results

Pay for Performance Sample Merit % Guidelines

0.0%	0.1-0.25%	0.25-0%	0.25-0.5%	0.5-0%
0%	0%	0.1 - 0.7%	0.25%	0.5-0%
1.0%	0.75%	0.25 - 0.5%	0.5 - 0.75%	0.75 - 0%

Adjust this to meet your organization's needs.

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Questions and Contact

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