How to move to a continuous conversation based Performance Management process

Proven tactics to evolve outdated PM practices

Microsoft

CONF for HONOR

AWARDS 2014
Category: Large Enterprises

//CODiE//

2014 SIIA CODiE FINALIST

Synergita

WINNER of Microsoft Code For Honor 2014 Large Enterprise Software

Best Human Capital / Talent Management Solution
Speaker Profile

Jamie Resker
Founder and Practice Leader of Employee Performance Solutions
Practical Consideration

If We..

Remove ratings how will

Then How Will be..

Measure Performance
Make Pay Decisions
Make Employment Decisions

Move away from annual Performance reviews how will we

Make sure managers are talking with employees about performance
Create documentation
Learn how to

Continue to measure performance and making pay decisions (without ratings).

Reshape and strengthen manager and employee communications with more frequent forward-looking dialogue [versus reviewing past performance].

Phase out the annual performance review, or keep (but modernize and even automate) the annual
Measure Performance and Make Pay Decisions (without ratings)
How to do this...

Train managers to use the Employee Performance Continuum

Train managers to articulate where and why they’ve placed employees on the Continuum

Solicit peer and direct supervisor input for a balance view

Frequency: 2x per year snapshot
1

Measure ✔ and Make Pay Decisions (without ratings)
Poll 1:

Does your organization currently use performance review ratings to make pay decisions?

a) Yes  b) No
Where to Spend the $
3% Merit Budget:
Two Dimensions
Pay Decisions

From

Discussion of Ratings
Ratings
Ratings Determine Pay
Merit Reflected as %

To

1. Discuss Performance
2. Performance Snapshots
3. Pay for Performance
4. Merit Reflected as $ Amount

Using the Performance Continuum to Understand and Discuss Performance

The Performance Continuum Can Help Inform Pay Decisions
2

Reshape Manager and Employee Communications
Outside of the annual/formal performance review, does your organization have a process with guidance for managers and employees to engage in conversations about performance?

a) Yes  b) No
Use the Employee Performance Continuum to:

- Coach for Behavior
- Coach for Growth
- Coach Up or Out
- Coach for Skills

Work Results

On-Target

Off-Target

Observable Behaviors

Grow

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**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**

<table>
<thead>
<tr>
<th>Skill Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holding formal performance evaluation discussions with employees</td>
<td>14%</td>
</tr>
<tr>
<td>Setting “smart” goals</td>
<td>8%</td>
</tr>
<tr>
<td>Linking individual performance to “actionable” development planning</td>
<td>8%</td>
</tr>
<tr>
<td>Having candid dialogue with direct reports about their performance</td>
<td>6%</td>
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</table>

*Source: Mercer’s Global Performance Management Survey, 2013*
Explanations for Missed Expectations

- Can’t
- Unaware
- Won’t
- Doesn’t Know How
Moving Away From…

52 weeks

Annual Employee Review

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Moving Towards...

Thanks for meeting with me...
10-Minute Questions Conversation
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 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.

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)?
3. Or another question you have.

Employee Asks:
1. What’s one thing I’m doing well that I should continue?
2. What’s one thing I could do to make even more progress in my role (or what’s the next thing for me to focus on)?
3. Or another question you have.

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)?
3. Or another question you have.

Your Notes:

Your progress from the last check-in:

Here’s what I did:

I will:

Date:
3/24/16
NO TIME
Why These Questions?
Requesting Information

The questions we ask influence the answers we receive
How am I doing?
You’re doing great
What can I do better?
I can’t think of anything
What did you think of my presentation?
It was really good
What can I do differently?
Nothing. Just keep doing what you’re doing.
How is everything going?
Great or Good
What did you Think of my Presentation?

It was Really good
What’s one way I can work better with the team?

You could...
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Percentage of Respondents Who Say Managers Are Highly Skilled in Each Category

- **Holding Formal Performance Evaluation Discussions with Employees**: 14%
- **Setting “SMART” Goals**: 8%
- **Linking Individual Performance to “Actionable” Development Planning**: 8%
- **Having Candid Dialogue with Direct Reports about Their Performance**: 6%


Provide Manager and Employee Conversation Skills Support
How to do this...

**DO’s**

- Adopt a framework like the 10-Minute Questions Conversation
- Conversation based
- Establish a minimum frequency with manager input
- Provide support and training to managers and employees
- Keep the conversations informal

**DONT’s**

- Vaguely tell managers to have more conversations without structure
- Substitute 1:1’s
- Rely on technology or apps to replace
- Be vague about how and when the conversations take place
- Assume managers and employees already know how to do this
- Force managers and employees to document
3. Keep, But Modernize the Annual Process
Conversations + Formal/Annual...
Continue Using Your Competency Model

Core Values and Competencies for all Employees

Internal and External Customer Focus
- Maintain exceptional internal and external customer relationships.
- Seek customer feedback, listen effectively and provide and follow through on solutions.
- Take personal responsibility for ensuring any issues raised by customers are responded to promptly.
- Recognize that colleagues who depend upon our services and cooperation to do their work are internal customers.

Respecting Others/Treating People Right
- Participate in creating a professional workplace by not participating in or initiating gossip.
- Treat people the way you want to be treated: courteously and professionally.
- Create an environment where individuals are free to communicate, contribute, and ask questions without fear of rejection, ridicule or reprisal.
- Tune in for work: every day can’t be a good day. Feeling gloomy or preoccupied is bound to happen now and again, but make yourself consistently approachable through your tone and actions.

Integrity/Accountability
- Seek to achieve results which are in the best interest of ABC.
- Hard work, commitment, logging work hours correctly and being productive at work show individual initiative and personal dedication to the job and to ABC.
- Adhere to HIPAA, compliance, and confidentiality policies absolutely.
- Always be honest and trustworthy in all actions and communications.

Communication
- Communicate effectively with individuals up, down, and across the organization.
- Resolve conflict in an appropriate manner and deal tactfully with differences of opinion.
- Effectively channel communication with all those who need to be informed.
- Consistently use professional business-like language; refrain from using profanity.

Team Work and Collaboration
- Demonstrate the ability to get along with others, be respectful of coworkers and promote teamwork.
- Seek out others’ opinions before making decisions that will impact them.
- Take the initiative to make things better; readily seek out and accept new or additional responsibilities.
- Work cooperatively with others toward accomplishment of shared goals.

Relationship Building
- Resolve issues by bringing them into the open; preferably first with the other party to encourage a mutually beneficial resolution before escalating the issue outside.
- Actively seek to understand and appropriately respond to others.
- Focus on situations, issues or behaviors and not individuals.
52 weeks

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<th>March</th>
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**OFFICE OF HUMAN RESOURCES**

**Name of Employee:**

**Position Title:**

**Department:**

**Date of Employment Into Current Position:**

**TYPE OF EVALUATION:**

- Initial - 4 months
- Annual
- Special

**INSTRUCTIONS TO SUPERVISOR:** As part of the performance evaluation process, you and the employee together will review, sign, and date the position’s Job Description Questionnaire that is on file with the HR Office to ensure that it is accurate and current. Discuss and review the performance evaluation and PDQ with the employee in a private setting without interruption. Remember that performance evaluations are a continuous process, not just an annual event. Throughout employment, supervisors are encouraged to interact and communicate periodically with the employee about the job and about his/her performance progress.

**COMPLETING THE PERFORMANCE EVALUATION:** Concentrate on one factor at a time, read all rating specifications for that factor, and use your own independent judgment to determine which ranking best describes the performance of the employee. Supervisors may provide detailed comments to support each factor ranking. Any ranking of 1 or 5 requires justification in the comments section. A ranking of 3 is to be a special evaluation in 90 days. At least one factor rating of 1 or 5 and one factor rating of 3 requires a special evaluation in 90 days. If additional space is needed, please attach a separate page. You must be fair, honest, and effective performance evaluation can enhance your understanding of job-related performance, and do not allow personal feelings to govern your ranking.

**A. SKILLS AND KNOWLEDGE**

- The ability to demonstrate professional skills and knowledge of the responsibilities assigned to the position.

1. Does not demonstrate the necessary skills and knowledge.
2. Demonstrates limited understanding of necessary skills and knowledge.
3. Demonstrates average understanding of necessary skills and knowledge.
4. Demonstrates full understanding of necessary skills and knowledge.
5. Demonstrates exceptional understanding of skills and knowledge.

**COMMENTS:**

**B. QUALITY OF WORK**

- The ability to produce accurate, error-free, and thorough work, whether self-initiated or supervised.

1. Work product is consistently unacceptable.
2. Work product requires constant revisions and corrections.
3. Produces average work product; some revisions required.
4. Work is of very good quality; few revisions required.
5. Work is of exceptionally high quality; virtually free of error.

**COMMENTS:**

**C. INITIATIVE**

- The ability to think and act without being instructed in great detail.

1. Needs constant supervision to start and complete tasks.
2. Needs excessive guidance to finish tasks.
3. Demonstrates average initiative; proceeds through all assignments with some concern about meeting deadlines.
4. Completes work on own initiative; meets all time and accuracy requirements.
5. A self-starter in all respects; consistently seeks new assignments and methods to improve effectiveness.

**COMMENTS:**

**D. JUDGMENT**

- The ability to make logical, responsible, and timely decisions.

1. Poor judgment.
2. Inconsistent own judgment; makes bad decisions to others.
3. Generally uses good judgment.
4. Demonstrates the ability to apply careful thinking to decision-making.
5. Reasoning is logical, clear, and concise; comes to sound conclusions rapidly and acts decisively on them.

**COMMENTS:**

**E. ADAPTABILITY**

- The ability to accept change and adapt to a variety of situations.

1. Unable to accept change.
2. Has difficulty accepting suggestions and change.
3. Accepts suggestions and change.
4. Willingly supports suggestions and change.
5. Emotionally accepts suggestions and change.

**COMMENTS:**
# Performance Conversation and Planning Map

## STRENGTHS

<table>
<thead>
<tr>
<th>Area of Strength</th>
<th>Examples</th>
<th>Positive Impact</th>
<th>Related Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick ramp up time on technical information and its application</td>
<td>Understands complicated systems, scenarios, and sequences of events. Retains the information and applies it to new areas. I have observed Steve’s ability to go into one component learns and understand it and then apply the same thing somewhere else (over and over).</td>
<td>This ability allows Steve to become a strong, competent technical expert quickly, directly benefiting our customers.</td>
<td>Customer Focus, Results Orientation, Technical Aptitude</td>
</tr>
</tbody>
</table>

## WHAT’S NEXT

<table>
<thead>
<tr>
<th>What’s Next...</th>
<th>Specifics/Details</th>
<th>Importance</th>
<th>Related Competencies</th>
</tr>
</thead>
</table>

## GOALS

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

<table>
<thead>
<tr>
<th>Goals</th>
<th>Actions</th>
<th>Measurement</th>
<th>Time Frame</th>
</tr>
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<td></td>
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</table>
Poll 3:

Do you use any software or tool to manage your employee performance process?

a) Yes  b) No
Synergita is a Continuous Feedback based Employee Performance & Engagement Software
60000 + Paid Users from across 80+ Companies use Synergita everyday for their performance management.

Synergita resolves performance management pain points and also addresses the need for a continuous performance management process.
Example of Automated Form

Your Organization’s Competencies here
Learning and Tools Recap

- **Measure and Make Pay Decisions** (without ratings)
- **Reshape** Manager and Employee Communications
- **Keep, But Modernize the Annual Process**
  - automating this is easy
The most important thing
Is to keep the important thing
The important thing
Customizable Tools and Tactics for Modernizing Performance Management Workshop

Tuesday, October 24, 2017
Boston, MA
9am - 5pm

Info and Registration: Nehra.com/events

Approved for 8 general credit hours

“Highly recommend this program for any company considering making practical changes to their performance management processes”

“The material, the team breakouts and the easy to follow process of phasing out outdated parts of performance management”
Download the Employee Performance Continuum Worksheet with Instructions at www.employeeperformancesolutions.com

Questions?
Jamie Resker
Jamie@employeeperformancesolutions.com
Synergita Contact Details

For more details visit: www.synergita.com

Call us @: 001-408-878-3279

Email your queries to us @: info@synergita.com
Participant Q & A

Synergita.com
THANK YOU

info@synergita.com
www.synergita.com