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Performance Management

WHY DO WE GET IT SO WRONG ?

Why bother?

It is performance that provides
the main driver of
both day-to-day and
strategic
people management.



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What is PM used for ?

- Establish objectives
- Improves performance
- Holds people to account
- (Determine Pay/Bonuses)



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Is this the end of PM ?

- *‘Microsoft axes its controversial employee-ranking system’ (Warren 2013).*
- *‘Why Adobe Abolished the Annual Performance Review and You Should, Too’ (Baer 2014)*
- *‘Why GE had to kill its annual performance reviews after more than three decades’ (Nisen 2015).*
- *‘In big move, Accenture will get rid of annual performance reviews and rankings’ (Cunningham 2015).*



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70%

of organisations believe their performance management programs are average or below average.



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Source: Brandon Hall Group's 20151 research survey

Why lack of confidence ?



• *Negative experience*



• *Not flexible*



• *No insight*



• *Punitive rather than productive*



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What's changed?

Change in environment we work:

- *Technology*
- *Demographics*
- *Working practices*
- *Engagement*



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How has work changed?

- 67% work collaboratively
- 1:2 significant increase in number of stakeholder needed to make a decision
- 57% report an increase in the number of colleagues they work with in other geographic locations
- 60% report working with 10 or more people on a day-to-day basis (half of which report needing to work with more than 20 people)
- Source: Brandon Hall Group's 2015 research survey



HR

Q: Where do HR Teams contribute most to the business?

- 55% Talent attraction*
- 46% Performance Management*

= Great opportunity for HR to influence the culture of the organisation



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Source : Cirrud & Ipsos Leadership Connections 2016 Research

New PM Model...

- More flexible*
- Conversation led*
- Values & behaviours*
- Development based*



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Tough shift.....

1

Soft skills

2

Clear
understandable
objectives

3

Emotional
intelligence

4

Regular
feedback



Role of L&D

Training should include:

- *persuading managers of the value*
- *embedding organisation culture*
- *how to set clear, measurable and achievable objectives*
- *emotional Intelligence, coaching, active listening, motivation, assertiveness, leadership, difficult conversations, objectivity (and appropriate note taking),*
- *the relationship between PM and the organisation's HR procedures,*



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Summary

- Culture, Culture, Culture
- Develop Great Managers
- Set clear, regular goals
- Regular performance discussions
- Culture of feedback and recognition
- Culture of Development
- Separate Development & Pay
- One size may not fit all



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Questions ?



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