AGILE PERFORMANCE MANAGEMENT: HR'S NEXT BIG MOVE
The Fast Company ... the future of the workplace depends on how successful these companies become at building out new systems that incorporate frequent feedback, open communication, and coaching.
STATISTICS PAINT DISMAL PICTURE

- 55% believe annual performance reviews are an accurate evaluations of their workforces production and capabilities
- 39% agree that their appraisals are effective.
- 75% according to Gallup rated performance management as Important
- 89% of survey respondents changed their performance management process or plan to do so within 18 months
- 8% believe that Performance Review process drives value
- 10% believe that Performance Review is a good use of time
AHEAD OF THE CURVE: PATTERNS EMERGING

- Some companies are rethinking what constitutes employee performance by focusing specifically on individuals who are a step function away from average—at either the high or low end of performance—rather than trying to differentiate among the bulk of employees in the middle.

- Many companies are also collecting more objective performance data through systems that automate real-time analyses.

- Performance data are used less and less as a crude instrument for setting compensation. Indeed, some companies are severing the link between evaluation and compensation, at least for the majority of the workforce, while linking them ever more comprehensively at the high and low ends of performance.

- Better data back up a shift in emphasis from backward-looking evaluations to fact-based performance and development discussions, which are becoming frequent and as-needed rather than annual events.
THE NEW FRAMEWORK

• Setting strength based goals
• Agile goal setting
• Effective continuous feedback
• Coaching for Performance
• Rewards
• Providing more continuous feedback, support, and growth or change
• Being more collaborative, social, and faster-moving
STRENGTHS BASED GOALS

• Employees who intentionally apply their strengths to their work increase the odds of their success.

• Get to know each employee's greatest strengths. Freeing employees to use their strengths to achieve key outcomes can help them find more efficient ways to meet expectations.

• Describe what each employee is supposed to accomplish, not how he or she is supposed to accomplish it.
SETTING AGILE GOALS

• Don’t just set goals, set frequent goals. Get into a weekly cadence of identifying top priorities for EVERY employee in your company.

• Always create the list in priority order and identify the TOP 1: the most important thing in that time period. This enforces focus. Have employees set their own goals. They will have more ownership and be more accountable.

• Each week, ensure that there is a follow-up and accountability
PROVIDE MORE CONTINUOUS FEEDBACK, SUPPORT, AND GROWTH

- Continuous feedback and support comes directly from managers. They are integral in helping employees perform and be engaged.
- This feedback that is most effective is conversations, they have the biggest impact.
- 1-on-1 meetings with managers and employees to discuss performance and offer feedback to ensure professional and personal conversations are taking place.
HELP MANAGERS COACH INDIVIDUALS

• Ensure there is a method of easily distributing *Top Goals* to managers for review and commentary to discuss or support them.

• Give managers the tools to support conversations and understand corporate goals to tie individual goals to

• Don’t accept excuses. There are weekly meetings in the agile process that takes hours of planning that managers are involved in. Your managers can take an hour each week to review goals and ensure alignment is there.
THE ONLY WAY TO BE MORE COLLABORATIVE AND SOCIAL IS IF THESE GOALS ARE PUBLIC AND SHARED. SHARE THEM IN A PLACE WHERE TEAMS CAN ACCESS WHAT EACH OTHER ARE WORKING ON.

• As an added bonus, allow for recognition to reinforce great performance
WHY DO THESE NEW PRACTICES WORK?

- Think about the major drivers of employee performance and engagement: communication, personal growth, direct relationships with the manager, and recognition.

- By setting frequent goals and establishing continuous feedback, it lends itself to better communication and alignment of what each employee is working on and how they’re contributing to the company’s goals and purpose.
AGILE VS. TRADITIONAL

FREQUENT FEEDBACK

ANNUAL FEEDBACK

It’s Annual Review Time?
AGILE VS. TRADITIONAL

FLEXIBLE GOALS

RIGID GOALS
AGILE VS. TRADITIONAL

COLLABORATION

DICTATION
AGILE VS. TRADITIONAL

FOCUS ON DELIVERY

FOCUS ON GROWTH
AGILE VS. TRADITIONAL

SUPPORTIVE LEADERSHIP

BOSSY LEADERSHIP
THANK YOU