



Trends in Performance Management: *What's next?*



Dan Ryan

Talent Acquisition

Talent Development

Talent Strategy



Group introductions

- Name
- Company
- Role



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Why did you choose to attend?

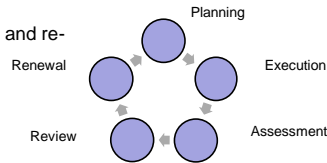


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Performance Management Process

1. Prerequisites.
2. Performance planning.
3. Performance execution.
4. Performance assessment.
5. Performance review.
6. Performance renewal and re-contracting.



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Data Gathering

- Send an email to dan@ryansc.net or dan@ryansearch.net
- The autoreply will give you a link to complete a survey
- Complete the survey and we will discuss the results in 7 minutes
- Be honest-this is completely anonymous!

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Survey results



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What does the data say?



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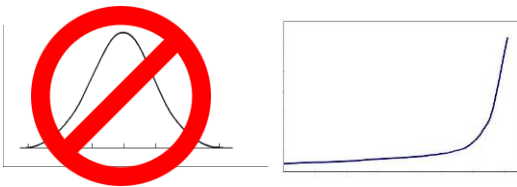
Performance & Organizational Strategy

- The role of Performance Management is changing
 - Less discrete
 - More continuous
 - Closely tied to Talent Management



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Talent Distribution



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Future Trends

- Technology is encroaching upon the Performance Management world
 - Real time performance using hand held technology
 - Minimizing "bias issues" in Performance Management
 - BetterWorks system

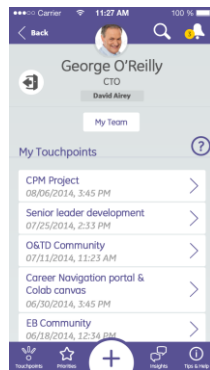
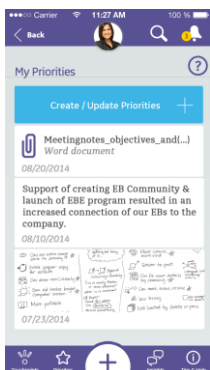


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More Future Trends

- "Bigger picture" perspective
- Less reliance on data and annual meetings
- "real time" performance feedback (Zalando)
 - Similar to crowdsourcing; structured and unstructured feedback
- PD@GE
 - Similar to the model mentioned above
- Both Zalando and GE models fit the "power curve" model (top 10%)

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Key issues

- Dealing with unconscious bias
- Future, more strategic, focus
- Growth mindset
- Feedback & coaching vs ratings & rankings
- Separate rewards conversation from development
- Tied to organizational goals

Source: Forbes 2016

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Reasons to Drop appraisals



- Growth of Talent Development
- Need for Agility
- Centrality of Teamwork

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Challenges with dropping appraisals



- How to reward performance?
- Identifying poor performers
- Avoiding legal issues
- Tying to top-level strategic direction

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Case Studies

- Form groups of 4-6 to work on the case studies
- Half of the groups should work on case 1-half on case 2
- We will come back together as a group in 12-15 minutes
- Any questions?



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Moving forward...



- What is the biggest challenge for performance appraisal in your firm?
- How does performance management tie to overall firm goals?

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Homework

- Use the handout provided to give some thought to what you might do in your own workplace
 - Low hanging fruit?
 - Short/mid term opportunities?
 - Long term opportunities?
- Who needs to be engaged?
- Hurdles you will face?

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Thank you!



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