

Performance Management

what we do

We help our clients to elevate performance by designing practical and science-based performance management processes.

Science-driven, practical design

As one of the world's most experienced advisors on performance management, we apply our deep knowledge of the science and practice to create simple and effective practices.

We will lead you through a performance management redesign process using a disciplined approach and deep insights to guide your decisions.

Our proprietary Rapid Cycle Design approach radically shortens the time it takes to design a draft process. This gives you

more time to socialize the design with key leaders, make any technology updates train and communicate well in advance of implementation.

Complete training and communications support

We will train your HR leaders and line leaders to set great goals, engage in performance-driving coaching and conduct fair and bias-free reviews.

We will write your communications support materials including training guides, one-pagers, website content and more.

Your leaders will feel equipped and empowered to elevate performance using a simple and powerful approach.

our experience

We have designed performance management processes for the world's premier companies across pharmaceutical, high tech, manufacturing, retail and more. Our books and articles on performance management have guided how the field approaches its design and implementation.

Great goals and frequent, transparent coaching are at the core of high performance.

A Client Story

A highly successful technology company needed to redesign and better execute performance management to fuel their next phase of growth.

The Challenge: The company's existing process had inconsistent goal setting, no required coaching conversations and a review process where the majority of employees were rated above average. While by design it assessed important behaviors, in reality managers had complete discretion to assign ratings.

The process was not consistently followed by the executive team, which undercut its perceived legitimacy. There was no clear flow of goals from the executive team through the organization so individual goals often didn't reflect company priorities.

Our Solution: We used a comprehensive approach to build organizational support and capabilities for better goal setting, coaching, and reviewing.

- **Align the executive team:** We led the executive team through a discussion to determine if they would support a more robust approach to performance management. Once that was confirmed, we helped them develop their Talent Philosophy which provided clear guidance for the design of performance management.
- **Design Performance Management using Rapid Cycle Design:** We worked with a small team of HR and business professionals to create a draft process using our proprietary rapid cycle design approach. In just two days, the team discussed and made thoughtful decisions about the technical design of performance management and the supporting elements of capability building, transparency, technology, and accountability.

The team discussed the draft design with key stakeholders to get insights on successful implementation. The final plan was agreed to only 45 days after the start of the design process.

- **Build leader capability and support materials:** We trained leaders in highly interactive sessions on how to set great goals and transparently coach for behaviors and performance in the new performance management design. We wrote extensive support materials including training guides, one page summaries, and website content.