

SET THE STAGE FOR 2024: HOW TO PREPARE WITH PERFORMANCE MANAGEMENT

HI! I'M MARC EFFRON



CONSULT



DEVELOP



PUBLISH



TMI – Middle East Dubai December 5 - 7



The poster features a night view of the Dubai skyline with the Burj Khalifa as the central focus. The event details are in the top left, and a testimonial is in the bottom right.

The Talent Strategy Group
SCIENCE + SIMPLICITY

GLOBAL TALENT MANAGEMENT INSTITUTE

The world's #1 executive education program on talent

Dubai, UAE
Dec. 5 - 7, 2023

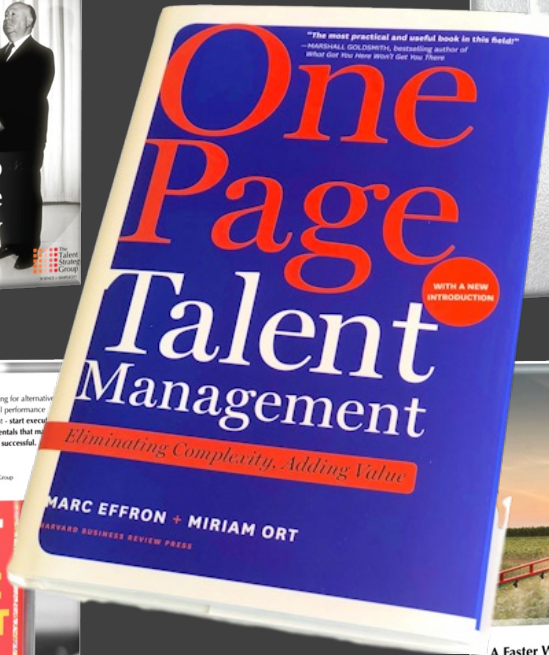
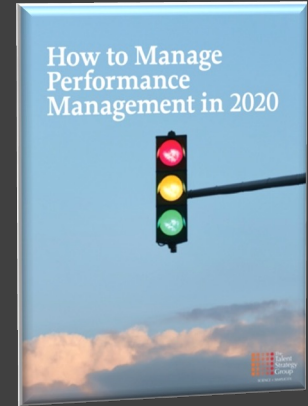
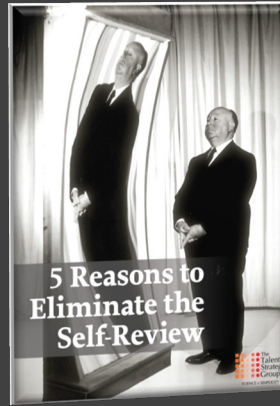
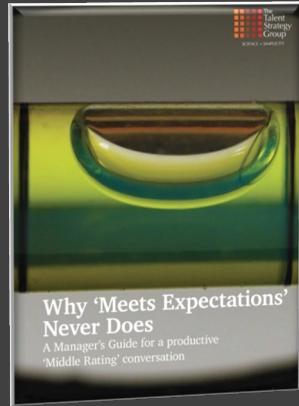
"The best executive education course I have ever taken."

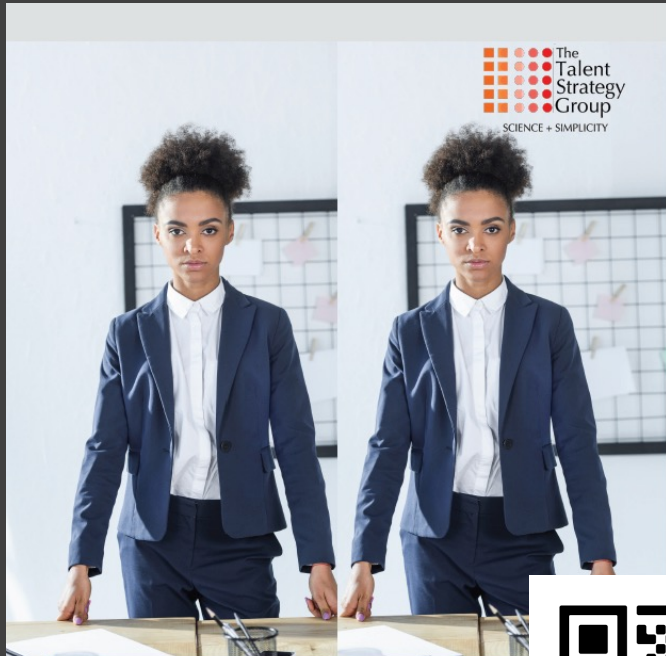
● TMI GRADUATE

**I'LL GO FAST & COVER A
LOT, SO WE HAVE TIME
FOR YOUR QUESTIONS.**

**YES, YOU'LL GET THE
DECK. USE IT WITH
YOUR LEADERS!!!**

OUR FAVORITE TOPIC TO WRITE ABOUT, CONSULT & RESEARCH





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The Identical Suzies (and
Why You Should Focus on
Your High Performers)



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Global Performance Management Report 2023

*The 2023 Global
Performance
Management census
is the most complete
assessment of how
companies are using
Performance
Management today.*



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Talent
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When was the last time your company redesigned its Performance Management process?

WITHIN THE LAST YEAR



1-2 YEARS AGO



3-4 YEARS AGO



5+ YEARS AGO



**APPARENTLY, IT'S
A POPULAR
TOPIC WITH YOU
TOO!**

PM IS ACTUALLY QUITE SIMPLE

SET GOALS

COACH

REVIEW

BUT OUR EFFORTS ARE TYPICALLY IMBALANCED

SET GOALS

COACH

REVIEW

SET GOALS

COACH

REVIEW

**LET'S SPEND OUR TIME
WHERE IT MATTERS MOST**

WHAT'S A GOAL?

A RESULT THAT MEANINGFULLY
CONTRIBUTES TO THE COMPANY'S
OR YOUR FUNCTION'S SUCCESS

SO, IT SHOULD BE

- ONE OF ONLY A FEW
- CHALLENGING TO “MEET”;
VERY CHALLENGING TO “EXCEED”
- DIRECTLY ALIGNED TO ONE LEVEL UP

GREAT GOALS ARE:

FEW

**PRIORITIZE THE VITAL FEW
COMBINE TASKS INTO GOALS**

**FOCUS ON WHAT'S
MEANINGFUL**

BIG

**INCREASE THE
CHALLENGE**

**GET THE
HIGHEST
PERFORMANCE**

SIMple

**CRISP AND
MEASURABLE**

**KNOW EXACTLY
WHAT TO DELIVER**

FEW

YOU HAVE 3 – 4 TRULY IMPORTANT DELIVERABLES TO YOUR COMPANY IN 2023/4. WHAT ARE THEY?

- WHICH DELIVERABLES DO YOUR CUSTOMERS OR EXECUTIVES MOST CARE ABOUT?**
- WHICH MOST DIRECTLY SUPPORT THE COMPANY'S SUCCESS IN 2023/4?**

**THERE IS POWER IN FOCUSING MORE EFFORT AND ATTENTION ON FEWER THINGS.
NOT EVERY IMPORTANT THING YOU DO IS A GOAL.**

BIG

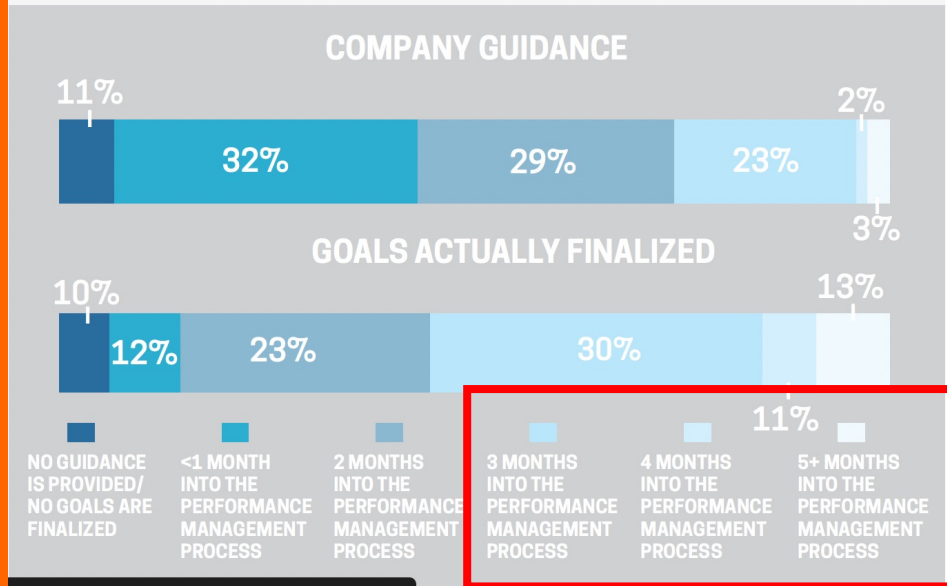
**HERE'S A DUMB QUESTION:
WHAT WOULD IT TAKE TO
DELIVER 200% OF LAST
YEAR'S RESULTS?
(WITHOUT MORE HOURS)**

**ASK THE QUESTION.
MAYBE YOU'LL FAIL AND ONLY GET TO 120%
OF LAST YEAR. . .**

- **WHAT WOULD YOU HAVE TO DELEGATE? LEARN?**
- **WHAT BEHAVIORS WOULD YOU NEED TO CHANGE?**
- **WHICH TEAM MEMBERS WOULD NEED TO BE IMPROVED?**
- **WHAT SUPPORT WOULD YOU NEED FROM YOUR MANAGER? FROM YOUR PEERS?**

TIMING

At what point in the Performance Management process are goals/objectives finalized for all employees?



SO, I GUESS
GOALS DON'T
MATTER TO
YOUR
COMPANY?

TIMING

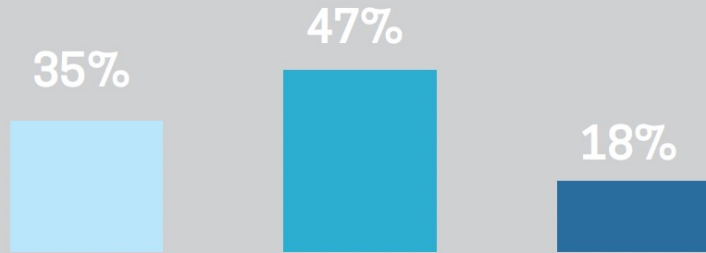
At what point in the Performance Management process are goals/objectives finalized for all employees?



**MOVE GOAL
SETTING TO THE
START OF YOUR
PERFORMANCE
YEAR!**

CASCADE

Is there a flow or cascade of goal/objective setting, starting with the executive team and moving sequentially from level to level?



YES, WE HAVE A STRUCTURED GOAL/OBJECTIVE CASCADING PROCESS

WE HAVE A RECOMMENDED CASCADING PROCESS THAT IS FOLLOWED BY SOME

NO, WE DO NOT HAVE A STRUCTURED GOAL/OBJECTIVE CASCADING PROCESS

BUILD A LOGICAL FLOW FROM TOP TO “REASONABLE” BOTTOM

CRUSH BIAS WITH PROCESS

YOU CAN CONTROL THE PROCESS MORE EASILY THAN INDIVIDUAL BEHAVIORS

1. MORE, DIVERSE EYES REDUCES OUTLIERS

2. ANALYTICS CAN BRING FACTS TO BEAR

3. CLEAR STANDARDS ADD OBJECTIVITY

STEREOTYPE BIAS
USE A STEREOTYPE
OF HOW A 'GROUP'
WOULD WANT TO
BE MANAGED

LIKE-ME BIAS
PROJECT ON
OTHERS THE TYPES
OF CHALLENGES
YOU WOULD WANT

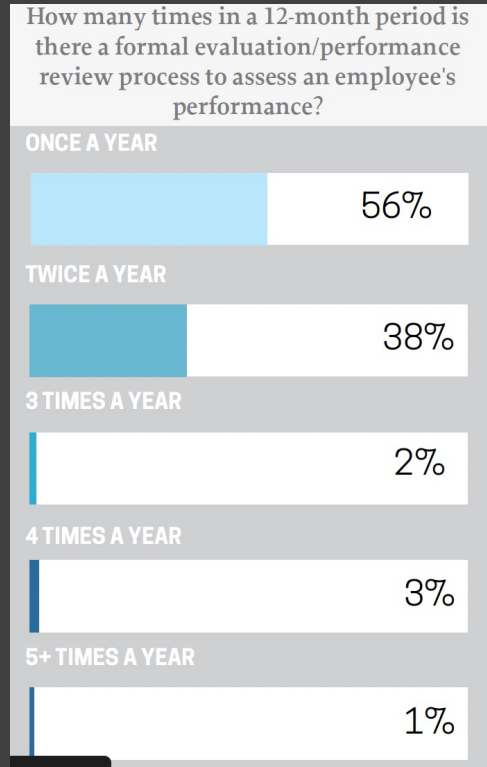
SOFT BIGOTRY
SET LOW GOALS
BECAUSE YOU
DOUBT SOMEONE
CAN PERFORM
BETTER

- 1. STRETCH EVERYONE: WHAT DOES 10% BETTER THAN LAST YEAR LOOK LIKE? WHAT WOULD THEY HAVE TO LEARN OR DO TO DELIVER SUPERIOR RESULTS THIS YEAR?**
- 2. ASK YOUR DIRECT REPORTS: I WANT TO MAKE THIS YOUR HIGHEST PERFORMING YEAR YET. DO YOU WANT THAT? IF SO, HOW CAN I HELP YOU PERFORM AT A SUPERIOR LEVEL?**
- 3. GOAL CALIBRATION: PUBLIC GOAL READ-OUT AND COMPARISON. READ "A FASTER WAY TO REMOVE BIAS"**
- 4. TWO-LEVEL UP REVIEW: MANAGER OF MANAGER READS ALL GOALS AND SCANS FOR OBVIOUS CHALLENGE DIFFERENCES; FLAGS TO MANAGER**
- 5. HR REVIEW: HR AUDITS FOR QUALITY (SIMple) AND BIAS; FLAGS TO MANAGER ANY FINDINGS. SURPRISING RESISTANCE TO THIS AT MANY COMPANIES!**

COACHING – THE 2+2 MODEL

- **ONCE A QUARTER**
- **15 MINUTES WITH EACH DIRECT REPORT**
- **2 OBSERVATIONS ON GOALS**
- **2 DO MORE/DO LESS SUGGESTIONS**

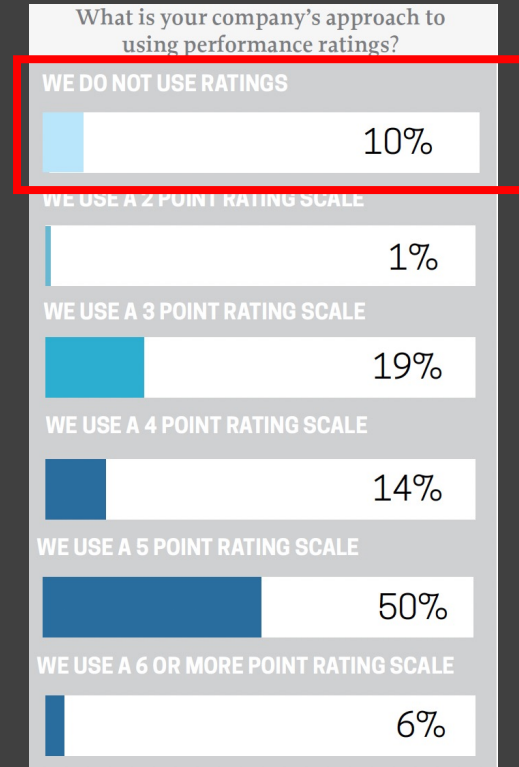
REVIEWS



**AVERAGE
WHAT/HOW
BALANCE**

68%/32%

**MAKE THE HOW
MATTER MORE
THROUGH
DIFFERENTIATION**



**ALL THE TYPICAL
BIASES (HALO,
LENIENCY, RECENCY,
CONFIRMATION)**

**ILLUSION OF
TRANSPARENCY**
MANAGERS BELIEVE
THEY ACCURATELY
COMMUNICATE
NEGATIVE FEEDBACK

**ILLUSION OF
SUPERIORITY**
MOST OF US SELF-
RATE AS ABOVE-
AVERAGE

- 1. QUARTERLY 2+2 COACHING: STRUCTURED REGULAR CONVERSATIONS TO ELIMINATE SURPRISES**
- 2. ONE-QUESTION SURVEY: "DID YOU HAVE A HIGH QUALITY 2+2 COACHING CONVERSATION WITH YOUR MANAGER IN THE LAST 90 DAYS?" TRACK AND REPORT BY MANAGER**
- 3. ELIMINATE SELF-REVIEWS: GIVE EMPLOYEES A VOICE, NOT A VOTE. MAKE SELF-REVIEWS VOLUNTARY AND EXPLAIN THEIR ACTUAL IMPACT**
- 4. RATING CALIBRATION WITH DIVERSITY DATA: RATING CALIBRATION WITH DIVERSITY DATA PRESENTED BEFORE DISCUSSION**
- 5. MORE RATERS: PEERS WHO KNOW YOU WELL MORE ACCURATELY RATE YOUR PEER BEHAVIOR**

IMPLICATIONS WFH?

- **GOAL SETTING EVEN MORE IMPORTANT. CLARITY OF EXPECTATIONS WHEN THEY CAN'T BE EASILY REINFORCED**
- **REGULARITY OF FORMAL 2+2 CONVERSATIONS**
- **CALIBRATIONS TO FIGHT BIAS – GOALS AND RATINGS**



**THANK YOU!
WHAT'S ON
YOUR MIND?**