

An aerial photograph of a lush green field, likely a golf course, with several wind turbines visible. A paved road runs diagonally across the upper right portion of the image. The scene is captured from a high angle, showing the shadows of the trees and the structure of the wind turbines.

HR VIRTUAL SUMMIT

Agile Performance Management

@JoWeech



How did Annual Reviews
get started?

Presentation Overview

OUTLINE OF TOPICS

2020: Engaging the
current workforce.

Tips for optimization



Jo Weech

People & Talent



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WHAT IS PERFORMANCE MANAGEMENT?



**KEEP
CALM**

AND

**ISSUE TONS
OF REPORTS**

KeepCalmAndPosters.com

It is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization.

-HR COUNCIL



WWI

*WD Scott creates
performance
appraisals*



1957

*Douglas McGregor
shifts from appraisal to
analysis*



1960s

*Goal setting and
assessing
performance*



1970s

Psychometrics introduced



1980 -90s

*Appraisals are
used to motivate*



2000s

360 degree, multi-raters



THEY WANT TO MAKE A DIFFERENCE



**Motivating your
employees
to be involved
is to be
motivating them
to want to
have your company be
successful.**

-Gerry Crispin



EMPLOYEE ENGAGEMENT



IF YOU GROW THEM...





STEP ONE

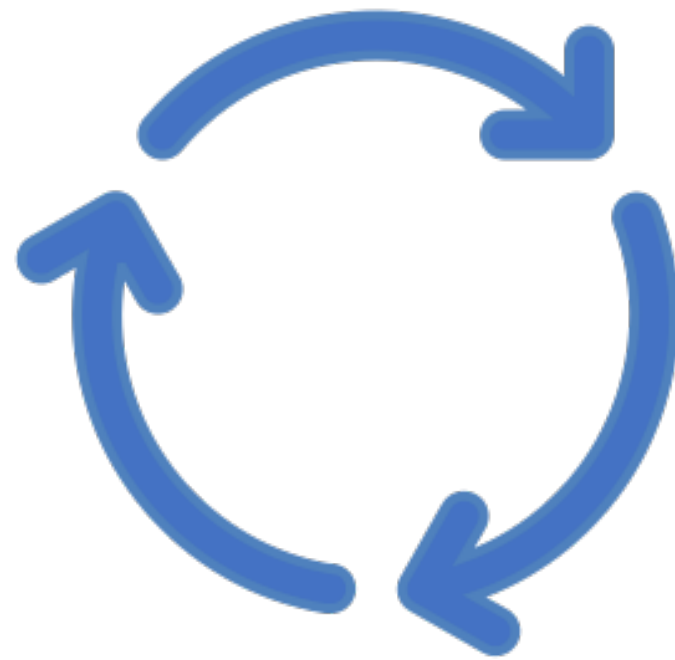
Create an agile process of
performance
management.



**Agile Methodology
was originally created
for use in
software
development.**



The three key ingredients we will explore in adopting agile methodology for performance management are:



- **Ongoing feedback**
- **Shorter timeframes for check-ins**
- **Managers as Coaches**



Review

Reflect

Regroup

Realign

Revitalize

Re-engage



WEEKLY CALENDAR



MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

SUNDAY

NOTES



Manager as Coach

What was your understanding of the task?

What did you need from me in order to be successful in the task, but didn't receive?



STEP TWO

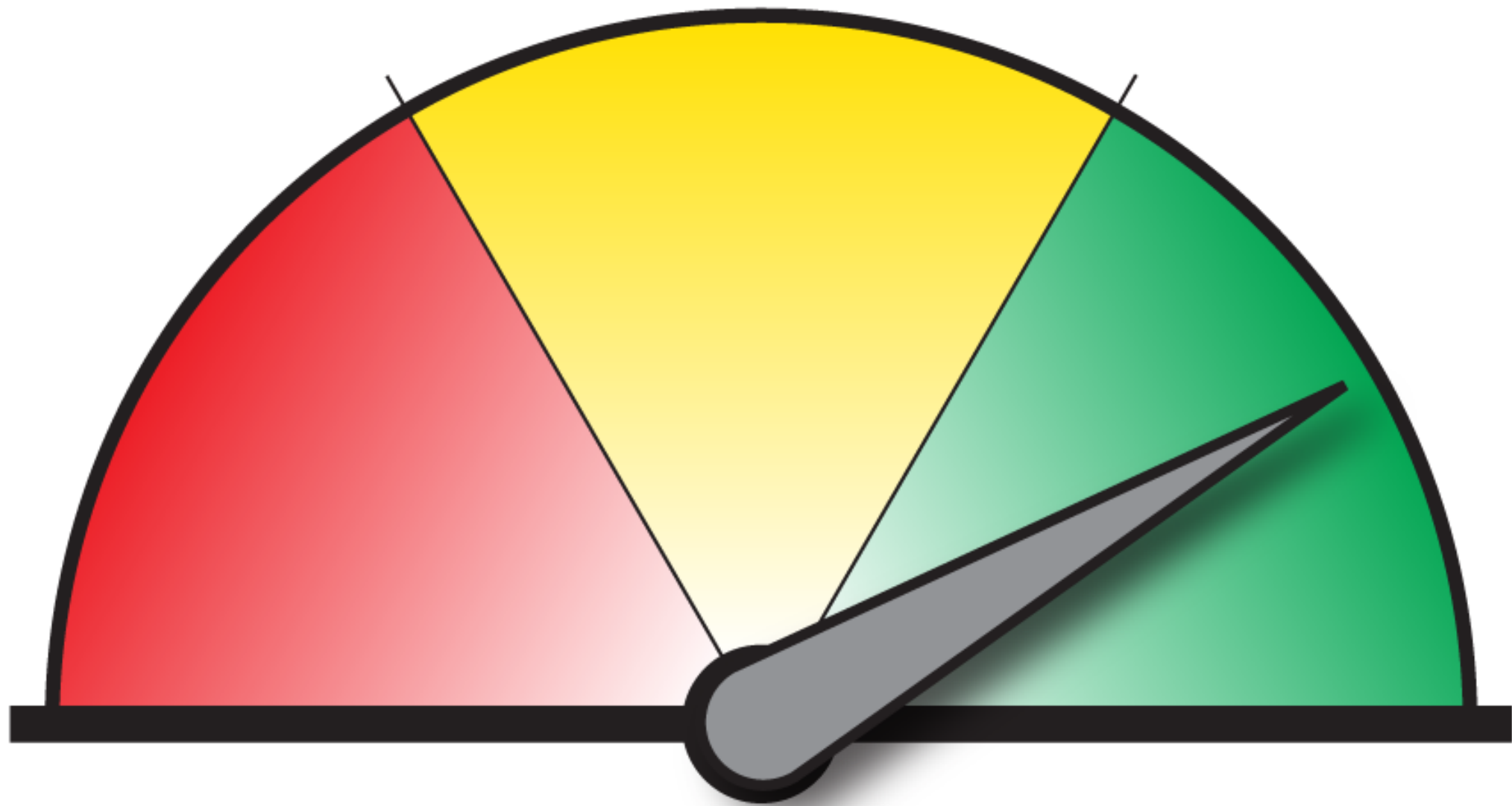
IMPLEMENTATION

- **THE TEAM LEAD/MANAGER TAKES A PROJECT AND BREAKS IT DOWN BY BENCHMARKS**
- **EACH TEAM MEMBER IS ASSIGNED SPECIFIC TASKS TO COMPLETE IN ORDER TO REACH THE BENCHMARK**
- **THE TEAM LEAD/MANAGER THEN ASKS EACH PERSON WHAT TOOLS/SUPPORTS ARE NEEDED TO SUCCESSFULLY COMPLETE EACH ASSIGNED TASKS**

- 1:1s are usually 5-15 minute standups each day, depending on the complexity of the tasks
- Team leads can evaluate the efficiency and excellence of the Employee's progress
- If there are "above expectations" achievements, there can be an "on the spot" recognition moment
- If there is a lag, or misunderstanding of the objectives, course-correction can take place immediately



STEP THREE



EMPLOYEE:
EXCEEDING, ON TARGET, MISSING THE MARK

EMPLOYEE- CENTRIC:

LOVES ATTENTION:
GROUP EMAIL, ZOOM
CELEBRATION

SHUNS ATTENTION:
PERSONAL EMAIL, SNAIL
MAIL



ABOVE AND BEYOND





**ON
TARGET**

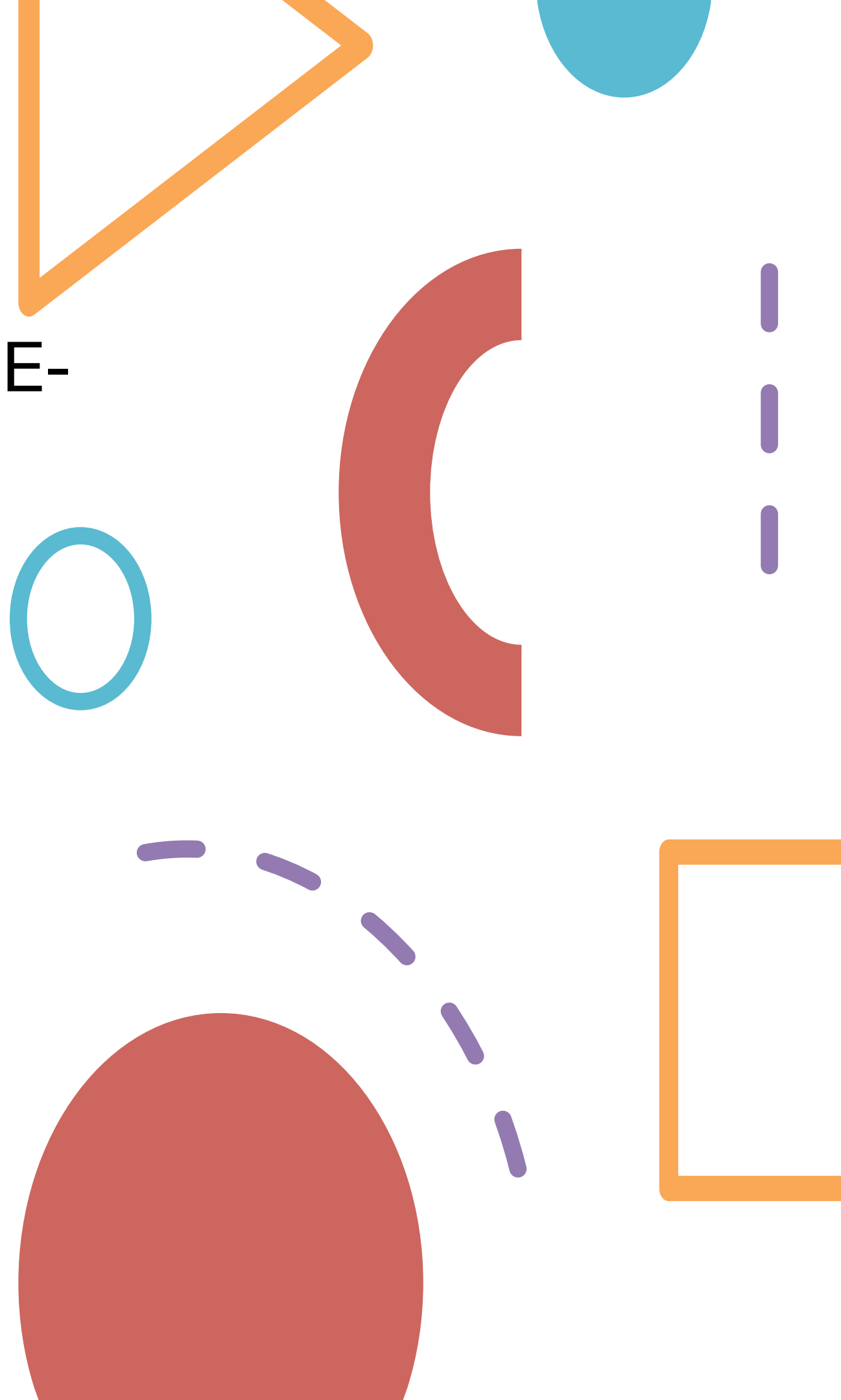
A close-up photograph of a target with concentric rings of blue, red, and yellow. Several darts are embedded in the target, but none are in the center bullseye. The text "MISSING THE MARK" is overlaid in white capital letters on a dark horizontal band across the center of the target.

MISSING THE MARK

- CAN IMMEDIATELY COURSE-CORRECT

- MISUNDERSTANDINGS CLEARED

- DEFICIENCIES IN TOOLS/
SUPPORT OR
EMPLOYEE LACK CAN BE
IDENTIFIED





**KEEP
CALM
AND
EXIT
STAGE LEFT**



STEP FOUR

if it wasn't documented

...

it didn't happen

Document
Document
Document



DOCUMENT



EVERYTHING.



TEAM LEAD AND



EMPLOYEE

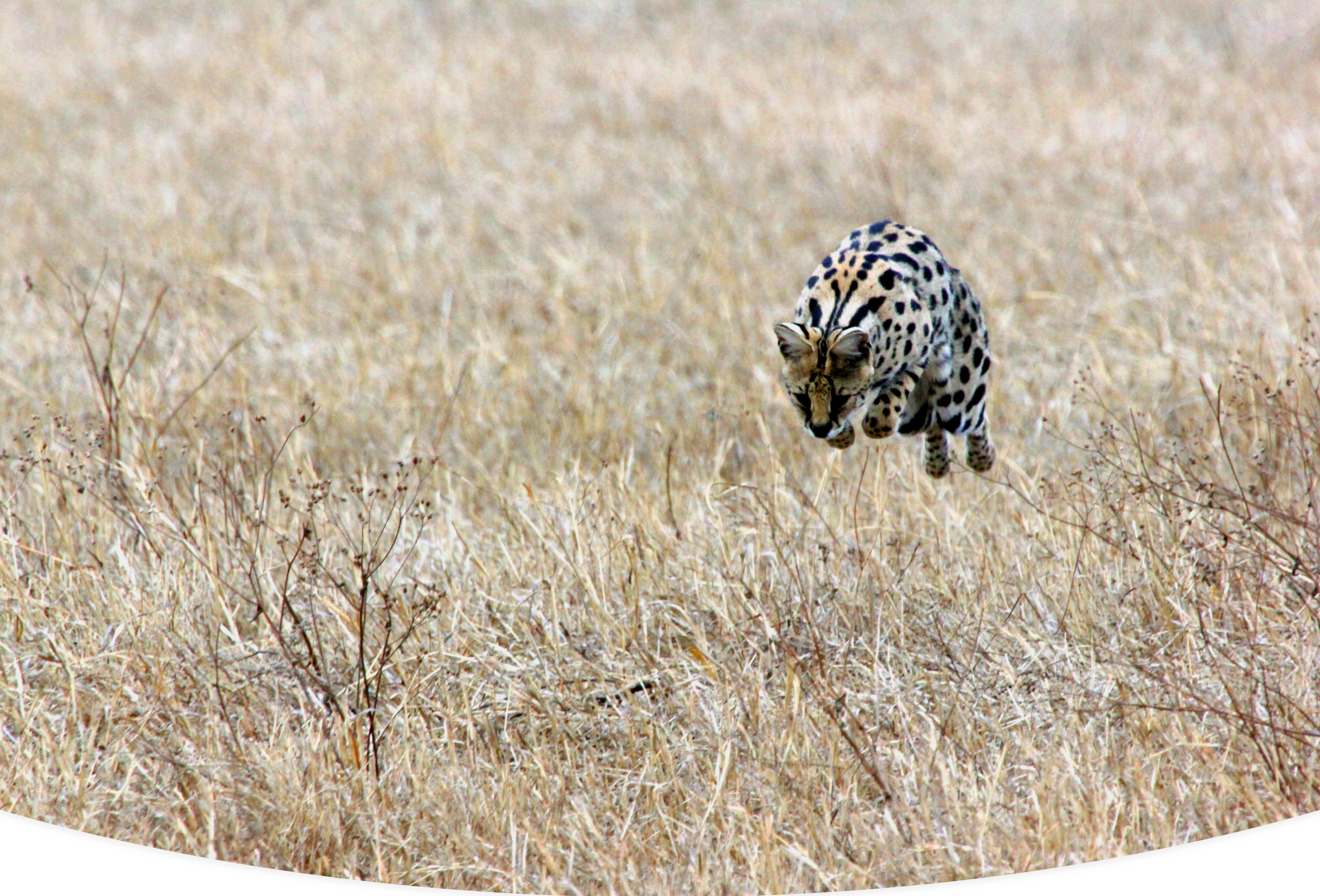


ACKNOWLEDGE



AND SIGN.





WHO SAYS A LEOPARD CAN'T CHANGE ITS SPOTS?



got questions?