

NATIONAL CENTER FOR HEALTHCARE LEADERSHIP 2015 HUMAN CAPITAL INVESTMENT CONFERENCE

SOFITEL CHICAGO WATER TOWER | NOVEMBER 17-18, 2015

Erica Bank

Performance Management
Leader, Deloitte



LEADING **TOGETHER**
SHAPING THE FUTURE



Reinventing Performance Management Upending Conventions at Deloitte

Erica Bank

Performance Management Leader, Deloitte Services LP

ebank@deloitte.com

@EricaLBank

<https://www.linkedin.com/in/ericabank>





Deloitte.
University
The Leadership Center

1,800,000 hours

What is Performance Management For?

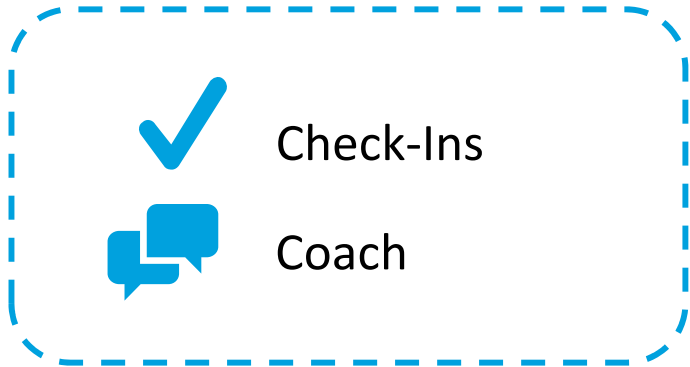


Table Discussion

Self-reflection & writing (1 minute)

What would be the primary focus of your Performance Management reinvention? (i.e. what problem would you be trying to solve?)

Table Discussion (4 minutes)



Check-Ins

How: Launch Approach

No mandate on:

- *Frequency*
- *Documentation*
- *Training*

What: Conversation Focus



Status of the work – general/specific updates



Roadblocks – what's impeding progress? How can Team Leaders clear the path?



Performance – input on what's going well, what's not, and behaviors observed; actionable steps individual can take next



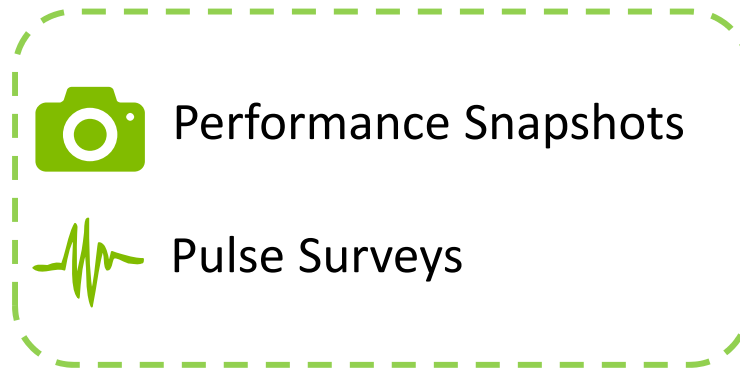
Well-being – efforts to accommodate work/life needs



Strengths – understanding a Team Member's strengths and identifying opportunities to align work accordingly



Course correction – help get Team Members back on track



Performance Snapshot

1. Based on what I know of this person's performance and if it were my money, I would award this person the highest possible compensation increase and bonus.

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. Based on what I know of this person's performance, I would always want him/her on my team.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Optional comment field

3. Team member is at risk for low performance?

Yes No

 Optional comment field

4. Team member is ready for promotion today?

Yes No

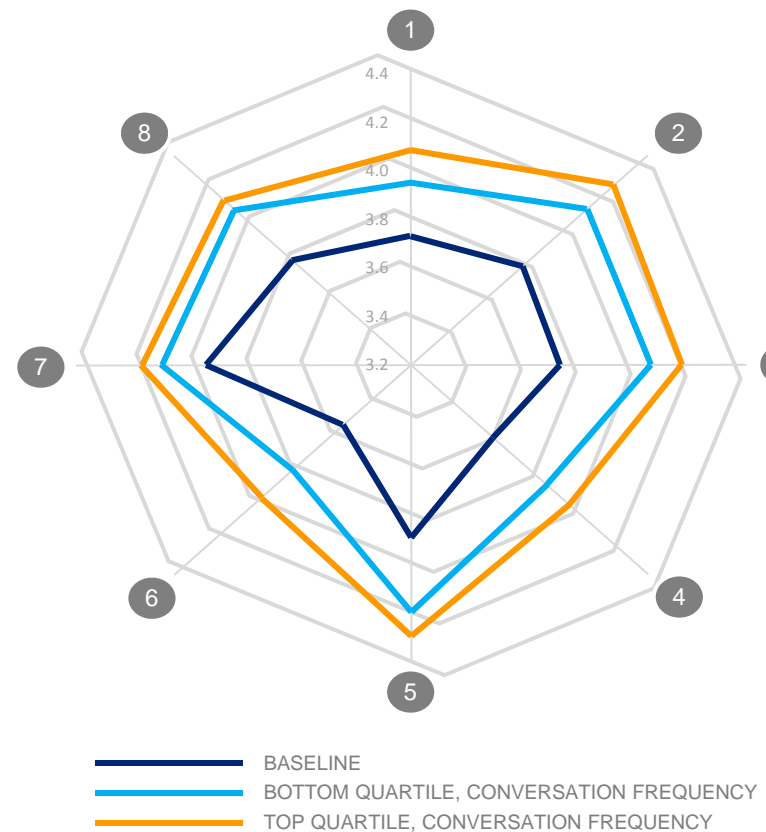
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- **timely**
- **reliable**
- **easy**

Pulse Survey

Pulse Survey items

1. I am really enthusiastic about the mission of the firm
2. At work, I clearly know what is expected of me
3. In my team, I am surrounded by people who share my values
4. At work, I have the chance to use my strengths every day
5. My teammates have my back
6. I know I will be recognized for excellent work
7. I have great confidence in the firm's future
8. In my work, I am always challenged to grow

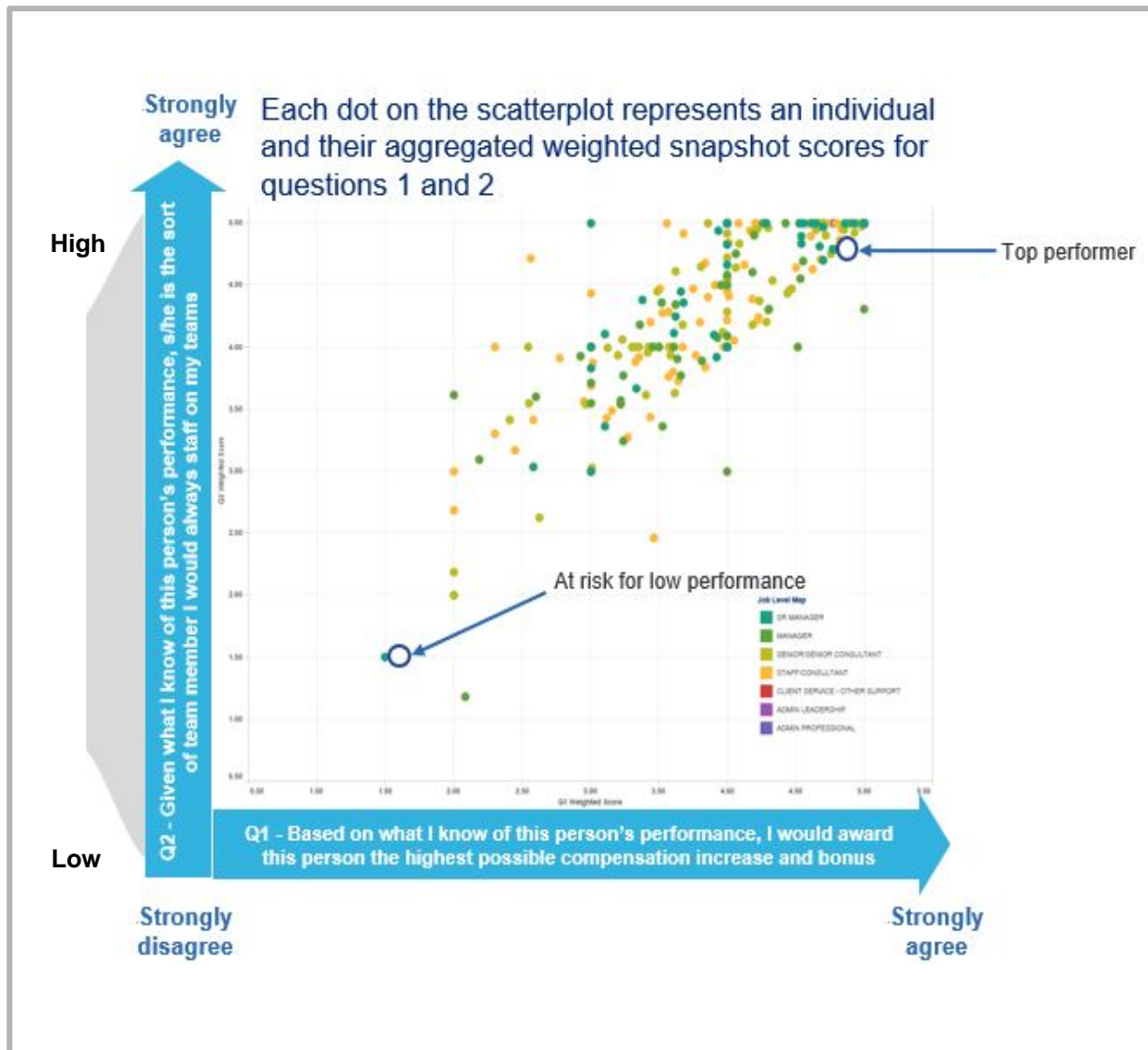


“The system that people work in and the interaction with people may account for 90 or 95 percent of performance.”

– Edward Deming



Using the Data



Supports:

- Compensation
- Talent Review
- Promotion
- Low Performer Management
- Exit

Table Discussion

Table Discussion (3 minutes)

- How would 'data-driven leader judgment' play out in your organization?
- How different is it from current state?
- What opportunities do you foresee?
- What about risks?

Performance Management at Deloitte



Objectives

- Drive greater performance of the work day-to-day via regular & periodic conversations

- Generate reliable data so team & business leaders understand their people's & teams' performance

- Use performance insights to enable talent decisions

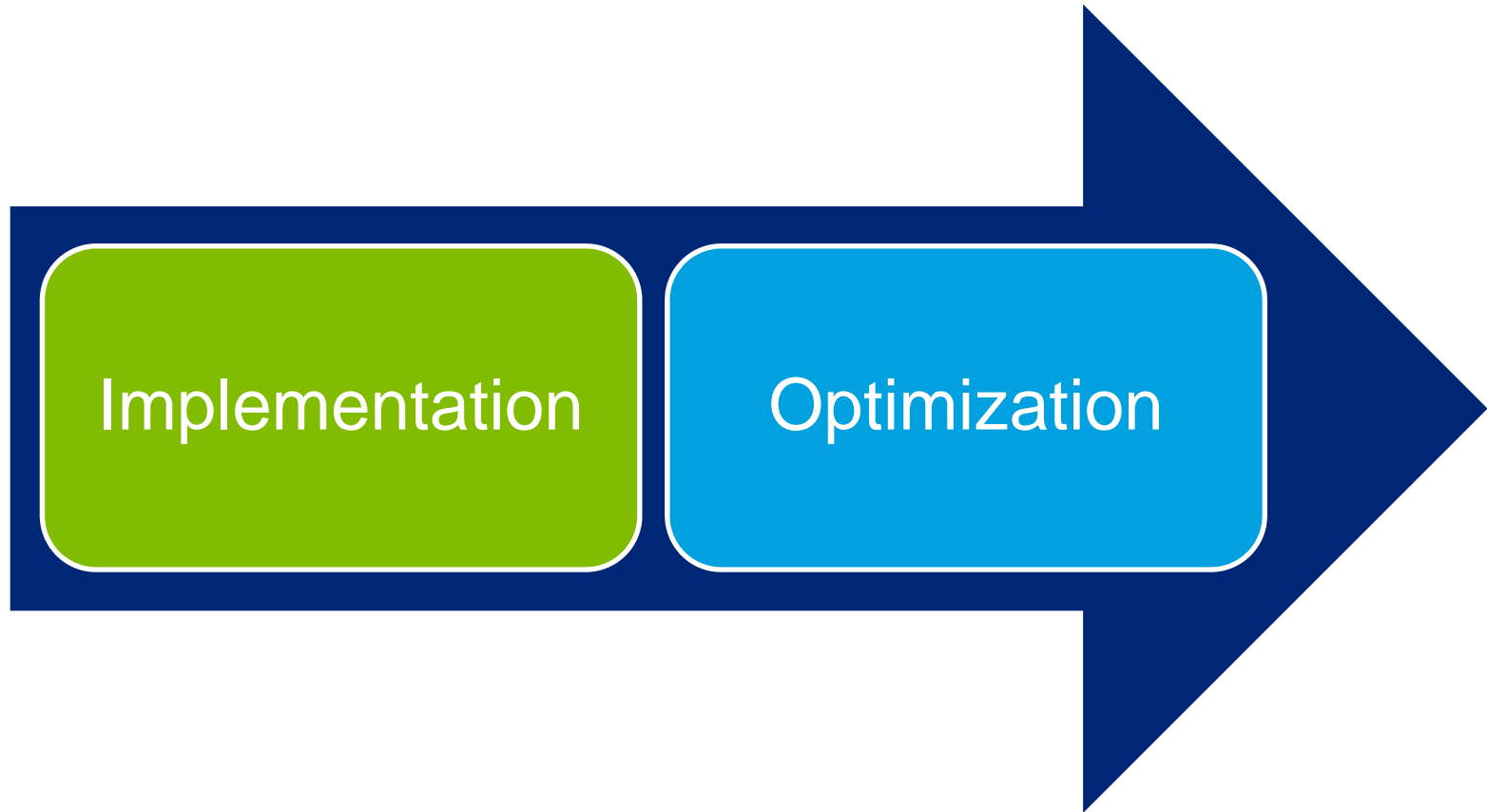
Features

- ✓ Check-Ins
- Coach

- 📷 Frequent Performance Snapshots
- 📊 Pulse Surveys

- 💰 Talent Decisions
- 👥 Talent Reviews

What's next?



What we've learned from our design

5 things we discovered

- 1 We have established a **stable baseline level of engagement** in the organization.
- 2 Engagement is **higher than this baseline** for the test population.
- 3 **Engagement increases over time** for the pilot populations who participated in both Phases of testing/pilots.
- 4 Within the pilot population, increased Check-in frequency maps to **increased engagement**.
- 5 Significantly, **higher engagement** maps to **higher Performance Snapshot scores**.

Professionals who **do not prefer** the reinvented approach to performance management were

1.4 times more likely

to be at risk for **low performance**.

Professionals believe Check-In's lead to their **BEST WORK**.

It is the ability to discuss and identify these strengths through Check-In's that drive perceived high performance.



A Team Member's strengths are more likely shared when Check-In's occur. Check-In's occur by a **factor of three** compared to Team Members who have not shared their strengths.



What we've learned from our journey



It takes a large team with a **large network**, because this touches everything



It's a slow & measured process of **continuous innovation** – not implementing & walking away



One size fits all **messaging** will fit only some. Appeal to both hearts and minds



Champions accelerate the change when 'the center' lets go and enables each business to make it their own





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