

Re-engineering Performance Management



From the Jon Ingham
Strategic HR Academy

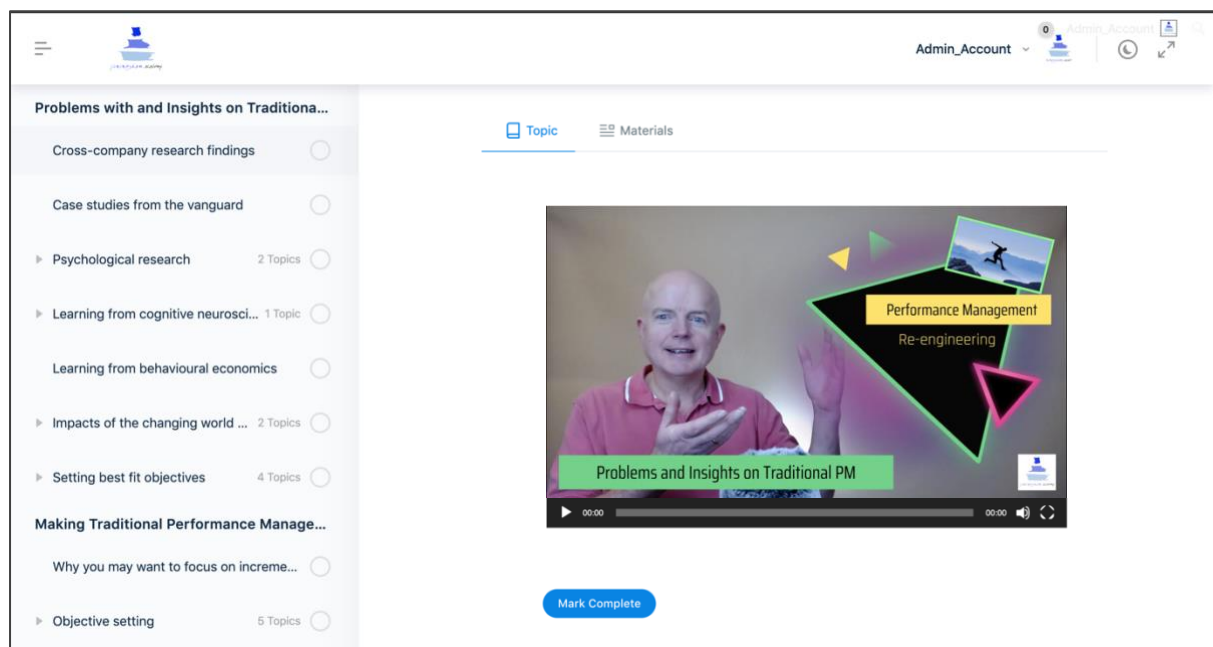


Why Re-engineering?

We all understand the theoretical benefits of performance management – the way it lies at the centre of learning, reward, career management etc, and how it also acts as the basis for increasing the performance of the business. The fact is, however that it hardly ever acts like this. In fact, if there was one process in HR, or even across the whole of business, that most organisations would agree is broken, it would surely be employee performance management. Nothing else we do turns both managers and employees off so much or results in so much wasted time (mainly through poor application and ineffectual conversations, but often not helped by bureaucratically heavy designs). Yet it should not be like this.

Employee performance management should be an absolutely critical business process or approach – providing the main mechanism an organisation has for ensuring that work is performed and objectives are achieved effectively. It should also be an important enabler for employees – helping them understand what they need to do, and to do it. But after 30 years of trying, we cannot go on making incremental improvements that do little to reduce frustration or increase impact on business performance. It is time to seriously transform.

The good news is that there are things that can be done to make a major difference here. In particular, new insights from business and psychological research, new ways of thinking and new technologies provide some new and significant opportunities for improvement. Organisations need to understand both these opportunities and also the best way in which they can select an approach which will work for them.



The screenshot displays a learning management system (LMS) interface. On the left is a sidebar menu with the following items:

- Problems with and Insights on Traditiona...
 - Cross-company research findings
 - Case studies from the vanguard
 - Psychological research (2 Topics)
 - Learning from cognitive neurosci... (1 Topic)
 - Learning from behavioural economics
 - Impacts of the changing world ... (2 Topics)
 - Setting best fit objectives (4 Topics)
- Making Traditional Performance Manage...
 - Why you may want to focus on increme...
 - Objective setting (5 Topics)

The main content area features a video player. The video title is "Problems and Insights on Traditional PM". The video frame shows a man in a red shirt speaking, with a graphic overlay that reads "Performance Management Re-engineering". Below the video player is a "Mark Complete" button. The top right of the interface shows the user is logged in as "Admin_Account".

Course Outline

Problems with and insights on traditional performance management

- Cross-company research findings
- Case studies from the vanguard
- Psychological research, neuroscience and behavioural economics
- Impacts of the changing world of work
- Setting best fit objectives

Making traditional performance management work as well as possible

- Why you may want to focus on incremental improvements
- Objective setting - development planning - ongoing performance conversations – feedback – appraisal – calibration - debundling
- Manager and employee responsibilities and entitlements

Abolishing performance management

- Why you may need to make more radical transformation
- Trusting (and tracking) emergence
- Developing other processes and organisational elements
- The check-In
- Employee ownership of their performance
- Social performance management
- Apps and other performance management technology
- HR and line manager capability

Linking re-engineered performance management to other processes

- How to reward without a rating?
- How to identify and take action on poor performance?
- How to promote?
- How to identify high potentials?
- Alternatives to the 9 box

Implementing the re-engineered approach

- Evaluating your current approach
- Deciding on an alternative
- Planning the change
- A design thinking-based approach
- Responding to different business and individual needs

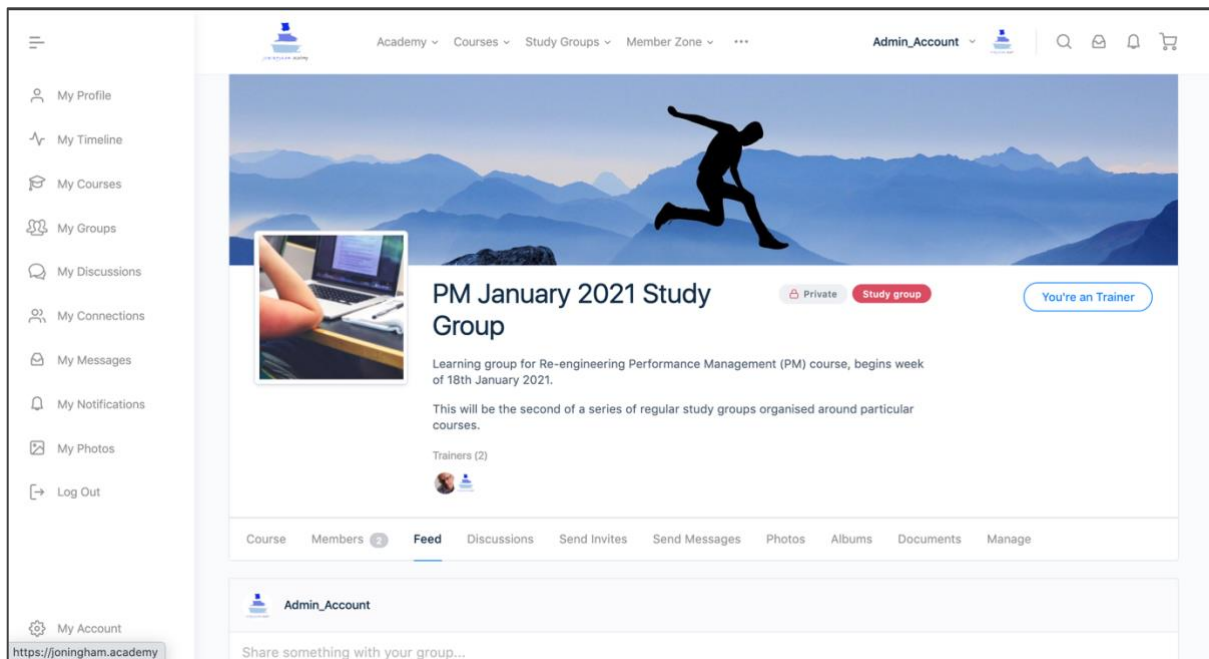
NEXT study group: 25 October - 17 December 2021

The Academy's study groups are small cohorts of participants focused on a particular course. These last for about two months and are run one or more times per year for each course. Study groups provide the main basis for Q&A with Jon Ingham, and also asynchronous chat-based discussion about the course, and your own opportunities around the course with other participants.

Study groups are also supported by four Zoom calls during the life of a study group. These help members of the group get to know each other, enable us to discuss more complex issues, support activities and provide a basis for reviewing the application of content to your own organisation.

The schedule for the forthcoming Re-Engineering Performance Management study group will be:

Week	Commencing	Focus
1	25 October	<ul style="list-style-type: none"> • Orientation
2	1 November	<ul style="list-style-type: none"> • Introduction • Initial Zoom call – Overview and connections
3	8 November	<ul style="list-style-type: none"> • Section 1 – Problems and insights
4	15 November	<ul style="list-style-type: none"> • Section 2 – Traditional performance management • Second Zoom call – Organisational objectives
5	22 November	<ul style="list-style-type: none"> • Section 3 – Abolishing performance management
6	29 November	<ul style="list-style-type: none"> • Section 4 – Linking to other processes • Third Zoom call – Best fit for your organisation
7	6 December	<ul style="list-style-type: none"> • Section 5 – Implementing the approach
8	13 December	<ul style="list-style-type: none"> • Summary • Final Zoom call – Action planning



About the Jon Ingham Strategic HR Academy

The Academy provides online capability development which is obviously particularly relevant to support remote working during the pandemic. However, this also offers an enhanced learning experience compared to traditional, face-to-face training:

Key benefits:

- Study at the time and in the location which is most convenient for you
- Participate from anywhere in the world*, avoiding travel time and costs
- Review or fast forward content to support your own learning needs
- Share insights, experiences and plan actions within small cohorts
- Learn from other discussions taking place across the whole Academy.

Video, other learning materials and study group facilitation are provided by globally recognised HR strategist, Jon Ingham:

- Co-author with Dave Ulrich of 'Building Better HR Departments'
- Author of 'The Social Organization'
- Top Global HR Tech Influencer 2019, 2020 - Human Resource Executive (USA)
- Mover and Shaker 2019 (& 7th Top UK HR Influencer, 2013) - HR Magazine (UK)
- HRD Thought Leader - HRD Connect (UK).

Study Group Timetable

Month	Study groups
September 2021	<ul style="list-style-type: none">• Culture change – what and how• Organisation design for modern, compelling and effective working
October 2021	<ul style="list-style-type: none">• Digital transformation for HR• Putting people first for meaning and performance• Employee experience to create and share value• Strategic partnering to improve HR credibility and contribution• HR transformation for creating value• Performance management re-engineering• Reward innovation: true transformation vs timid tinkering
January 2022	<ul style="list-style-type: none">• Wellbeing and resilience: moving beyond engagement• Business relationship management skills• Process design in both HR and the business
February 2022	<ul style="list-style-type: none">• Employer branding through organisational differentiation• Teams and teaming: high performance for the new world• Leadership and management in the new world of work

Notes: course content will be made available shortly before the relevant study group.

Courses cost £298 GBP including optional participation in a study group. All course fees include ongoing Silver membership providing access to all non-course learning resources in the Academy.

Find more information and enrol at www.joningham.academy

Or contact admin@joningham.academy

Follow the academy on LinkedIn for updates and general insights at www.linkedin.com/school/jon-ingham-strategic-hr-academy

