

5 Tips to Succeed in Planning and Executing Performance Management Transformation



Performance management transformation is becoming crucial as businesses evolve. New performance management models are focusing less on after-the-fact evaluation and more on agile goal setting, regular feedback, coaching and development and are much more geared toward managers coaching people to succeed.

In this guide, we cover the key steps needed to plan and execute performance management transformation in your organisation, and break down what may sound like an insurmountable task into simple digestible steps for you to take on at your own pace and bring your organisation up to speed.

Successfully plan and implement performance management transformation! Take these 5 steps:



1. Define the new strategy: The start of the transformation

Defining your new strategy takes into consideration more than just the strategy itself. It is at this stage where most of the thought around how to bring the employees on a journey of transformation occurs. Moving from a traditional annual review process to an on-going feedback and mentoring system is not an overnight project. It will take time, (blood, sweat and tears), effort, coaching and constant reminders for it to happen the way you envision. It's also important to ensure that all aspects of this strategy align with organisational goals. Aligning the employees to the right set of objectives remains a key success factor. Create your performance management strategy by:

- defining objectives
- establishing goals and processes
- being clear on how to measure progress
- rewarding achievements
- knowing what, how and how often to report

Show employees what is expected of them in the form of cascading organisational and team goals and how it aligns with their own goals.²

2. Adopt modern performance management technology

To succeed in performance management transformation, a necessary area of change is in technology and its use as a tool to enable the process. No longer are expensive and highly customised on-premise solutions necessary. Today's modern performance management solutions focus on making the on-going feedback process easier. The solution you adopt should also have robust analytics and dashboard functionalities embedded and need to have easy web and mobile-enabled access, with an 'anywhere, anytime' philosophy underpinning it. Some key considerations on adopting modern performance management systems include ease-of-use regardless of location, rapid buy-in and adoption by employees and managers, fast implementation and capabilities to evolve and adapt with you on your journey. It should ideally be part of a unified talent management solution, as this seamless integration into other aspects of talent management will ensure you have a complete data view of your employees.





3. Shift the performance management culture

A key part of the journey of transformation, this involves changing the organisation-wide mindset with regard to the purpose of performance management. It's a shift from viewing performance management as a tool to determine reward and compensation to become that of an enabler of on-going mentoring and development. Start by decoupling performance discussions and compensation discussions – shift that mindset into combining performance discussions with mentoring and coaching. Encourage ongoing feedback and use change management and communications teams to shift the performance management culture from an emphasis on top-down evaluation to one of continuous development.¹ Provide a structure/system/process where immediate, on-the-fly and informal feedback is encouraged, and foster a culture of acceptance of this new process.

4. Start the journey of transformation: Implement it in bite-size pieces

One important thing to take note about the performance management transformation journey...is that it IS a journey. The road to successfully transforming an entire organisation's performance management culture is not a short one. Roadmap your implementation into digestible pieces; break them down into manageable chunks of changes. Do not be disheartened by obstacles along the way; expect them and embrace them. It means that change is happening – and that's a good thing.

For example, Adobe started their performance management transformation back in 2012. With each passing year, they accomplish a little more of their objectives – they didn't attempt to implement all of it upfront. By the end of 36 months, Adobe's HR leaders were already seeing the benefits. Their employees find it much easier to start a conversation regarding performance today and have higher expectations of those conversations, receiving better feedback than ever before. Turnover levels remain very low despite the highly competitive talent market in which Adobe operates.¹ All of this didn't happen overnight



5. Measure success...continually

Back in Step 1 when we were defining the strategy, one of the key components mentioned was how to measure success. This final step is to ensure that we can be accountable for the transformation and its benefits. Use your performance management system's analytics function to monitor results. This can consist of one or more dashboards, scorecards, reports, and analytical tools that run off a common set of data and metrics. They will enable you to identify problems and opportunities, take action, adjust plans and goals as needed and make informed decisions. This is a continual cycle of improvement and adjustment as you track results and refine your process.

Done well, performance management transformation can have an inspiring and developmental impact on your employees and drive value throughout the organisation. Take the time to plan and evaluate all considerations and steps required for the transformation. Investing the time upfront will serve your organisation a lot better in the long run than trying to accomplish it in the shortest amount of time possible.

Interested to learn how PageUp can help you take performance management to the next level?
[Let's have a chat.](#)

1. Performance Management – The Secret Ingredient, Deloitte University Press, 27 Feb 2015

2. 6 Steps To Bringing Your Performance Management Into The 21st Century, Patrick Willer, 27 June 2016