Building a Future Ready Workforce

CASA 2022 Conference
Challenges

- Aging Workforce
- Staffing Struggles
- Lack of understanding around internal Career Opportunities
- Performance Process – stale and not useful for managers & employees
- Not enough training in both technical and people skills
- What else??
Let’s talk Performance Enablement
Old Performance Review Process

- Develop my people
- Make my employees perform better
- Guide how bonus dollars are allocated
- Guide how raises are given
- Identify employees for development
- Tell me who should be promoted
- Get and process feedback from team members, subordinates, etc.
- Track & hold employees accountable for subjective goals
- Track & hold employees accountable for objective goals (utilization, sales targets, etc.)
- Identify employees who need escalated perf mgmt
- Make performers feel good
- Meet documentation needs

Trying to meet everyone’s needs, we were asking too much of one process.
Performance Enablement

Performance Enablement is about moving beyond performance *measurement* and empowering employees to *grow* and do their best at work.

Why is this the approach we took?
We are focused on fueling future performance & development that is:

- Driven by the employee
- Ongoing
- Provides the tools and connections for all to develop their career and expand their skills

Performance Enablement supports:

- Real time growth and development of our workforce
- High-performing distributed teams
### Performance Management vs. Performance Enablement

<table>
<thead>
<tr>
<th></th>
<th>Performance Management</th>
<th>Performance Enablement</th>
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<tbody>
<tr>
<td><strong>Nature</strong></td>
<td>Prove</td>
<td>Improve</td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
<td>Appraise &amp; Manage</td>
<td>Enable Success</td>
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<tr>
<td><strong>Point of View</strong></td>
<td>Organization</td>
<td>Employee</td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>Look Back</td>
<td>Look Ahead</td>
</tr>
<tr>
<td><strong>Frequency</strong></td>
<td>Annual</td>
<td>Constant</td>
</tr>
<tr>
<td><strong>Approach</strong></td>
<td>Fractured</td>
<td>Unified</td>
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## 5 Components of Performance Enablement

<table>
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<tr>
<th>Component</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Goals</td>
<td>Working closely with their managers, Employees create and manage performance and developmental goals, both short and long-term that align with the organization and their individual career development. These can be updated at any time to ensure real-time clarity regarding priorities.</td>
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<tr>
<td>Skills &amp; Job Interests</td>
<td>Employees enter and update this data on an ongoing basis. Managers then use the information for forward conversations, organizational development and succession planning.</td>
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| Forward Feedback                  | Feedback can be given to all and requested from all in the organization in real time. Feedback is used for:  
  • Forward Conversations  
  • Personal development  
  • Colleague recognition  
  • Course correction                                                                                                                      |
| Forward Conversations             | These allow for managers to hold 1-on-1 continuous conversations with their team members enabling real time information to discuss their future performance and development, what’s working, where is help needed. These also create meaningful connectivity between employees and managers. |
| Performance Enablement Assessment | Two parts, entered by the manager, the Talent Snapshot is designed to best reflect the performance and behaviors of a given employee over the past year. The Potential Assessment allows for us to understand who is eligible for promotion in the upcoming year. |
Benefits of Performance Enablement

- Allows for real-time feedback and accountability around performance
- Creates the ideal forum for forward facing, candid conversations around career development & expansion of skills
- Keeps employees connected with their managers, peers, the organization, and its goals
- Supports an environment that utilizes real-time recognition
Our Transition to Performance Enablement (PE)

At the end of 2020, we announced our move to PE

Throughout 2021, we communicated and rolled out the concept of Performance Enablement and individual components, showing how they work together

- Trainings
- Dashboard
- “How to’s”
- Focus groups

Our goal for 2022 is that employees understand clearly:

- What is Performance Enablement
- What the ongoing cycle of Performance Enablement looks like at W&C
- How Performance Enablement supports our employees’ success and development
- What tools are available
- Where responsibilities lie
Performance Enablement Cycle

Q1
Aligned with business planning & promotions
• Update Goals, Skills & Job Interests
• Conduct Forward Conversations (March)

Q2
Aligned with operationalizing plans that have been put in place
• Update Goals, Skills & Job Interests

Q3
Aligned with mid-year employee, operations & business checkup
• Update Goals, Skills & Job Interests
• Conduct Forward Conversation (July)
• Mid-year Promotions

Q4
Aligned with ownership nominations, promotion timeframe & end of year
• Update Goals, Skills & Job Interests
• Conduct Forward Conversation (Nov)
• Conduct Talent Snapshot (Dec)

Forward Feedback
Leadership’s Role in the Success of PE

- Outward demonstration of support and participation for Performance Enablement is key – support via words and actions. Examples:
  - Partake in the process in the timeframes sent and communicate this as an expectation of your teams
  - Reinforce Performance Enablement process/timeline at team meetings via a Performance Enablement moment
  - Institute a requirement that Project Managers provide feedback at project close out
  - Champion the available resources
  - Other ideas?

- Knowing feedback is a huge component in Performance Enablement and that our employees will follow your lead, model strong feedback principles, for example:
- Practice and hone your ability to give and receive feedback and set the example as well as consistently ask for feedback (up and down the hierarchy and sideways) and visibly show that you receive feedback well
- Highlight decisions/changes made as a result of feedback
  - What’s being uncovered and addressed?
  - What processes have been improved/streamlined?
Questions??

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