



Optimising Performance Management in a Culture First way

 Culture Amp

Hello. Nice to meet you.



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The leading **People & Culture Platform** that helps companies take action to improve employee engagement, retention and performance.

Your culture

Engagement

Candidate, onboard, exit

Diversity & Inclusion

Wellbeing & COVID Response

Your people

Performance reviews

360°s

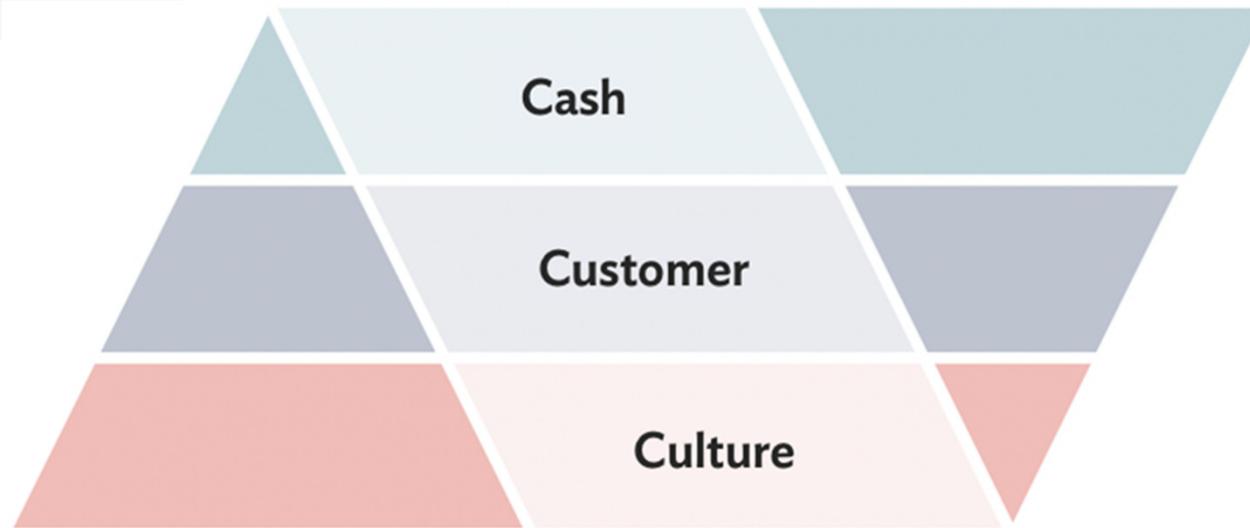
Goal tracking

Continuous feedback

The shift to Culture First

What drives results

Where companies focus



What we will cover today

- What's the current state of play
- Organisational Justice: The ecosystem for a Culture First approach to performance
- How to embed a Culture First system through behavioural change
- Understanding & minimising bias
- What can I implement tomorrow?

Quick poll

How effective do you think performance management is at your company?

Why rethink performance management?

95%

of managers
are dissatisfied with their
organisation's performance
management system

90%

of HR leaders believe their
system does not deliver
accurate information about
employee performance

Why rethink performance management?

Research shows that organisations with employees who are more satisfied with their company's approach to performance management are;

1.3 x

More likely to reach financial targets

3 x

More likely to effectively manage change

3.2 x

More likely to encourage risk taking

2 x

More likely to innovate

Who should care?

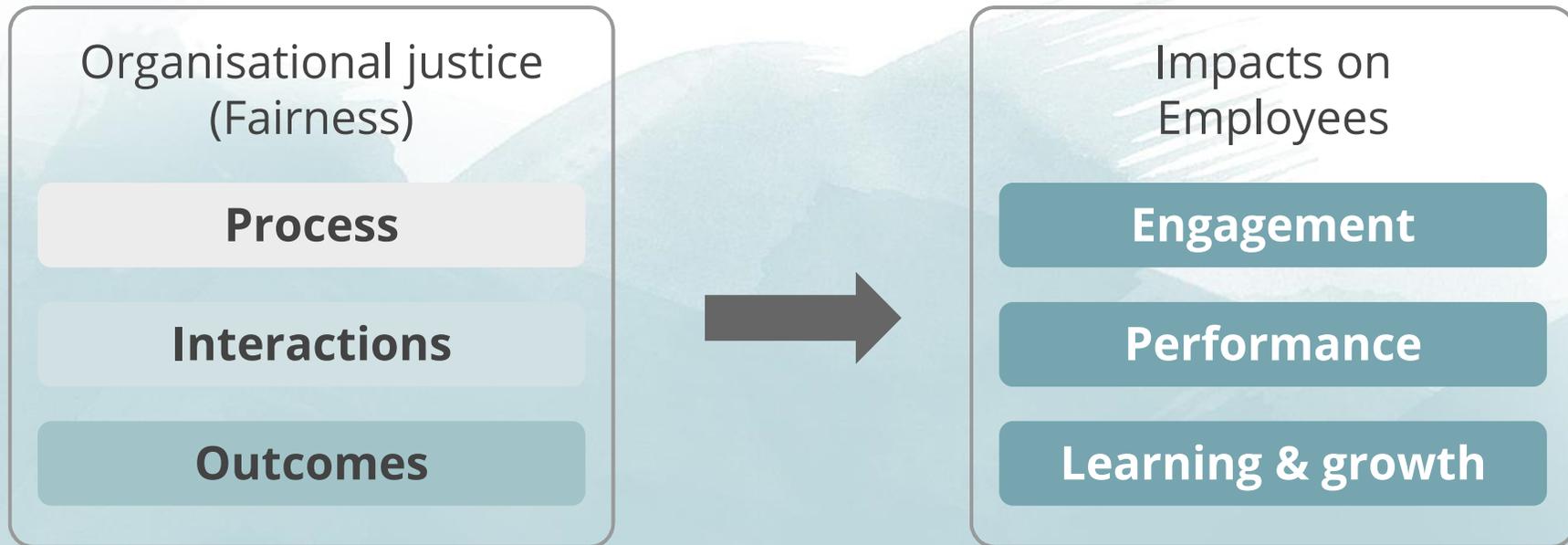
It's not just HR leaders....

Companies	Managers	Employees
How are our people performing?	How can I enhance my teams' performance?	What's expected of me?
Where can we maximise developmental opportunities to drive growth?	How can I better support and retain my best people?	How can I improve?



**Company Level:
Organisational
Justice**

Organisational Justice: A framework for creating a Culture First performance system



3 Key Factors

Process

- Are the decision making rules clear and consistent?
- Were potential biases acknowledged and minimised?
- Did I have an opportunity to voice my input?

Interactions

- **Interpersonal treatment:** Was I treated with respect and compassion?
- **Information:** Was I informed on how the process works?

Outcomes

- Did I get what I wanted?
- Was it appropriate and equitable?

Quick poll

Which of these three things do you believe **most impacts** people's satisfaction and perceptions of fairness of performance management systems?

Process

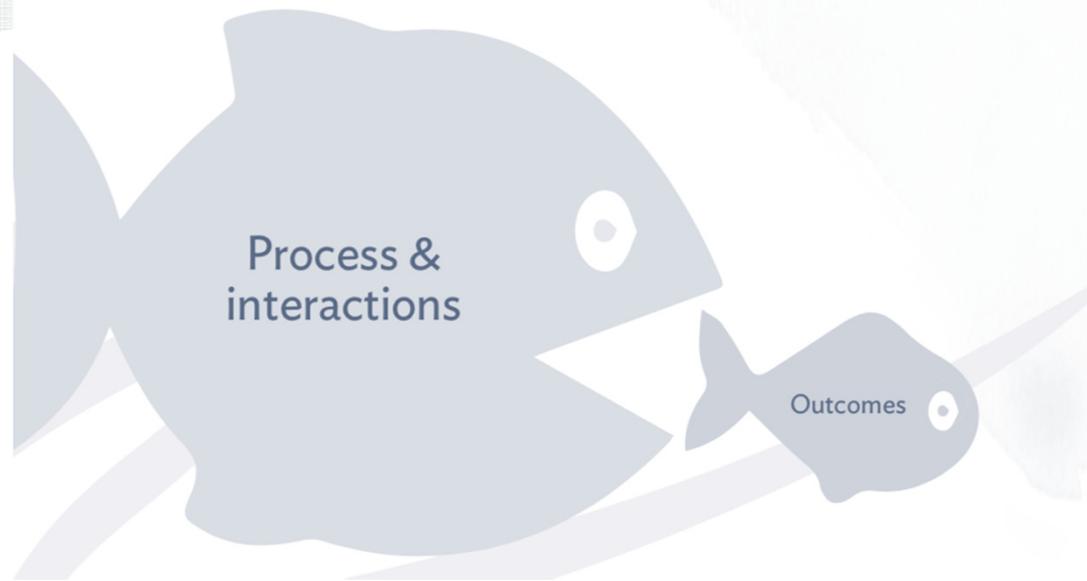
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Interactions

|

Outcomes

People can be disappointed with the outcome, but still satisfied if the process feels fair and they were treated humanely



Exercise time

Think about someone in your team - not necessarily a top performer or someone who struggles - rather, someone who's consistent. Get them clear in your mind and think of something they did that was helpful to you.

Now remind yourself about what exactly they did.

Exercise time

...and now think about **when** they did that

Recency bias

What have you done for me lately?



People place higher value & impact on work they have seen recently.

We tend to discount work we haven't seen recently or were not part of our first impressions

A hand is holding a pair of black-rimmed glasses in the foreground. The background is a blurred office environment with two people in business attire standing near a window. The text "Manager Level: Reducing bias" is overlaid on the image.

Manager Level:
Reducing bias

BIAS TYPE

Recency

Managers place higher value & impact on work they've have seen **recently**

Proximity

Assumption that better work is done in office when it can be **seen** and **heard**

Similar-to-me

Managers favor people that are **similar to them**

Idiosyncratic rater

Managers weight evaluations toward **personal eccentricities**

Gender

When giving feedback, managers tend to focus on **personality and attitudes of women**

BIAS TYPE

COMBAT BY:

Recency

- Gather feedback at multiple points in time throughout the performance cycle

Proximity

- Gather feedback on work not directly observed or involved in

Similar-to-me

- Collect feedback from multiple people and provide clear criteria

Idiosyncratic rater

- Give managers a chance to triangulate views with others + objective measures

Gender

- Using methods of structured feedback – e.g. Situation-Behaviour- Impact Model



Individual level:
Growth mindset

Speaking of performance

Performance (noun): the action or process of carrying out or accomplishing an action, task, or function.

Performance is **something we do**.

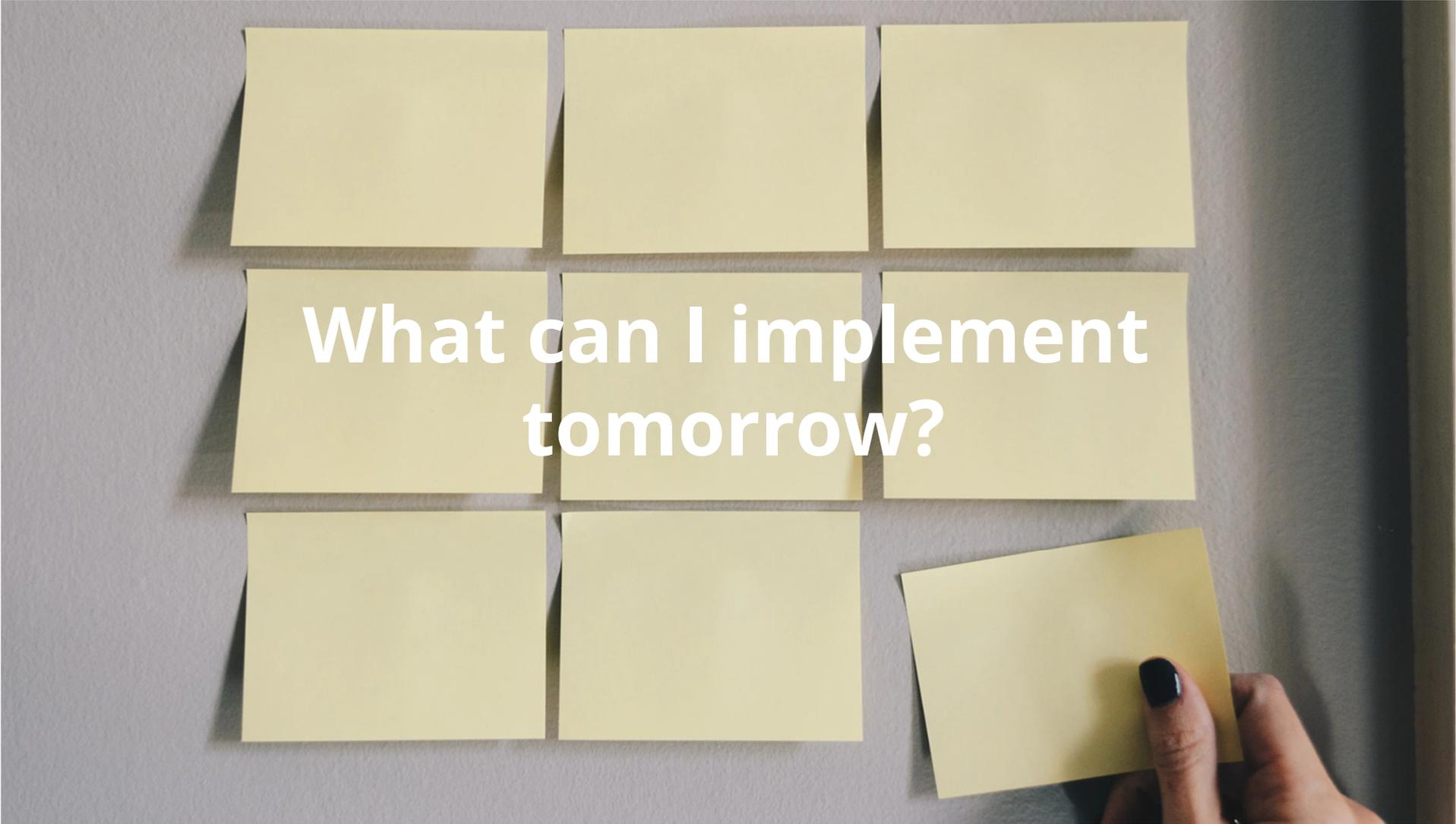
It's a **malleable, temporary state**.

It is **not who we are**.

Therefore, we need to be thoughtful in how we talk about it within our companies.

Speaking of performance

Verbs/State: Ideal ✓	Nouns/Trait: Nope ✗
Top performing individuals	Top Performers; A-Players
Contributing; Delivering	Average; B-Players
Lower performing; Needing support	Low Performers; C-Players



What can I implement
tomorrow?

Exercise time

Think about the last time you had an opportunity to learn something new or pursue some area of growth you've been interested in...

Exercise time

Now imagine you're working from home when a calendar invite pops up, and it's a performance review meeting with your manager for tomorrow afternoon to talk about your performance over the last 6 months...

What you could implement tomorrow:

**Decouple performance
measurement and
development conversations**

What you could implement tomorrow:

**Provide guidance for giving
structured feedback**

What you could implement tomorrow:

**Use the data you have to
understand your company's
needs**



Summary of Key Components:

1. Ensure transparency of the performance review process and resulting decisions
2. Use science-backed design to reduce common biases and promote fairness
3. Decouple conversation about performance measurement from performance development

Final exercise

Decide on your one 'small win'



Questions?

Thank you

