

# People Experience: Excellence of Simplicity

October 2021

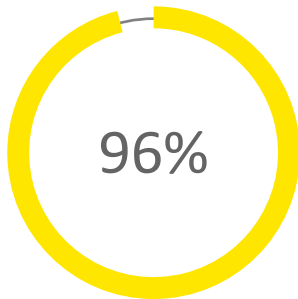


The better the question. The better the answer.  
The better the world works.

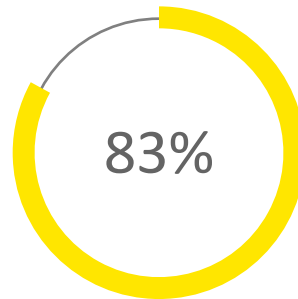


# A strong Performance Management approach is necessary to meet the demands of the future of work

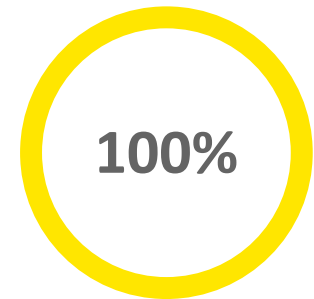
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- ▶ Up to 96% of HR leaders have reported dissatisfaction with aspects of their current PM process<sup>1</sup>



- ▶ Based on this, up to 83% of organisations are considering or have made changes to their PM process<sup>1</sup>



- ▶ 100% of companies in the second year or later of their PM transformation reported that it was worth the investment<sup>1</sup>

1. NeuroLeadership Institute, *Is Transforming Performance Management Worth it?*

# Notable constraints of traditional performance management that are impacting effectiveness

## Commonly cited limitations with traditional performance management...

Organizations are recognizing that traditional performance management practices are fraught with limitations such as being:

**Slow and cumbersome**, resulting in wastage of costly organization resources without clear benefits realization

**Misaligned** to the values, motives and personality of the individual, potentially resulting in alienating the employee from the process

**Backwards-looking** rather than forwards-looking, with a focus on monitoring rather than enhancing performance

Focused on and **measuring only outputs** rather than enablers

**Limited in supporting employee engagement** and performance due to the emphasis of end-point reviews rather than regular and real-time feedback and coaching

**Not agile** enough to respond to today's disruptive business environment

**Unaccommodating** of today's employee-employer relationship, where employee's expect a far greater degree of autonomy and flexibility in the way they manage their work

## ...have driven the desire for a more balanced approach

These limitations are prompting organizations to seek a performance management solution that enables:



*A much greater degree of coaching to enhance performance*



*More frequent conversations to ensure just-in-time check-ins and performance feedback*



*Shared responsibility between both employer and employee, and a much broader view of enterprise contribution*

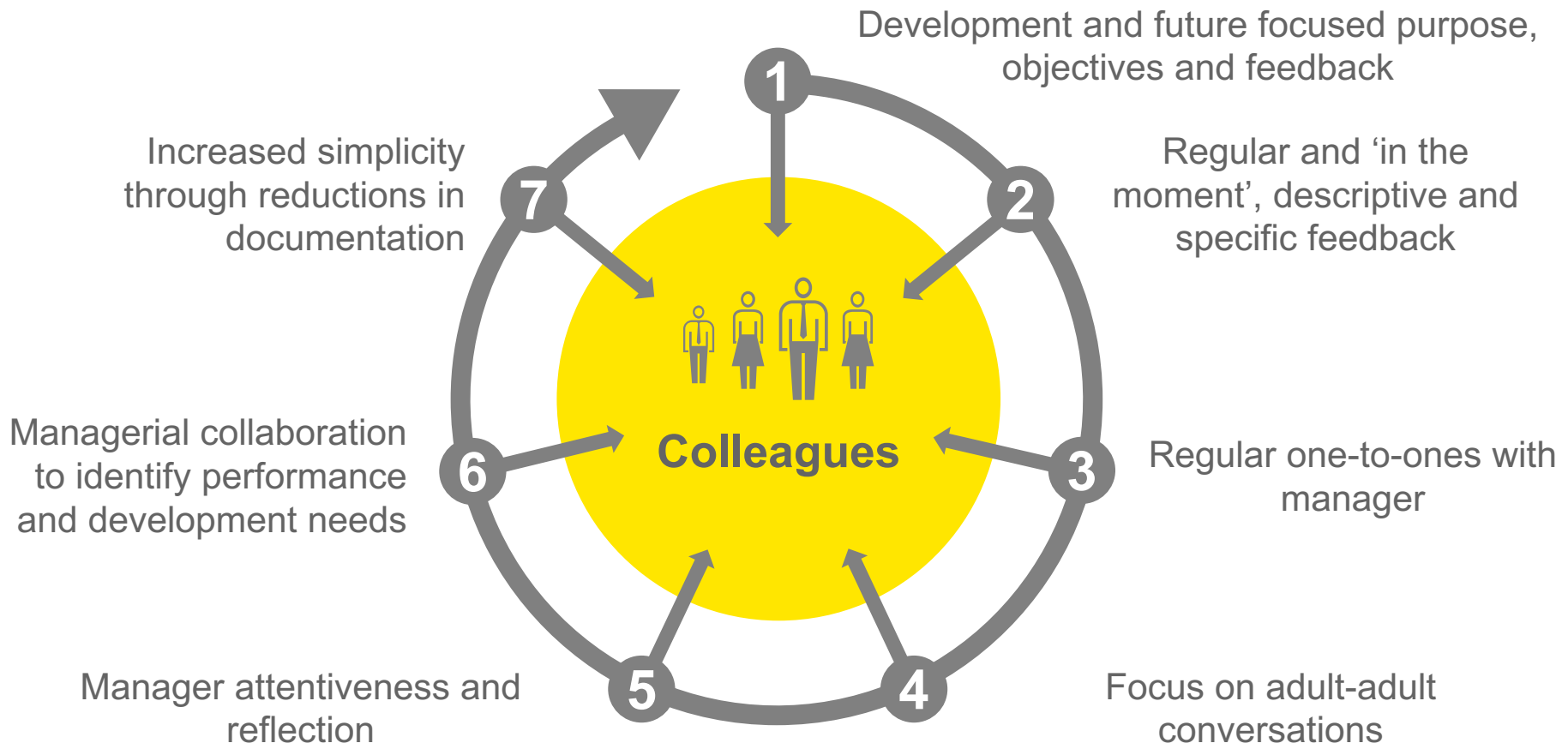


*The leveraging of technology and social platforms to enhance employee connectivity*



*Much less of a focus on the process and documentation and much more of a focus on the outcomes!*

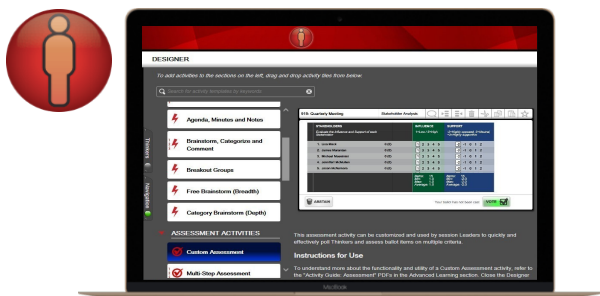
## Guiding principles emphasises a significant behavioural change to activate employees potential ; to be their best



# The performance activation framework transforms an organization's performance management process



# ThinkTank™ as an accelerator to drive the company forward



EY's ThinkTank™ program provides our account teams with an innovative technique for tactical and strategic decisions that are less frequent in nature, less predictable and unstructured, but individually can have a greater impact on the organization.

It hosts a real-time assessment, collaboration, and decision making event where participants join virtually, in the same room or across the globe and collaborate on key topics and challenges to:

- ▶ Brainstorm ideas
- ▶ Categorize ideas
- ▶ Prioritize real issues
- ▶ Create action plans

Build on the groups ideas, categorize and prioritize the most pressing initiatives. The environment enables this to be done in a rapid, engaging and anonymous manner.

Significantly reduces time and effort to quickly engage stakeholders and action ideas.

## ThinkTank™ Collaboration Activities



Brainstorm



Poll



Rank



Matrix



Report





**«Simplicity is the ultimate sophistication»  
Leonardo da Vinci**