

Cogendo

Performance & Talent Management



Rob Wheatley

Performance Management - How it's seen by most people

- A costly, dreaded task that provides little business alignment or benefit
- A large admin overhead
 - Run with ill-suited tools – Paper, Word, Excel, email
 - Time and money sump
 - Constant people chasing
- Little buy-in
 - Seen as a chore
 - Dates and objectives go stale between reviews
 - Achievements 'forgotten' during the review period
 - Employees don't see their fit or the benefit to them
- Hard to extract meaningful data
 - Shuffling through paper, emails and 100s of spreadsheets
- Doesn't efficiently align the organisation
 - Infrequent use, sideline activity
 - Doesn't deliver the productivity gain it should
- Doesn't help me!

Performance Management - What It Should Be?

- Many things, to many people:
 - “It’s about delivery, alignment and getting things done”
 - “It’s about talent management and growth”
 - “It’s about understanding your employees performance, skills and talent as a whole”
 - “It’s about succession planning”
 - “It’s about helping **me** and **my** career path”
 - “It’s simply a measure of performance for remuneration”
- It should give something back to **everyone** involved
- The process and tools use to manage it should not get in the way

- As employees, we have experience of ‘old school’ performance management
- We asked ourselves “Surly, there’s a better way?”
- Formed late 2010, backed by industry leaders, we built our first prototype
- **Our Mission:** Do one thing and do it well!
- **Our Philosophy:** Open, transparent, responsive and inclusive
- PerformanceHub’s history:
 - Public beta released May 2011
 - Version 1.0 and 1st contract - September 2011
 - 3 major releases since V1.0, updated with smaller releases about once a month
 - Last release (V3.3) in January. Included PDP, Flexible Ratings and Success Criteria
 - Now used in 17 countries around the world

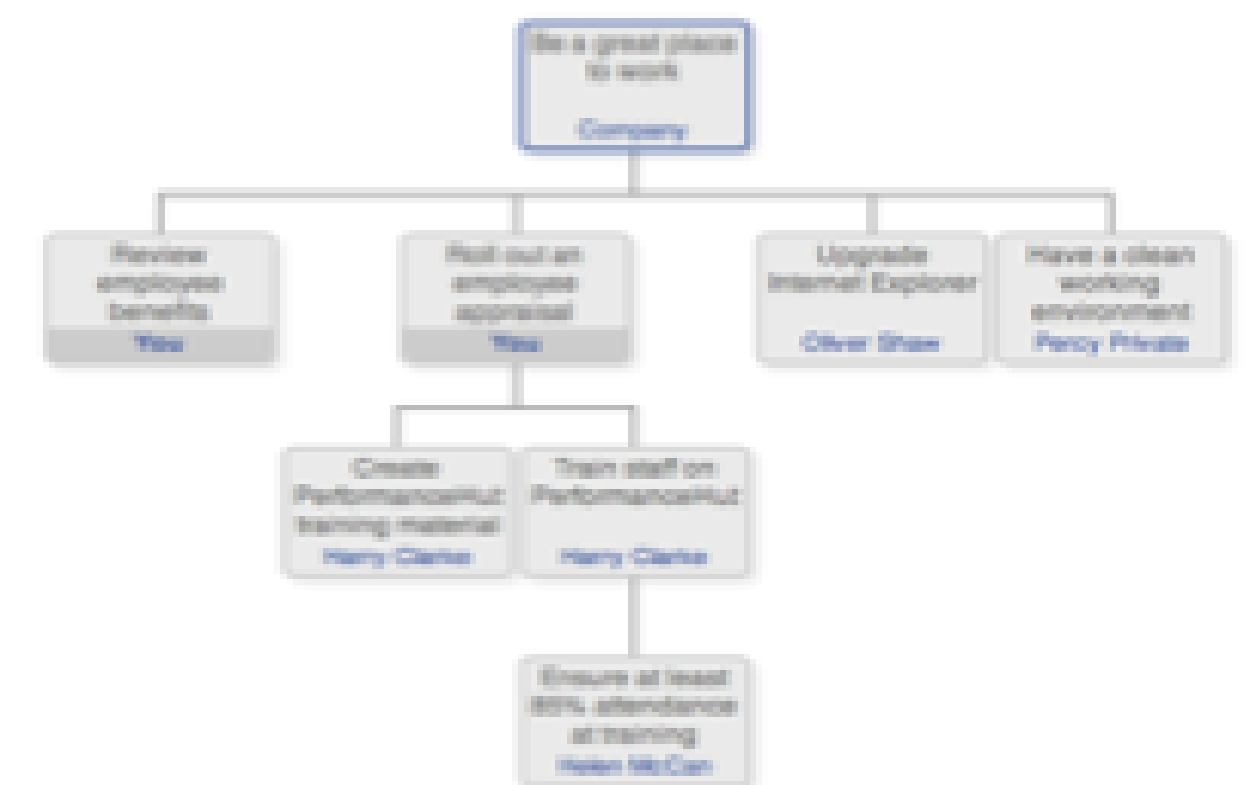
What can PerformanceHub do?

- Use it to:
 - Communicate your organisation's mission statement, goals and objectives
 - Align employee objectives with company objectives through an interactive Cascade
 - Keep employees aligned, focussed and engaged
 - Measure employee performance on deliverables, behaviours and competencies
 - Manage personal development plans
 - Manage talent within your organisation
 - Centralise your data
 - Get real-time performance information
 - Save time and reduce admin
- All from one, central, web based hub
 - Available anywhere in the world
 - No software to install, no maintenance
 - Automated reminders
 - KPIs, reports and dashboards
 - Historic performance data
 - Secure:
 - Hosted in ISO certified, UK data centres, 256-bit encrypted
 - UK DPA 1998 compliant, ISO registered



Communicate Company Goals and Objectives

- All employees can see and align with the Company goals
 - PerformanceHub uniquely connects company goals and objectives to employee objectives in an interactive, navigable cascade
 - Each employee can see organisational goals and objectives and how they cascade through the organisation all the way down to their own
- Benefits
 - Live data – when things change, people who need to know are told
 - Employees are engaged and see where they fit and who else is contributing
 - Increases team accountability and overall understanding
 - Company objective KPIs:
 - How employee effort is apportioned against company objectives
 - Delivery progress on goals and related objectives



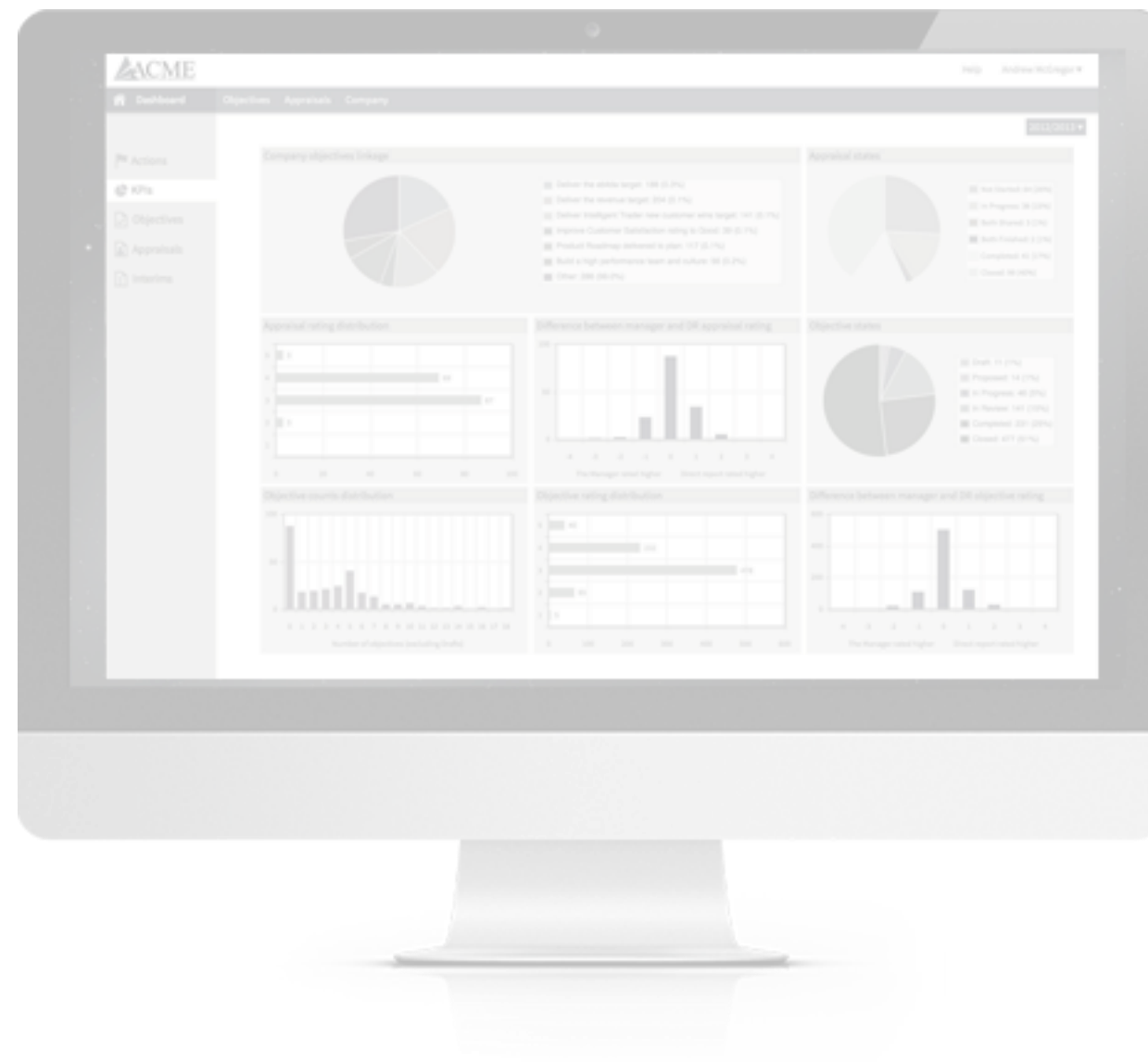
Performance Measurement and Talent Management

- Configurable appraisals can collect information on any measure
- Appraisals can be designed to help and guide conversations
- They can include feedback from other employees
- Ability to rate on a dual axis, find your
 - Top performers
 - Behavioural role models
 - Rising stars
 - ..and more
- Optional competency based reviews provide rich data
 - Helps with recruiting, retention, unambiguous reviews and career development
- Optional personal development plans
 - Employees and managers can work together on structured development plans
 - HR can generate reports on the plans

Straightforward Process

- One process, One “file”
 - No different versions of documents flying around in email
 - No chasing
 - No data consolidation and much reduced admin for all
- PerformanceHub centralises everything and provides real-time reports
- Automatically keeps everyone in sync
 - Personal dashboard, keeps everyone up to date and guides them through the process
 - Email alerts
 - Data moves with organisational moves
- Managers can monitor their teams and departments
- HR can monitor the entire process in real-time
- Employees can drive their own development

Quick Tour of a Basic System



- Use the reports to:
 - Find best and worst performers on either axis
 - Compare performance in role between different locations
 - Identify people at risk of leaving and retain the best
 - Identify role models and potential mentors
 - Identify weakest behaviours (company, location, role or team basis)
 - Analyse development needs, can common needs be addressed with a programme?
 - Consider adding a “Potential” rating to the appraisal
 - Find rising stars

More on Talent Management and Succession Planning

- Competency based reviews provide a richer data set
- Can be used to:
 - Better define roles and the skills required for the role
 - Reduce ambiguity in performance ratings
 - Identify employees who are ready for the next step in their career
 - Help with internal and external recruitment
 - Ensure the right competencies are in place before expansions/acquisitions/new deals
 - Target specific development needs
 - Define career paths (V2)
- Skills management - coming soon
- Walk through -

Other Features to Consider

- **Matrix management**
 - Employees can have a line manager and 1 or more matrix managers
 - Matrix managers can set and review objectives for their matrixed report
 - Useful for managing projects
- **Grandfathering**
 - The manager's manager can add comments to their 2nd-line reports' appraisal
 - Great for motivation and mentoring
 - Also helps with calibration of ratings across teams
- **Balancing and levelling of performance ratings**
 - An extra step in the process based on Provisional Ratings
 - Helps ensure that all managers are interpreting ratings in the same way with pier reviews

For more information and arrange a demo, go to:
www.cogendo.com

Or call:
01627 876 910