

2020 Performance Management Conference

Part 1 - Tuesday, November 17, 2020

Noon - 12:15 pm

Introduction

Harris R. Ginsberg, Ph.D., Program Director, **The Conference Board**

12:15 – 12:45pm

Is Your Performance Management Approach Helping or Hindering Your Organization's Agility

To achieve a resilient and agile culture in today's work environment, organizations must help their employees focus by reducing complexity, clarifying the rules for work, and removing any unnecessary distractions. Explore key practices for enabling a resilient and agile culture and implications for performance management.

Elizabeth Lentz, Managing Consultant, **PDRi**

12:45 – 1:15 pm

COVID-19 Reset & Recovery: Adapting Feedback and Performance Systems during and after a Crisis

Even before the COVID-19 pandemic, performance management was undergoing a revolution as companies scrapped their traditional processes in favor of more flexible, forward-looking approaches. As we look to reset after this crisis, and even as we make more immediate changes to our performance management processes during the pandemic, we will need to carefully consider the purpose of these programs and the long-lasting impacts we may want to incorporate into their design.

Brian Ashworth, Principal, Human Resources, **Edward Jones**

Carrie Bernard, Talent Manager, **Michelin**

John McMackin, Ph.D., Distinguished Principal Research Fellow, **The Conference Board**

1:15 - 1:25 pm **Break**

1:25 – 1:55 pm

Transforming Baxter from a Process Steeped in Bureaucracy to Focus on "Net Promotion"

Learn how Baxter transitioned from a traditional ratings and reviews to eliminating ratings in 2016, to the implementing monthly check-ins and no documentation in 2017, to sustaining our new approach. Learn how a rich measurement practice of leveraging data and results tied to manager effectiveness and manager "net promoter scores" from 2018 to today.

Danielle Dietrich, Senior Director, Talent Planning & Organizational Effectiveness, **Baxter International**

1:55 - 2:25pm

Reinventing Performance Management at The E.W. Scripps Company

Existing for over 140 years, the E.W. Scripps Company has a rich history of innovation and reinvention. Performance Management is no exception. In 2018 the company was migrating their HR systems to a new platform and found a perfect opportunity to reinvent a process that had existed for over a decade. By listening to our employees, our leaders and expert partners, we created an agile, simple and practical process.

Although the process is relatively new (April 2019) initial engagement and feedback have shown positive signs. Employees appreciate how conversational and relevant the quarterly check-ins have been and managers like how this process fits into the natural flow of their work vs being a separate process to complete. Since launch, we have averaged a 75% completion rate for check-in conversations by quarter. While these signs are positive, recent feedback from our employee engagement survey points to additional work needed to supplement and strengthen the process. We will focus on building feedback and coaching capability for our managers and strengthening the links between performance and career development as we move forward.

Andy Pirruccello M.S., Director, Learning & Leadership Development, **the E.W. Scripps Company**

2:25 – 2:35 pm **Break**

2:35 – 3:05pm

Global "Growth & Impact" Program Streamlined Low-Value Activities and Expanded Our Focus on Building Capability

BCGDV is an early-stage growth platform in professional services with a diverse, multidisciplinary team of innovators, entrepreneurs, engineers, creatives, growth architects and investors. We rapidly invent, launch, scale and invest in revolutionary new businesses with the world's most influential corporations. Hallmarks of DV's performance management process are evidenced in our extensive mandatory calibration committees that facilitate decisions on performance ratings. Early on DV saw the need to differentiate, consistent with our disruptive brand. In 2018 we made the ultimate investment by assembling our own multi-disciplinary team using our DV methodology (including design thinking) which revealed the best ways to evolve our program for DV. Late 2019 we started to migrate our program from PGC ("Personal Growth Committee") which comprised traditional twice-yearly evaluations, to a global "Growth & Impact" program that streamlined low-value activities and expanded our focus beyond past-focused performance-based decisions to include individual development plans, as well as future-focused, business-driven talent plans.

Madison Dakovich, Senior People Development Specialist, **BCGDV**

Bridie O'Meara, Global People Operations Lead, **BCGDV**

3:05 – 3:35pm

Designing an Equitable Performance Assessment Process

We are all susceptible to bias and strive to mitigate it through reading, taking classes, and participating in training; yet, it seems like these aren't driving the change we need. Women tend to receive vague, personality-based feedback, where men tend to receive performance-based feedback. Work completed by Black men is more likely to be rated as lower quality than White men. And Black women face these overlapping biases in even more extreme ways, according to a study by Nextions. So what can we do to address the inequities in the system? Look at the system itself - are we designing an equitable performance system that benefits everyone? This session will discuss how we can re-evaluate our performance management systems. We will also discuss the benefits of designing a system at every level (individual, manager, and organization) to help mitigate bias and ultimately create a system that finally succeeds at what it is supposed to do to improve performance.

Aubrey Blanch, Head of Equitable Design and Impact, **Culture Amp**

3:35 – 3:50 pm

Conclusion

Harris R. Ginsberg, Ph.D., Program Director, **The Conference Board**

Part 2 – Wednesday, December 9th, 2020

Noon – 12:10 pm

Introduction, Welcome and What Keeps You at Night about Managing Performance

Harris R. Ginsberg, Ph.D., Program Director, **The Conference Board**

12:10 – 12:40 pm

Enable Leaders to Drive High Performance in Today's Work Environment

Current circumstances demand robust managerial skill to navigate the turbulence in global companies. Taking manager effectiveness to a new level of competence amid unprecedented times offers new challenges for HR professionals to support and train managers. Learn simple leader behaviors and tips to enable high performing teams.

Elizabeth Lentz, Managing Consultant, **PDRI**

12:40 – 1:10 pm

Increasing the Impact of AT&T's Focus on Performance Feedback and Conversations

Training managers systematically to leverage nine "high trust behaviors" in delivering feedback can unlock high performance. Learn how a large company distributed learning and demonstrating "high candor" conversations in a post coronavirus environment.

Guy Frable, Performance Development, **AT&T**

1:10 – 1:20 pm **Break**

1:20 – 1:55 pm

Panel on the Power of Feedback

Many companies have been rethinking the process and practice of delivering feedback, as managers offer their "perspectives" on employee performance and accomplishments. Welcome back the panel from Cisco, Microsoft and Prudential to explore alternate ways that their companies support managers in using feedback, especially in motivating and recognizing performance to an increasingly dispersed workforce.

Liz Friedman, Senior Director, Global Performance & Development, **Microsoft**

John Donovan, Vice President, Talent Management Center of Expertise, **Prudential**

Janelle Gordon, Performance, **Cisco**

Rob Ollander-Krane, Senior Client Strategist - North America, **NeuroLeadership Institute**

1:55 – 2:30 pm

Motivating New Behaviors to Achieve Strategic Goals

An estimated 70% of organizational change efforts fail to achieve their goals, a statistic that has stayed consistent since the 1970s. Organizational change is about more than new technology and training; employees must break old habits and form new ones for projects to truly succeed. However, few strategic plans account for the human elements that will make or break them. This session focuses on the many ways in which you can motivate new behaviors across your organization that reinforce your strategic goals.

Kenneth Matos, Director of People Science, **Culture Amp**

2:30 – 3:05 pm

Panel Discussion: Staying the Course and Achieving Excellence

Increasing pressure in the market and from employees and customers stretches the performance management practices of global companies upon whom corporate and individual customers depend. Explore how HR adds value at UPS, E.W. Scripps and Baxter to maintain high levels of performance, communicates expectations of managers.

Angela Thompson, Human Resources Executive, **UPS**

Andy Pirruccello M.S., Director, Learning & Leadership Development, **the E.W. Scripps Company**

3:05 – 3:15 pm

Closing Comments

Harris R. Ginsberg, Ph.D., Program Director, **The Conference Board**

