

LEADERSHIP, PERFORMANCE MANAGEMENT AND TALENT PLANNING

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Retired CHRO, Procter & Gamble

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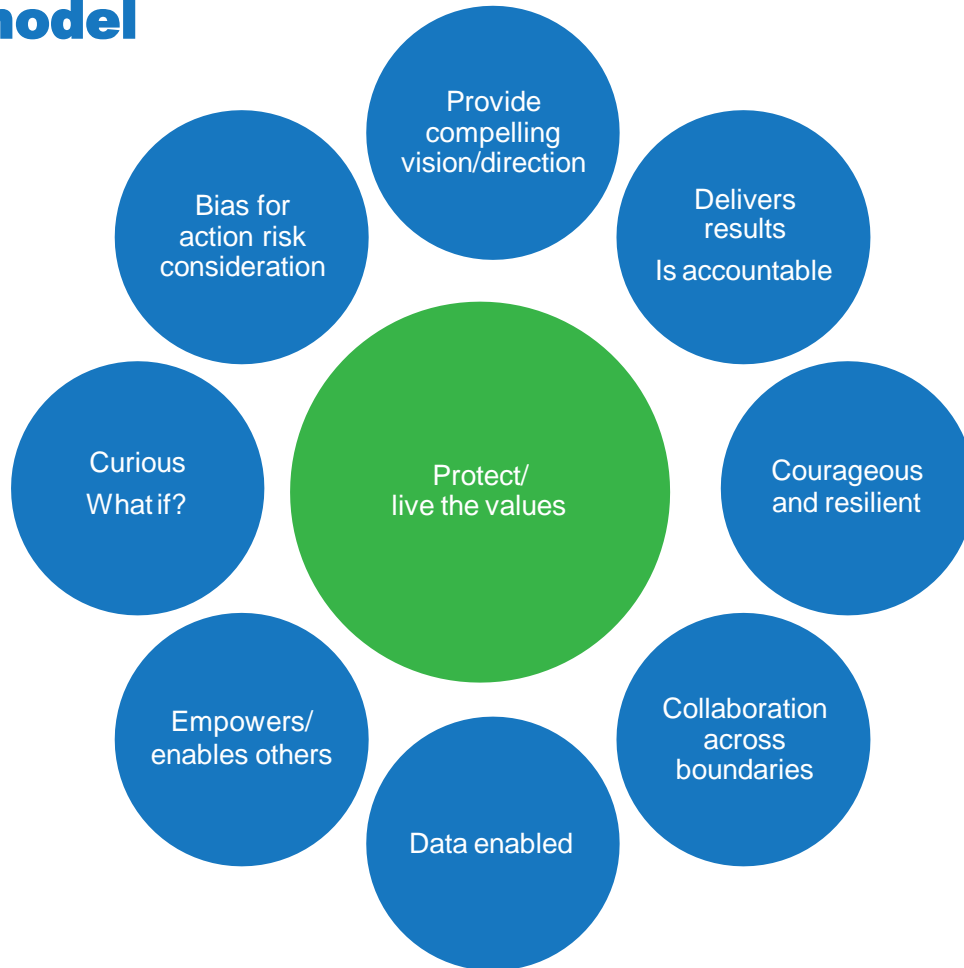
John Murabito

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LEADERSHIP MODEL

Dick Antoine

Leadership model



Talent review

Talent Review Snapshot

Name: John Smith	Business Unit: Service & marketing
Job Function: Customer Service	Band: Band 4
Job Title: Manager, Service Operations	Market Ratio: 102%
Short Term Title: Director, Service Operations	Time In Role: 18 months
Interim Term Title: Sr Director, Service operations	Hire Date: Feb 2017
Long Term Title: ,VP, Service Operations	Yrs of Service: 1
9 Box Rating: Box 2	Work Location: Denver, CO USA
Prepared By: Jane Miller	Education: Masters Degree
Date Prepared: May 20, 2018	Globally mobile: No
	Multilingual: Yes/Spanish

Completed Development Actions

Please describe the key development actions this employee has completed in the last 12 months

- 1 Attended Leadership for the Future Training
- 2 Became a Mentor to two early career hires

Development Area Details

Please describe the two most critical development areas this employee should focus on during the next 12 months

- 1 Business maturity
- 2 Presentation skills

People Developed in last 12 months

Jill Weaver, Ted Hayworth

Work Experience

Job Title	Start Date	End Date	Employer
Sr Manager	June 2013	Jan 2017	American Express
Manager	June 2010	May 2013	JPMC

Top 3 Competency Strengths

- 1 Organizational Agility
- 2 Priority Setting
- 3 Customer Focus

Comments:

Top 2 Competency Opportunities

- 1 Dealing with Ambiguity
- 2 Managing Vision & Purpose

Comments:

PERFORMANCE MANAGEMENT

Evolution to no rating performance appraisal systems

Fred Foulkes

Evolution of approaches to performance management

Not a new subject – Academic literature

- McGregor, Douglas “An Uneasy Look at Performance Appraisal” HBR May-June 1957
- Meyer, Kay and French “Split Roles in Performance Appraisal” HBR January – February 1965
- Buckingham, Marcus and Goodall, Ashley “Reinventing Performance Management” HBR April 2015
- Ledford, Lawler and Benson “Cutting-Edge Performance Management” WorldatWork 2016
- Cappelli, Peter and Tavis, Anna “The Performance Management Revolution” HBR October 2016

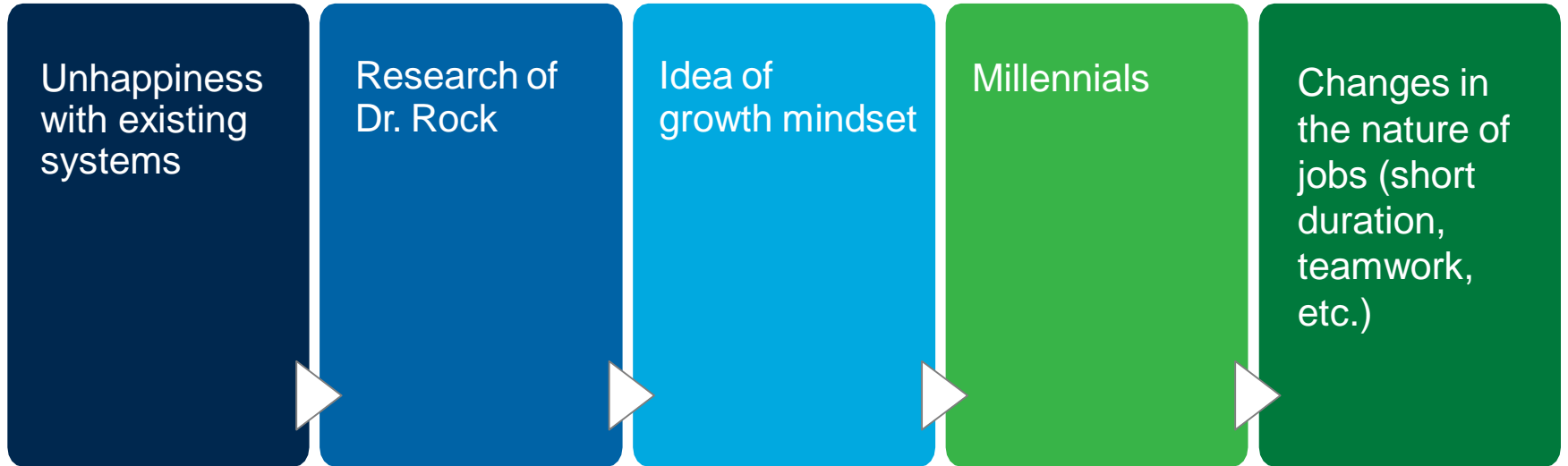
Evolution of practice

- Fitness reports
- Personality traits
- Forced distribution
- Ranking and yanking
- MBO
- 360 degree feedback
- No ratings

Pioneers – Early Adopters


Accenture	Kelly Services (2008)
Adobe Systems (2011)	IBM
Bristol Myers Squibb	Microsoft
Deloitte	Motorola Solutions
DIRECTV	NY Life
Gap	PwC
Juniper Networks	Starbucks
More recent converts: Cardinal Health, Cigna, GE, Goldman Sachs, Morgan Stanley	

Why the changes



Synaptics: Moving to the future of performance

Designed for a business which is more collaborative, social and faster moving

	The old way		The future way
GOAL SETTING	Lots of goals Task oriented, cascaded		3-5 SMART goals Outcome oriented, aligned
FEEDBACK	Directive Evaluative Hierarchical		Coaching Supportive conversations networked
TIMING	Annual cycle		Quarterly
COMPENSATION	Formula driven Pay for performance		Pay for performance No ratings Manager discretion with guidance
SYSTEM	Lots of documentation Admin burden		One page document – the WHAT and the HOW

Questions, issues and lessons

- ✓ Pilot – Yes or no
- ✓ Top management leadership
- ✓ Training / education / coaching
- ✓ How to do compensation
- ✓ Legal risks
- ✓ Change process is crucial

Results: Effects of cutting-edge practices on rewards administration*

Type of impact	Means	Moderately or greater
The level of employee development has increased	3.67	80%
Top performers receive more rewards than before	3.12	70%
Changes in pay are more differentiated based on performance	3.15	65%
Managers have more discretion in delivering pay increases and/or bonuses	3.09	63%
Pay decisions are more transparent to employees	3.00	62%

Scale: 1 = Not at all, 3 = Moderate, 5 = To a great degree

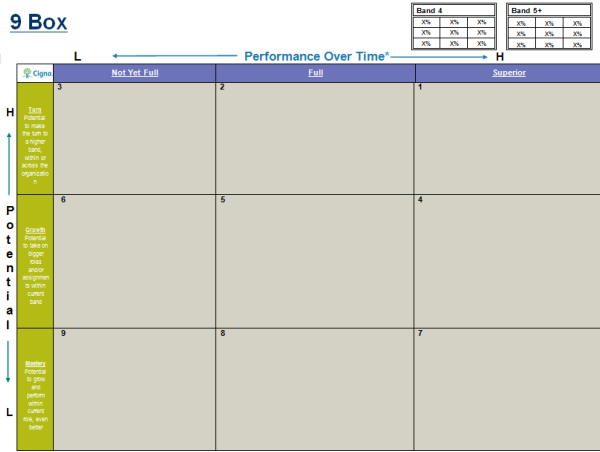
*Ledford, Lawler and Benson "Cutting-Edge Performance Management" WorldatWork 2016

TALENT MANAGEMENT

John Murabito

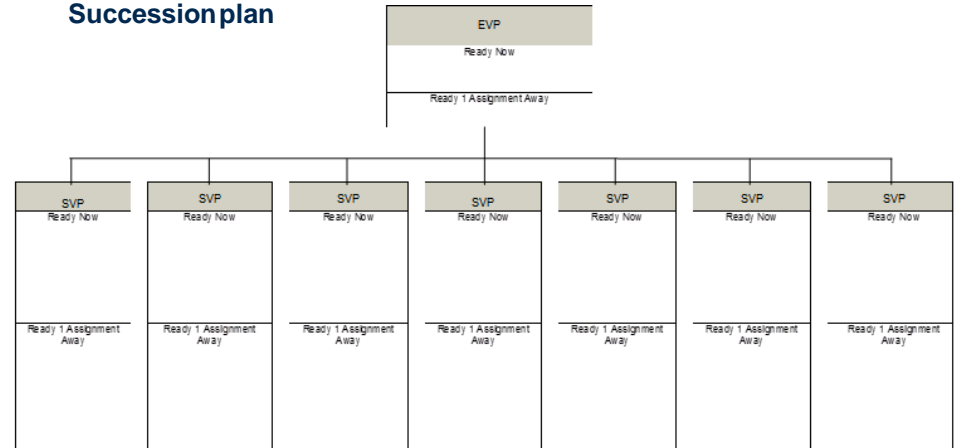
Challenges with current talent management tools

9 box and succession plan



- Identifies high potentials, but potential for what?
- Overly focused on box number rather than next actions
- Hard to align common practice across enterprise

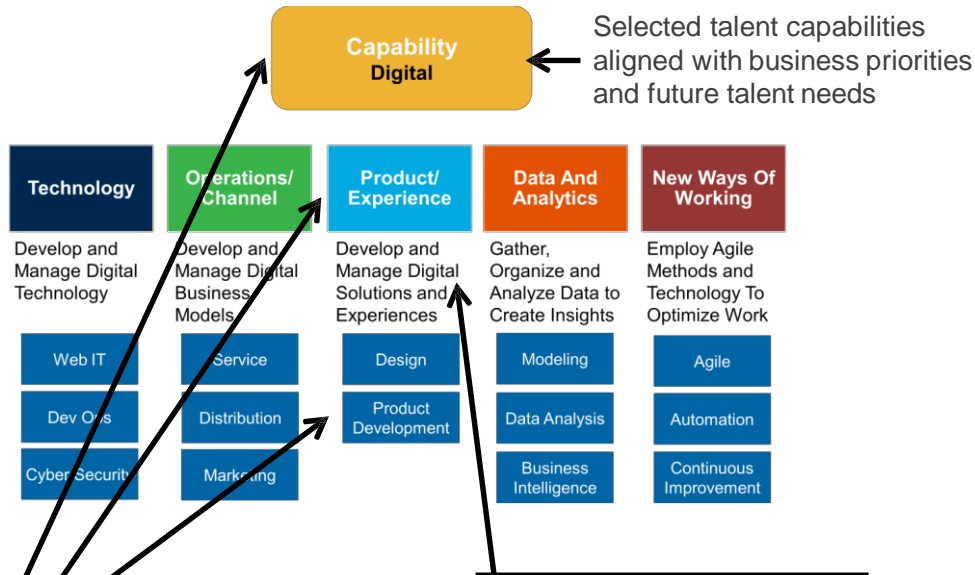
Succession plan



- Focuses on current roles, but does not anticipate future needs
- Narrow definition of next step for an individual
- Talent growth is based on most immediate next move
- Approach lends itself to hoarding talent

New approaches to drive talent discussion and actions

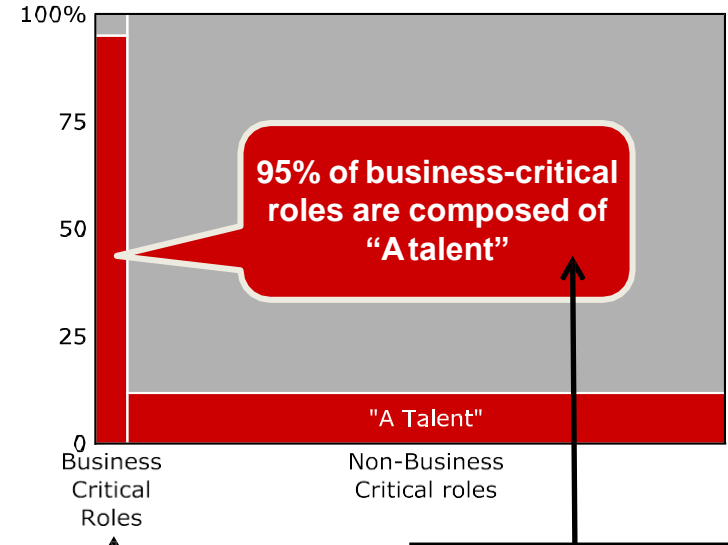
Capabilities and critical roles



At each layer of capability, differentiated talent (current and potential) can be identified, tracked, developed and deployed in an Agile manner

Definitions are multi-functional and cross-business, providing visibility into enterprise talent depth and readiness

% "A TALENT" ACROSS BUSINESS CRITICAL ROLES Total=100



Identification of the roles where differentiated talent has the most significant impact on outcomes and results

Deploy talent into critical roles, and track succession, turnover, other key metrics for these roles

Q&A

**LEADERSHIP, PERFORMANCE MANAGEMENT, AND
TALENT MANAGEMENT**



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