

Continuous Performance Management

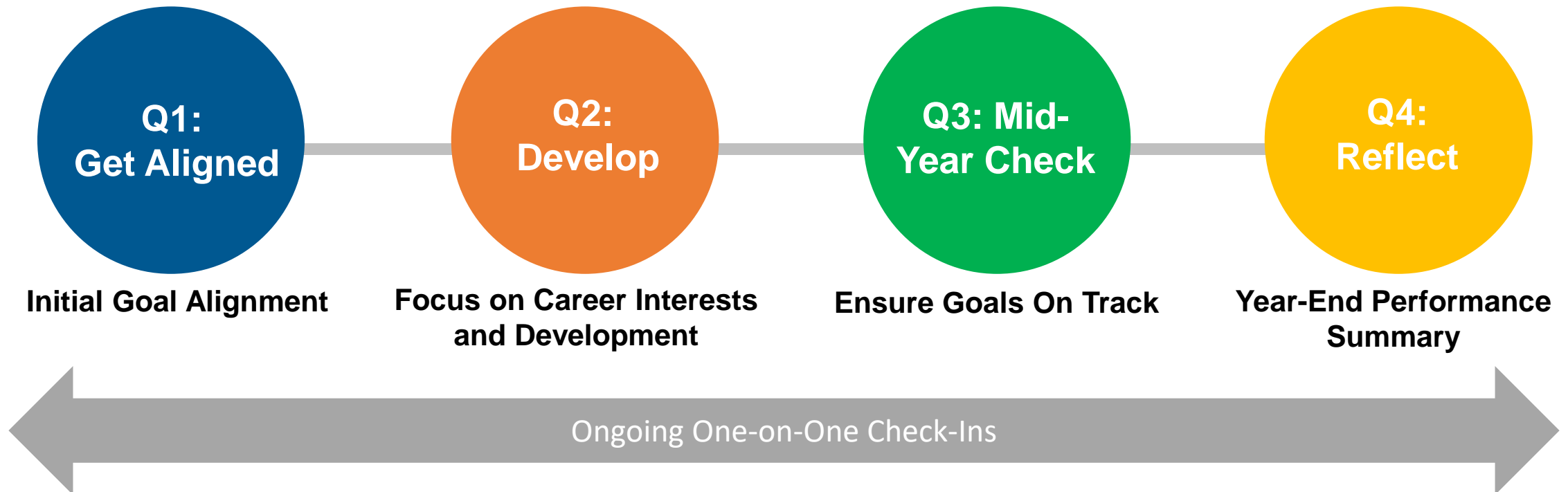


Total Talent Management

Performance. Development. Succession.

What is Continuous Performance Management (PM)

- An agile approach to managing and improving performance through **ongoing dialogue** that supports:
 - **Aligning and realigning individual goals to changing business needs** throughout the year
 - Continuously **reflecting on progress** and identifying what the employee is doing well and what could be improved, fostering a forward looking **growth mindset**
- Regular manager-employee Check-Ins are supplemented with focused conversation each quarter:



How Does Continuous PM Impact Business Performance

Organizations that review and revise individuals' business goals at least quarterly are **50% more likely to have above-average customer satisfaction** and **65% more likely to be effective at controlling costs** than firms that revise goals yearly (Bersin, 2011)



When employees strongly agree they received "**meaningful feedback**" in the past week, they are almost **four times more likely to be engaged** than other employees. Top and bottom quartile businesses in terms of engagement had an 81% difference in absenteeism, 41% in quality/defects, 23% in profitability and 10% in customer engagement (Gallup, 2022)

Compared to enterprises that still rely on annual performance management techniques, **companies with continuous performance** reported significant improvements in their ability to: **Increase company productivity (66% vs 35%)**, maintain organizational focus on the business' top priorities (54% vs 33%), **ensure the company meets its goals (64% vs 39%)**, engage the entire workforce (58% vs 37%), and retain high performing talent (63% vs 41%). ([Betterworks](#), 2022)



What Business Challenges Does it Solve

With the current business landscape, I need to...

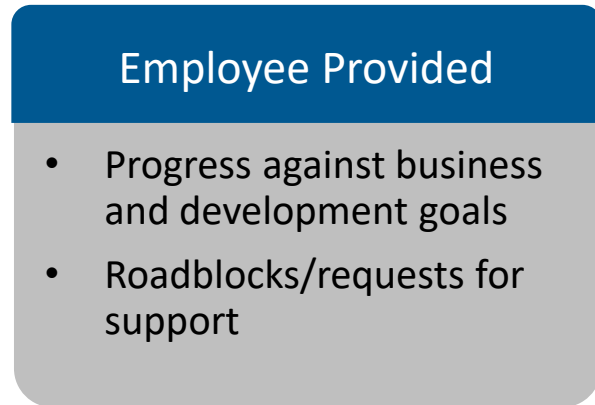
Manage performance in a remote or hybrid environment where employee and manager aren't co-located

Attract and retain millennials - 75% of our workforce by 2027 - who seek regular feedback and development

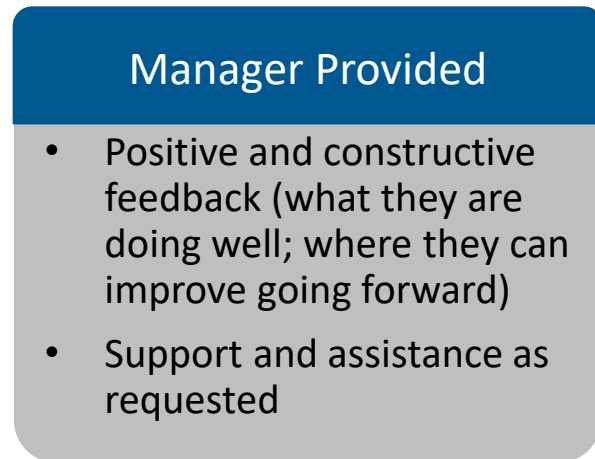
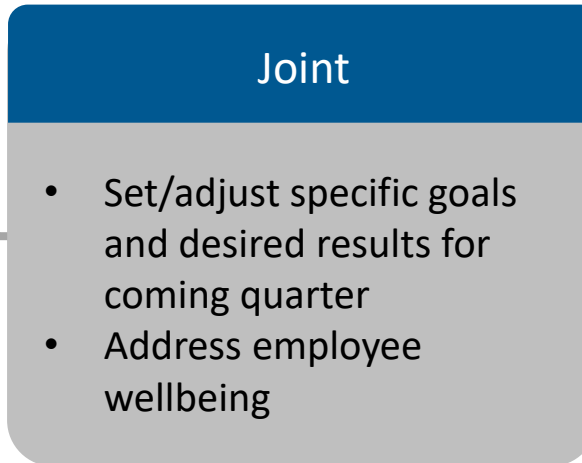
Ensure employees are continually revisiting their priorities and where they focus their time, to keep up with the pace of business change

Help my employees understand what they are doing well and where they can improve - in real time - to ensure they work most efficiently and effectively given increased demands, while balancing wellbeing

Regular One-on-One Check-In Conversations



- Employee schedules and drives conversation
- Frequency varies due to need but at least monthly is recommended

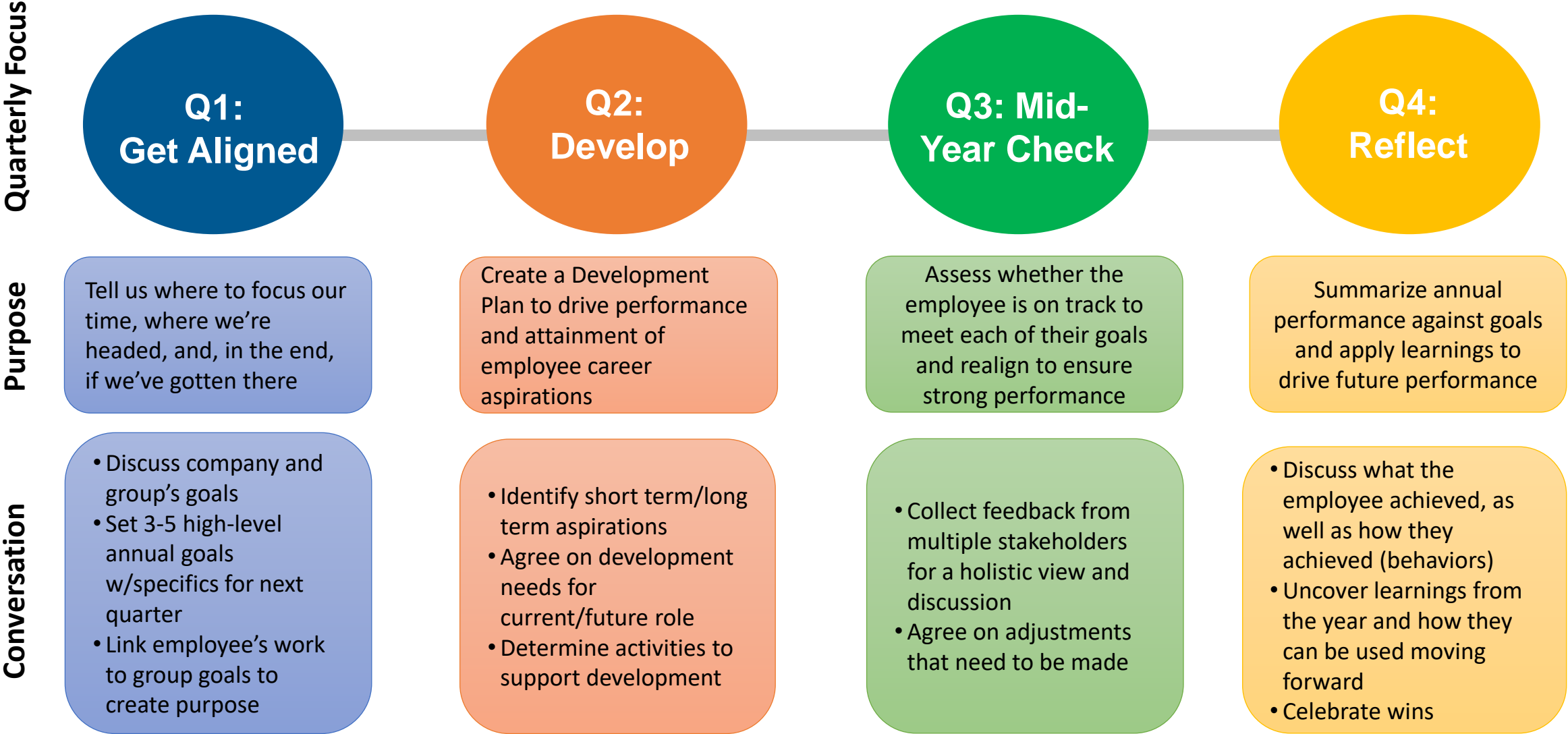


Discussion Questions:

- *How are you progressing on your top priorities?*
- *What recent successes can you share? How did you achieve them?*
- *What are the biggest challenges you are facing? How can I help?*
- *What progress have you made on development goals?*
- *How do we need to adjust goals for the coming quarter?*
- *Do you feel you have the support you need to do your job?*
- *Is there anything else that would be helpful to you now?*

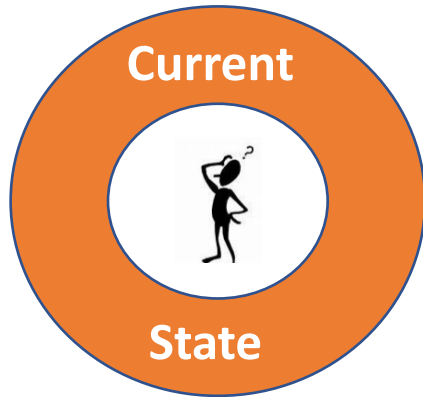
Regular conversation reminders tied to relevant business messages will keep these Check-Ins top of mind.

Focused Quarterly Conversations




Simple documentation will alleviate busy managers' concerns around more frequent performance discussions while helping mitigate last quarter bias.

Where Companies Can Go Wrong

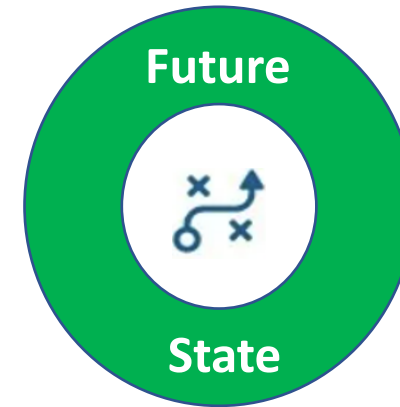



HR owned process, driven by manager 

Event based and focused on administrative 


Individual goals not aligned to department goals and are set annually and not revisited 


Annual review of performance only, focused on rating past performance 



 Business owned process, driven by employee and supported by manager

 Continuous and focused on quality conversations

 Individual goals aligned to department goals to ensure right focus; Short term goals set and adjusted regularly

 Continuous feedback throughout year and annual summary of performance focused on improving future performance

My Performance Management Services

Starting from scratch? We can help you build from the ground up. Already doing pieces of this but want to get better? We can help there, too.

- ✓ Customized process with job aids
- ✓ Goal and performance review tracking (configure your system, select system, or create stand alone forms) and instruction via system job aids
- ✓ Manager and employee training on process, system and skills (example: giving feedback)
- ✓ Communication Plan and customized communications
- ✓ Positive Feedback Cards given laterally, up and down to recognize what others are doing well, with prizes given for delivering the most feedback
- ✓ Standard goals customized to your company (ex: Manager goal that measures the activities important at your company; Leader DEI goal)
- ✓ Development Planning process and supporting materials

My Talent Services



At Total Talent Management, we help organizations develop and manage their people assets to maximize individual productivity and engagement so that collectively your business can thrive.

We offer consulting services in a variety of areas to help you with today's talent management needs, from inception to execution. Together we will set goals, work a plan, and measure our success. We have many frameworks to draw on while recognizing that each client is unique.

	Performance Management	Leadership Development	Professional Development	Succession Planning
Common Challenges	How do we create continuous performance management where goals are realigned as business needs change and feedback improves performance real time? How do we manage remote/hybrid performance ?	How do we develop leaders for the future beyond the generic 2-day training ? How do we prioritize development needs and build robust development plans ?	How do we address millennials' need for development and improve retention ? How do we raise the engagement and skill level of all employees ?	How do we ensure the right leaders are ready for roles when we need them, given the talent reshuffling? How do we embed diversity into succession planning?
Sample Engagements	Reimagined goal setting, check-in conversations, and performance reviews and configured talent system. Designed and implemented communications . Trained on process and skills (i.e., feedback, remote management)	Designed multi-modality leadership program tied to engagement results and business strategy with coaching, 360 and DiSC assessments tied to development plans, peer mentoring , and business projects .	Designed development planning process . Provided managers with conversation tools and employees with training on owning their development. Implemented LinkedIn Learning to provide on-demand skill building courses.	Redesigned high potential identification, succession planning, and talent review meetings to bring new perspectives and a focus on diversity .

My Background



Nancy Lupinski

**Global Talent
Management Consultant**

Nancy is a results-oriented global talent management, leadership development, and learning leader with 25+ years of experience in diverse settings including management consulting, academia, and large global companies spanning the energy, building supply, financial services, and insurance industries. She has a deep breadth and depth of talent expertise, to include learning and talent strategy, leadership development and high potential program design and execution, performance management, career planning, competency management, succession planning, coaching and mentoring programs, and talent/LMS system implementations. She prides herself in being highly skilled at ideating pragmatic solutions and driving them to flawless execution for business impact.

Most recently, Nancy was the VP and Head of Global Learning and Development for **Assurant**, where she defined the roadmap and led a team in the execution of leadership development, performance management, onboarding, and technical learning for 14,000 employees across 21 countries. Reporting to the CHRO, she was part of the Human Resources Executive Team. Nancy played a key role in supporting Assurant's diversity initiatives, driving a culture of feedback, virtualizing learning and leadership development experiences, implementing the Workday LMS, deploying LinkedIn Learning globally, and helping leaders and employees adapt to new ways of working during COVID and beyond.

Prior to Assurant Nancy led the global People Development and Talent Management function at **Invesco** for seven years, where she transformed the function's mission, structure, staff, consulting skills, and priorities in order to deliver high impact services more closely aligned to business needs. She built their leadership development strategy and blended programs by level and brought professional learning to all employees through the implementation of Skillsoft. Nancy supported executive-level work to include leadership of the CEO's Strategy Summits for the top 100 leaders, design of Executive Onboarding, facilitation of team effectiveness, and redesign of the executive talent review.

Nancy's previous experience includes corporate roles at **HD Supply** and **Siemens**, as well as roles in academia at the **University of North Carolina** and **Emory University**. Nancy's career began as a People Consultant for **Ernst & Young**. Nancy holds Bachelor of Art Degrees in Communications and Psychology and a Master's Degree in Human Resources from Purdue University.