

# Re-engineering and Revolutionising Performance Management

HumanResources



Re-engineering performance management through new insights into business, people and technology



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**KUALA LUMPUR**

**7-8 October 2019**

**SINGAPORE**

**10-11 October 2019**

## LEARN HOW TO

1. Innovate performance management to respond to changes in work and workers in modern, digital organisations.
2. Develop an approach which is best fit for a particular organisation, its strategy, context, and workforce, as well as what fits in a particular national culture.
3. Leverage new opportunities from digital technology and other developments supporting the future of work.
4. Optimise the contribution of HR by aligning reward, learning and other processes areas with changes in performance management.
5. Involve managers and employees in developing the new approach.
6. Develop a business case for change and build sponsorship from business leaders.
7. Manage the implementation and associated change management involved in introducing an innovated approach.
8. Develop a successful action plan for implementation back in the workplace.

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## ABOUT YOUR COURSE TRAINER

### Jon Ingham

*Executive Consultant, Strategic Dynamics Consultancy Services based in the UK*

- Assumed the roles of Head of HR, HR Director and Consultant in large organisations such as Ernst & Young and Accenture
- Served as Professor in Strategic Management, HR and Change Management at the American Institute of Business and Economics (Moscow, Russia) and Cotrugli Business School (Zagreb, Croatia)
- Recognised as the #1 Top Global Online Influencer in Talent Management, 2010, the 7th Most Influential HR Thinker in the UK, 2013 and a top global HR tech influencer, 2019
- Increased profits (EBITDA) per employee by 45% over 6 months and reduced costs by £10 million per year at large organisations in the UK
- Author of the books 'Strategic Human Capital Management: Creating Value through People' (2006) and 'The Social Organization' (2017), contributor to the book 'The Talent Management' Handbook' (2015), and writer of over 20 articles published in various well-respected HR journals



## PAST TESTIMONIALS OF THE COURSE TRAINER

*“Jon is a very experienced trainer who gave us lots of insights and real-life practical examples. What we are doing now made complete sense to me.”*

*– HR Business Partner, Discovery Networks Asia Pacific*

*“This course offered excellent content with an extremely knowledgeable and experienced trainer.”*

*– Head of Reward, IKEA*

## COMPANIES THAT HAVE BENEFITED FROM JON'S EXPERTISE

- Astro Group
- AXA
- BASF
- Celcom Axiata
- CIMB Bank
- Coca Cola
- Discovery Networks Asia Pacific
- DHL
- GlaxoSmithKline
- IKEA
- Khazanah Nasional Berhad
- Malaysia Airports Holdings Berhad
- MasterCard
- Maxis
- Maybank
- National Heritage Board Singapore
- PETRONAS
- S P Setia
- Samsung Asia
- SingHealth Polyclinics Singapore
- Standard & Poor's
- The Walt Disney Company

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## WHY YOU SHOULD ATTEND

We all understand the theoretical benefits of performance management – the way it lies at the centre of learning, reward, career management and etc, and also acts as the basis for improving the performance of the business. The fact, however, is that it hardly ever acts as it's supposed to.

If there is one process in HR or even across the whole of business that most organisations would agree is broken, it would surely be employee performance management. Nothing else we do turns both managers and employees off so much, or results in so much wasted time (mainly through poor application and ineffectual conversations, but often not helped by bureaucratically heavy designs).

Yet it should not be like this. Employee performance management should be an absolutely critical business process or approach. It should provide the main mechanism that an organisation needs to ensure that work is performed and objectives are achieved effectively.

But after 30 years of trying, we cannot go on making incremental improvements that do little to reduce frustration or increase impact on business performance. It's time to either seriously transform or just trash it!

The good news is that there are things that can be done to make a major difference here. New insights from business and psychological research, new ways of thinking, and new technologies provide some new and significant opportunities for improvement.

Attend this workshop to understand how performance management can be 'enhanced' – or perhaps better phrased as 're-engineered' – to have a true and significant impact on business performance.

## WHO SHOULD ATTEND

- Chief Human Resource Officer
- HR Director
- Head of Performance Management
- Head of Talent Management
- Head of Learning and Development
- Head of Reward
- Head of Organisational Development
- HR Business Partner, or HR professional, wanting to contribute more broadly to organisational effectiveness
- HR Process Designer, HR IT leader or talent management professional, wanting to improve the efficiency and effectiveness of the performance management process
- Business leader, with responsibility for the effectiveness of people in your own organisation.
- All other professionals/business stakeholders involved in innovating performance management approaches, processes or systems

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# COURSE OUTLINE - DAY 1

TIME	AGENDA
8.45am	<b>Registration</b>
9.00am	<b>1. Welcome, introduction and delegate objectives</b> Delegates will have a chance to get to know each other and discuss any topics or challenges that will be useful for training purposes. <b>2. Why traditional performance management is not working, and insights on making it work better</b> Most organisations in many countries around the world have tended to manage performance in fairly similar ways. This includes annual objective setting and appraisal, perhaps with ongoing feedback and more regular reviews, and sometimes the addition of competencies and behaviours, calibration reviews and a few other activities. This process is generally if rather problematically used to drive both development activities and the differentiation of rewards. This session will review the pros but also the cons of this traditional approach: <ul style="list-style-type: none"><li>• Elements of traditional performance management - reviewing participants own experience and summarising the key challenges</li><li>• Case study and research evidence including insights from neuroscience (eg on feedback and the threat state)</li><li>• Responding to changes in the world of work including the needs for agility, collaboration and dealing with complexity as well as the potential for using new technologies</li><li>• The need to respond to different organizational contexts, including Asia vs the West, small vs large organisations, government vs private sector, etc</li><li>• Developing objectives and principles for re-engineering performance management in participants' own organisations.</li></ul> <i>Case study: Deloitte Singapore</i> <i>Activity: developing performance management principles for participants' own organisations</i>
10.45am	<b>Break</b>
11.00am	<b>3. What to do to make traditional performance management work as well as possible!</b> Some organisations are radically overhauling their performance management approach (see next section) however most are focusing on improving and tailoring their existing process to provide better experience for employees and a better connection to strategic priorities for the business. This session will cover the main opportunities for making these incremental improvements: <ul style="list-style-type: none"><li>• Dealing with the difficulties in understanding performance eg identifying who is talent in our organisations</li><li>• Dealing with the difficulties in performance management dynamics – linking employee and business performance, cascading objectives, calibrating performance etc</li><li>• Adding in employee experience and engagement - clarifying the deal</li><li>• Advantages and disadvantages of dropping / maintaining ratings and rankings</li></ul> <i>Case study: Accenture ASEAN</i> <i>Activity: Process design of performance management in some of the participants' organisations (using process design methodology)</i>
12.30pm	<b>Lunch</b>

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1.30pm

#### 4. How to abolish performance management (or at least reviews / appraisals)

Some organisations are also taking a more radical approach to performance management by abolishing the process. This does not mean they are not managing performance. They just believe traditional performance management gets in the way of managing performance effectively. Whilst this may not be the main opportunity for many participants it is still useful to learn about what makes abolishing performance management possible, in order to further support improvements in the traditional process:

- How to ensure people manage their performance without a performance management process including end of year reviews
- What to do instead, including developing individual responsibility, team level reviews and relying on recognition
- Developing a performance culture and the roles of obliquity and emergence
- Case studies and the conflicting research on organisations that have abolished performance management

*Case study: Adobe Asia Pacific*

*Activity: Reviewing organisational changes which can make up for the lack of a performance management process*

3.00pm **Break**

3.15pm

#### 5. Developing HR and line management capability

- Approaches to training managers and why this often does not seem to be effective
- More radical opportunities for restructuring the role of the line manager
- Reviewing options in project based / agile organisations and self managing teams
- Managing the performance of line managers
- Developing HR's own capabilities to help make the change for innovation in performance management and other areas

**Activity: Learning review**

5.00pm **End**

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## COURSE OUTLINE - DAY 2

TIME	AGENDA
8.45am	Registration
9.00am	<p><b>6. Integrating performance management and development</b></p> <p>A growing proportion of organisations believe that the greatest impact on business performance will come from aligning performance management and learning and development rather than with pay. This session will review how performance management can be used as a motor for continuously improving individual, team and organisational performance:</p> <ul style="list-style-type: none"> <li>• Debundling performance management to meet specific organizational objectives</li> <li>• How to use performance management to inform learning and development, talent management, and succession planning processes etc</li> <li>• The role of learning and development in developing individual and organizational capabilities</li> <li>• Developing a coaching culture with an emphasis on a growth mindset</li> </ul> <p><i>Case study: DBS Bank</i>  <i>Activity: Giving everyone an 'A'</i></p>
10.45am	Break
11.00am	<p><b>7. Integrating performance management and rewards</b></p> <p>Despite the increasing focus on learning, a major objective for performance management in many organisations will be to inform the reward process and therefore to be able to differentiate pay appropriately. Making this link works requires understanding the way people are motivated by pay and may require separate a separate process to identify development needs:</p> <ul style="list-style-type: none"> <li>• How to use performance management to inform assessment, reward, poor performance and promotion processes</li> <li>• What to do for pay when there is no performance management process / end of year appraisal or performance rating</li> <li>• The role of reward and recognition in enhancing employee motivation and performance</li> <li>• Issues with variable pay, creativity and collaboration</li> </ul> <p><i>Case study: Microsoft</i>  <i>Activity: Identifying drivers for extrinsic and intrinsic motivation</i></p>
12.30pm	Lunch
1.30pm	<p><b>8. Taking advantage of additional opportunities, including digital technology</b></p> <p>The new digitally enabled world presents various interesting challenges which HR needs to deal with. However, it also offers new opportunities for meeting objectives and undertaking activities in more efficient and effective ways. This session will review these opportunities and the impacts they are having or, in the future, could have on performance management:</p> <ul style="list-style-type: none"> <li>• Responding to new business agendas including agile, user experience and gamification</li> <li>• Moving from processes to point apps for objective setting, feedback and other activities</li> <li>• Using technology (especially AI), data and analytics to reduce bias in assessment</li> <li>• Sensors and wearables leveraging the internet of things</li> <li>• The future impacts of blockchain on setting objectives and rewarding performance</li> </ul> <p><i>Case study: GE</i>  <i>Activity: Mapping the employee experience / their journey through performance management</i></p>
3.00pm	Break

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3.15pm

## 9. Designing and implementing the new approach

To be effective, changes to performance management need to involve managers and employees in helping both shape and embed the approach. Organisations are increasingly using techniques such as design thinking to ensure their new systems meet the needs of the people who will be using them, not just achieving what the business wants.

- Identifying a best fit approach to performance management and dealing with trade offs
- Using approaches like design thinking to identify the way forward
- Managing diversity - tailoring performance management for different employee requirements
- Managing the change process involved in introducing a new approach

*Case study: IBM Asia Pacific*

*Activity: Considering change management implications in participants' own organisations*

## 10 Action planning

Reviewing options and challenges involved in reengineering performance management in participants' own organisations

5.00pm

End

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Re-engineering and Revolutionising Performance Management		
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Dates	7-8 October 2019	10-11 October 2019
Price Per Person	<p>Early Bird: <b>USD 1,100</b> (on or before 30<sup>th</sup> August)</p> <p>Regular Price: <b>USD 1,500</b> (from 31<sup>st</sup> August onwards)</p>	<p>Early Bird: <b>SGD 2,000</b> (on or before 30<sup>th</sup> August)</p> <p>Regular Price: <b>SGD 2,300</b> (from 31<sup>st</sup> August onwards)</p> <p>*Excluding GST</p>
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## ABOUT HR MASTERCLASS SERIES

As the training division of *Human Resources*, HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia.

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- DSO National Laboratories Singapore
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- Hilton Hotels & Resorts
- Hong Kong Jockey Club
- International SOS
- Kantar Health
- Malaysia Airlines
- Malaysia Airports Holdings
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- Singapore Press Holdings
- SMCP Hong Kong
- SME Bank Malaysia
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- Telekom Malaysia
- Tenaga Nasional Berhad
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