Progressing People Practices Amidst Business Transformation
Why change?
Culture + Engagement

attitudes + beliefs + rituals + myths

emotional commitment
Evolution of HR

• Leadership
• Careers
• Unlocking Performance
• A Learning Culture
Leadership
Careers
Careers

GOAL: PIVOT THE TARGET CAREER MINDSET
Shift away from structured paths with one definition of success and towards a mindset that helps team members feel empowered to develop their careers and shape their futures.

LESS
- Leader-driven and Target-prescribed careers
- Promotions and movement based careers only
- Pre-planned succession
- Insular
- Career Paths defined by internal demand

MORE
- Team member empowerment and collaboratively-determined careers
- Experience focused careers, with movement/promotion as one option
- Posting & succession
- Relevant = stronger professional
- Career paths defined by market insights
Performance Management
Foundation: Performance Management

89% of companies either have or are in the process of changing their performance management approach.

Research has shown that ratings tell you more about the RATER than they do about the person they are evaluating.

Assessment Focus
100 Point Scale
Annual “event” for performance management
Time Consuming, Prescriptive Form

Growth & Learning Mindset
3 Point Scale & No Rating Pilot
Ongoing coaching and development
Simple, Effective, Efficient Form
Performance at Target

goals
behaviors
conversations
Know what is expected of you

GOALS
behaviors
conversations
Bring them to life through your work
Talk about it

goals
behaviors
CONVERSATIONS
Q&A