

Roadmap modernizing performance management

Inventarisation

Assessing trends and developments in the market

What are the current developments in the job market? Through different perspectives



Online platform to facilitate continuous feedback

Core values and corporate culture

What are the mission and vision? Which HR policy is in place and how do employees experience this?



Focus group to connect performance management and core values

Current state performance management

How mature is the organization at the moment? How is development stimulated? How is functioning and assessment currently experienced?



Use maturity model and/or interviews about conversations and rewards

Organisation

(Re)design performance management model

What does the desired performance model look like? It is important to make realistic and conscious choices



E.g. the approach and frequency of conversations, and individual or team performance?

Implementation plan

How do you achieve the desired goal? In addition to the technical aspects, also emphasize Change Management



E.g. "big bang" go-live or a phased approach, and top down vs. bottom up organization and management

Realisation

Implementation and continuous change

Communicate the new model and implement the implementation plan. Regularly evaluate whether current practice still meets the desired goal



Testing through pilot groups and facilitating training for employees, managers and HR

Vision on Performance Management



Must fit with core values and corporate culture

- Respond better to intrinsic motivation
- For example, agile startups have different needs than traditional, established companies
- Focus on adaptive performance (experimentation is very important)



The conversation between employee and organization is central

- Continuous conversations and feedback
- Giving employees the lead on their own performance. Manager as a facilitator
- Training managers to enable the best performance possible for employees



Focus on the future instead of the past

- No more goals on an annual basis
- Short cycles in order to meet the needs of the moment
- Focus on future development instead of looking back on performance



Focus on intangible vs. material rewards

- Salary as a hygiene factor, not as a motivation
- Focus on personal development and coaching
- Transparency about remuneration, abandoning the direct link between performance and rewards

Good change management before, during and after the Go Live moment is key!