



Performance Management Reboot

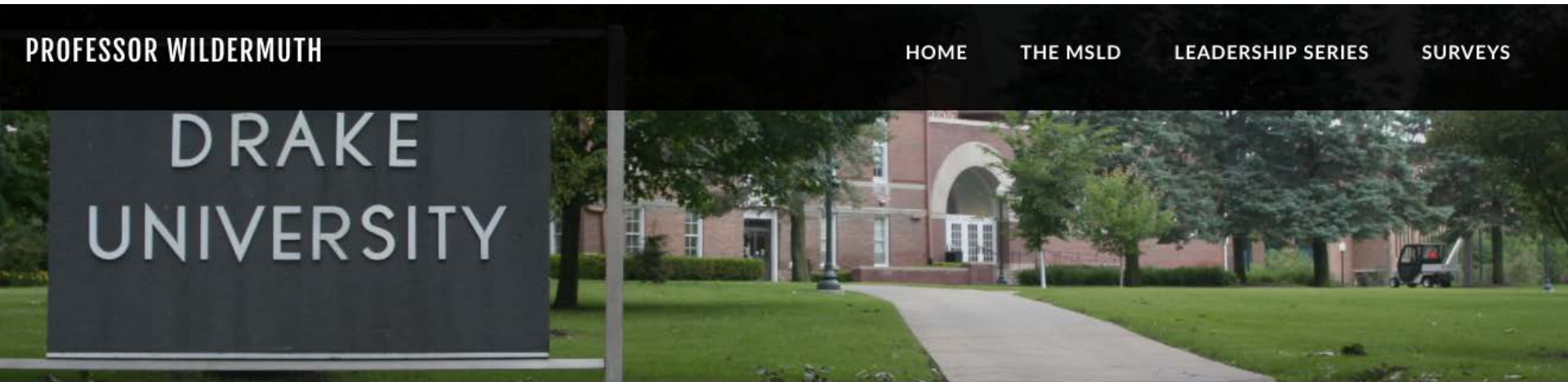
Marsha Aldridge & Cris Wildermuth

Welcome

- If you have problems, please go to the zoom.us page and click the help box or call 1.888.799.9666 and press 2 for support.



Materials



Program Materials

<http://www.professorwildermuth.com/program-materials.html>

Cris Wildermuth



Master of Science in Leadership Development

- 10 courses in personal, relational, and strategic leadership, specializations in Leadership or Talent Development
- Sample courses:
 - Understanding self and others
 - Inspiring and involving others
 - Leading change
 - Innovation and future thinking
 - Global leadership

www.drake.edu/leadership



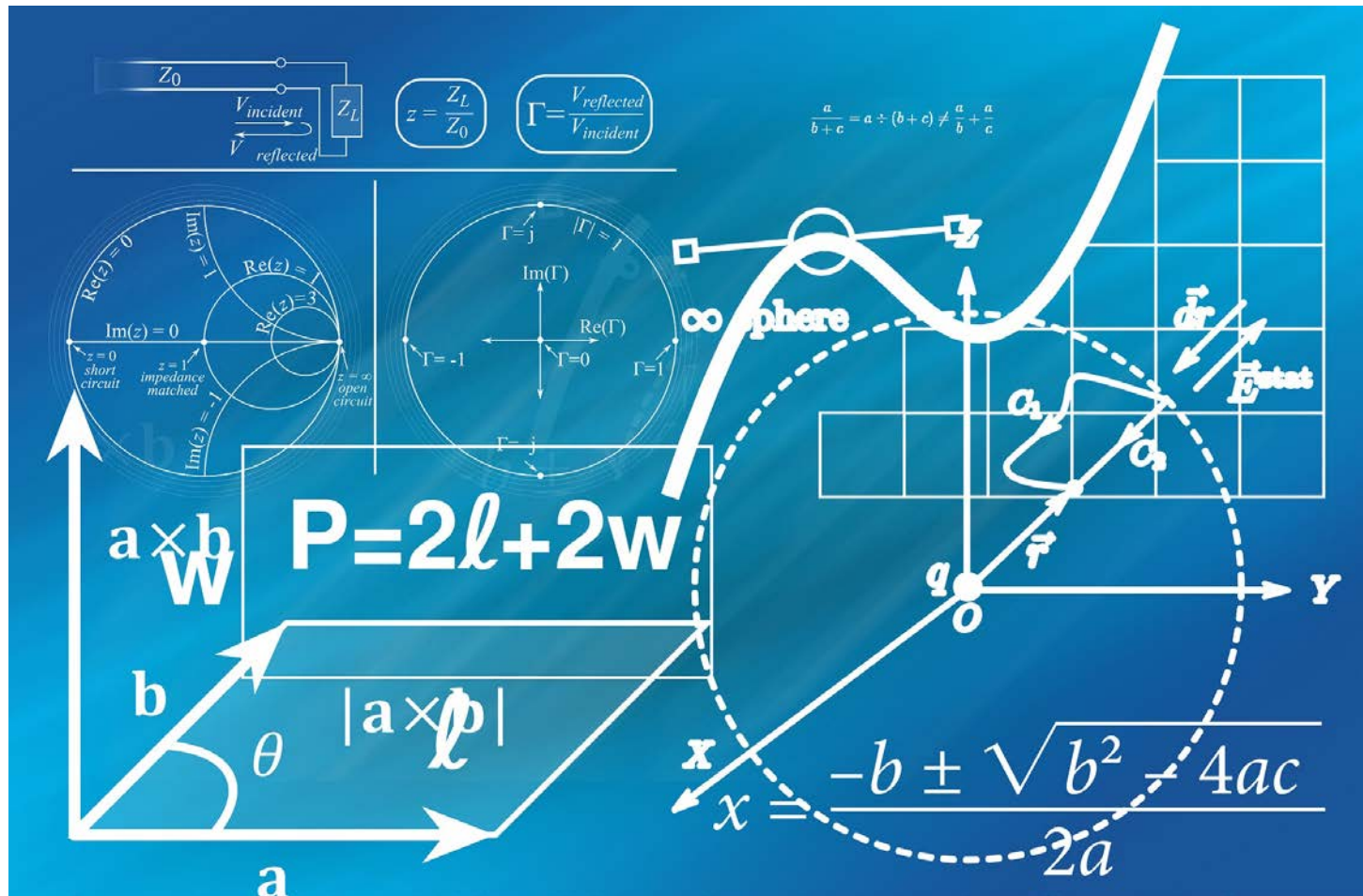
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT



Marsha Aldridge



Purpose of the Study



ROAD MAP

- Project - Issues Related to Performance Management
- What Did I do? - Business Case for Change
- Our Case Study

Poll

- How do you feel about your current Performance Appraisal Process?
 - We love it!
 - It gets the job done.
 - It falls short.
 - Everyone hates it!



Poll

- Are you getting increased performance as a result of your process (ie ROI)?
 - Yes! We believe it improves performance.
 - Somewhat...
 - Not really...
 - No! It produces negative feelings and results.



What did I do?



Internal Survey

History Research

Team of Managers



Out with the old...

Doesn't Feel Like Us!

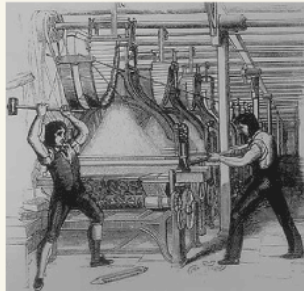
Opposing our Values

ROI – No Discernable Results

It All Begins

1700s Industrial Revolution

1700s HISTORICAL BACKDROP: THE INDUSTRIAL REVOLUTION



Technical advances, like the Spinning Jenny and the Steam Engine, created a need for improved work methods, productivity and quality that led to the **BEGINNING** of the INDUSTRIAL REVOLUTION.

Break it down to **TASKS**, Baby!



ADAM SMITH AKA, *the Father of Capitalism*

Authored the influential book ***The Wealth of Nations***. Written in 1776, the book argued the economic advantages of the **DIVISION OF LABOR**. He proposed that work could be made more efficient by breaking up work into **SIMPLE TASKS** and through **SPECIALIZATION**.

(WorkSimple, 2011)

1920s

1920s The Human Relations Movement

1927-32 The HAWTHORNE STUDIES

Elton Mayo measured the relationship between productivity and the work environment.

1929 The GREAT DEPRESSION

drastically changed the rules of business. Old-age **PENSIONS**, **LABOR STANDARDS** and **MINIMUM WAGES** for some industries were instituted.

You have to do more than **HIRE** and **FIRE**, boss !



ELTON MAYO

The Father of Human Relations

1950s

1950s Government Joined In

1950 The **PERFORMANCE RATING ACT** established three summary rating levels for federal employees:



OUTSTANDING



SATISFACTORY



UNSATISFACTORY

I Want **YOU** to be **HAPPY** at work!



1954 The **INCENTIVE AWARDS ACT** authorized honorary recognition and cash payments for superior accomplishments, suggestions, inventions, services or other special acts by government employees

Poll

Let's pause a moment and consider HOW MANY years business has followed this evaluation process...

- How many years has your company been using the SAME process?

- Comments?

Let's move to a more recent time...

Getting a Clue...

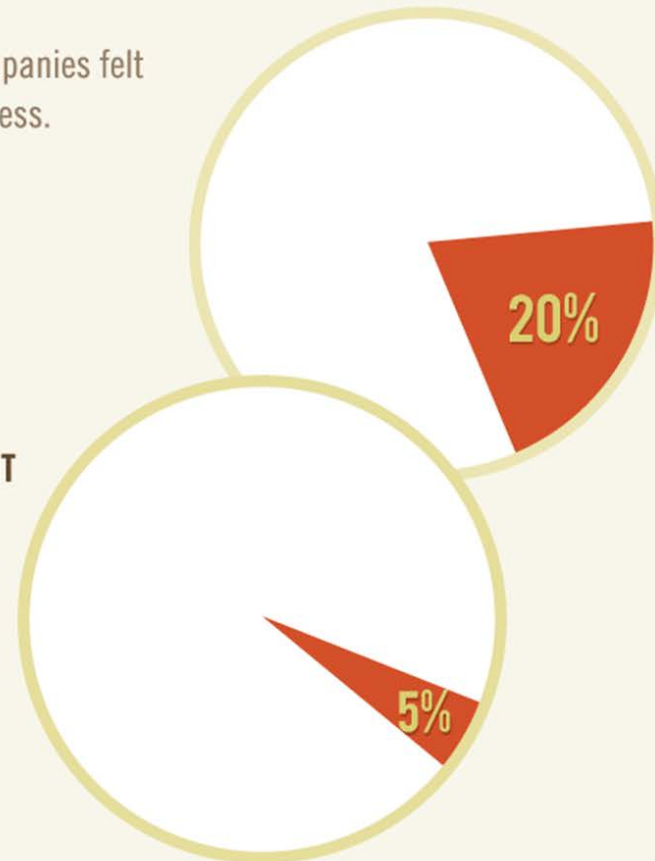
1990s Performance Reviews Got Grungier

1992 A **BRICKER** survey of how companies felt about their performance review process.

five years later . . .

1997 A nationwide survey conducted by the **SOCIETY FOR HUMAN RESOURCE MANAGEMENT** found the trend line dropped to only . . .

■ **VERY SATISFIED**



The Shift...

Performance reviews
DESTROY morale,
KILL teamwork, and
HURT the bottom line.



2008 *Get Rid of the
Performance Review!*
was published by

PROF. SAMUEL CULBERT

WTF?!

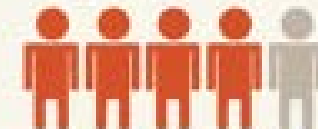
This doesn't cover
even **HALF** of all
the work I've done!



2009 According to Reuters,

4 out of 5 U.S. WORKERS are **DISSATISFIED**

with their job performance reviews and would
like to see them better reflect their work.



In Good Company



The Future for IMT...



**Put our money where our
mouth is!**

What will be different?

- No Formalized Review
- Encouraging ongoing conversations
- Employee Owned, Manager Supported, Company Focused
- Living our Values

Our Model

Our Goal

IMT's culture is to foster a partnership between the employee and the manager that benefits all parties: the employee, the department, and the organization.

Our Philosophy

Employee Owned. Manager Supported. IMT Focused.

Mind

The employee's natural talent & creativity

Body

The employee's well-being & care of their families

Heart

The employee's passion & excitement

Spirit

What is giving them meaning & purpose

Our Values

Trust, Relationships, Collaboration, Innovation, Professional Development, Engagement

Challenges



What Should You Do?

- Know your Culture
 - Gather Sponsors
 - Propose a “fit”
 - Be Flexible
 - No Cookie Cutter
-

What challenges do you see?



thank you

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