

Integrated Performance Management: "Learn, Pay, and Stay"

A large, light blue arrow with a purple outline, pointing to the right. It is positioned horizontally across the middle of the slide.

From learning to retention

Presented by Bob Angel, The Gilford Group Limited

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1. The Knowledge & Learning Organization



Linking performance-driven learning with performance-driven culture

Learning Challenges

One Organization.....Many Perspectives



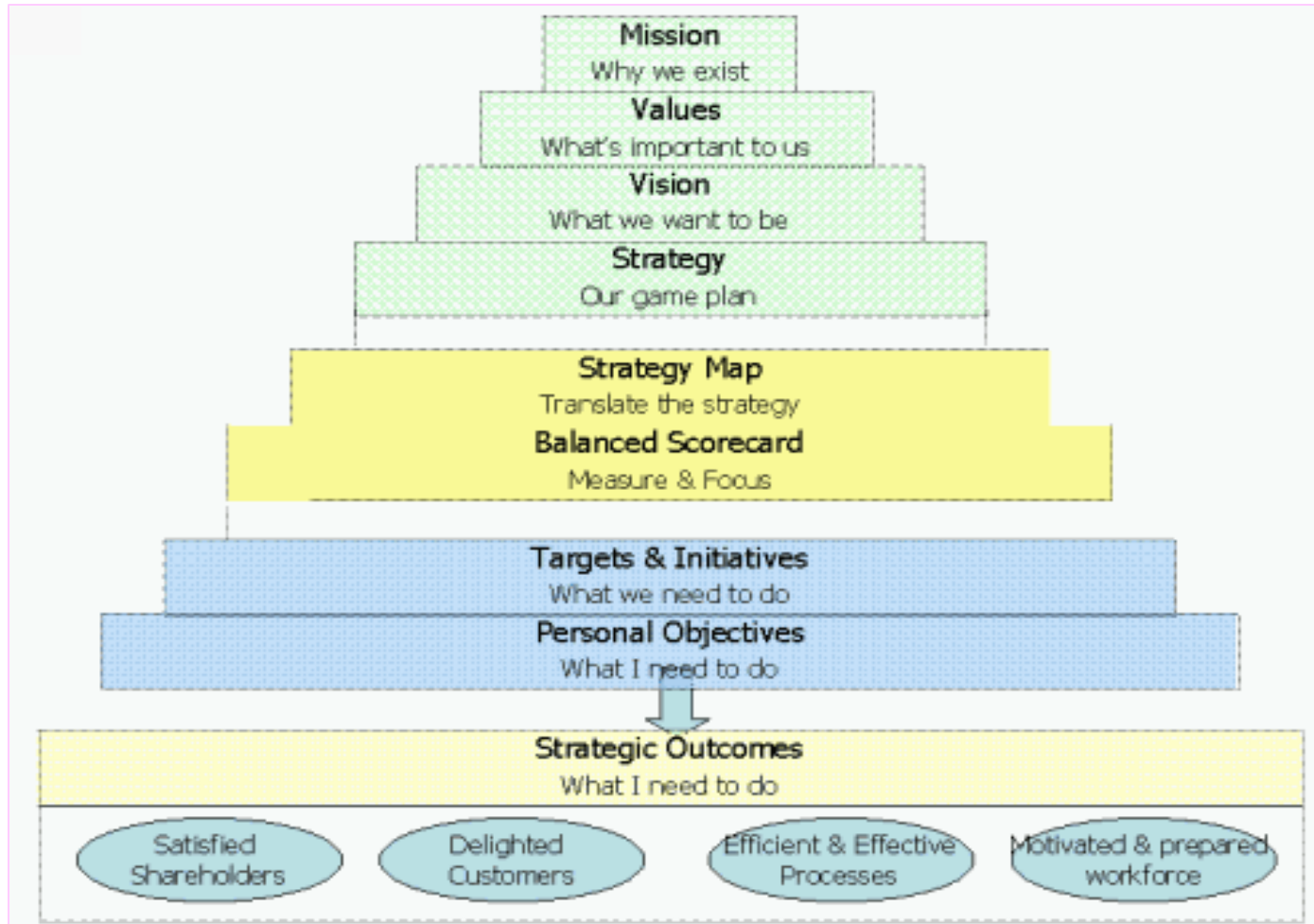
- **CEO:** strategy, customers, competition, style, performance
- **Operations:** sales growth, cost effectiveness
- **HR:** competencies, compensation, retention, skills
- **Finance:** measurement, financial reporting, planning
- **Talent:** career, work/life, engagement, supervision, money

Learning Organizations & Culture Change

Foundation	Advanced	Breakthrough	
Hierarchical Command and Control	Departmental	Self-directed Virtual Teams	Management
Transactional and Aggregated	Integration across the Enterprise	Learning & Service Delivery Architecture	Information
Cost and Risk Reduction	Productivity Improvement	Collaborative Improvement	Operations
Service/Product Oriented	Segmented View	Customers' Individual Needs and Value	Customers
Growth & Maintenance	Growth & Performance	Innovation	Strategy

- Bob Angel, "Putting an Innovation Culture into Practice", Ivey Business Journal, Jan-Feb 2006

Incentives Must Support the Culture – to Get Engaged Organizations & People



– Towards the “*Strategy Focused Organization*”, Kaplan & Norton, Balanced Scorecard Collaborative

2. Pay for Performance



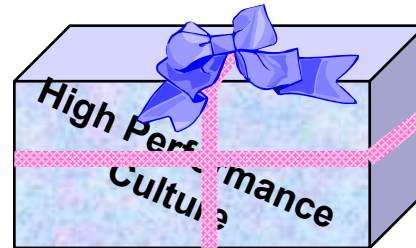
Ensuring the culture is suitable for incentives – and for motivating people to produce results

Motivating People with Pay

1. **Ensure the culture is compatible** with incentive compensation
2. **Chose metrics** that connect to the drivers of the business
3. **Pick a few metrics** to measure that are business priorities
4. **Communicate** clearly and continuously upwards as well as down
5. **Foster values** – don't create a “what's in it for me” culture

– Bob Angel, “*Making Balanced Scorecards Work for You*”, Perform Volume 3, Issue 4

3. Getting our Top People to Stay



Developing talent to drive overall organizational performance

How do We Retain our Best Staff?

Reason to leave:

- Work/life balance 37%
- Nature of work 33%
- Career development 22%
- Salary 4%

– Robert Half International CFO Survey 2006



Incentive Compensation Indicates what is Really important

Case Study: What Competencies are Performance Priorities Today?

Decision Making and Problem Solving

- Make timely decisions
- Influence others
- Improve processes
- Assume accountability
- Etc.

Priority?

Business Acumen

- Align with business objectives
- Understand customers & stakeholders
- Apply knowledge to customer service
- Etc.

Priority?

Teamwork

- Build relationships
- Share information
- Work cooperatively
- Etc.

Personal Effectiveness

- Set personal objectives & behaviors
- Know your development needs
- Prioritize and manage time
- Etc.

Critical success factor: translating objectives into actions

Case Study: Career Development is Important in Talent Retention



Top Talent Career Development

1. Work/Life balance was the #1 issue
2. Goals were well understood but had low priority
3. Managers were too busy to plan tangible actions
4. Money is appreciated – but is not the main motivator