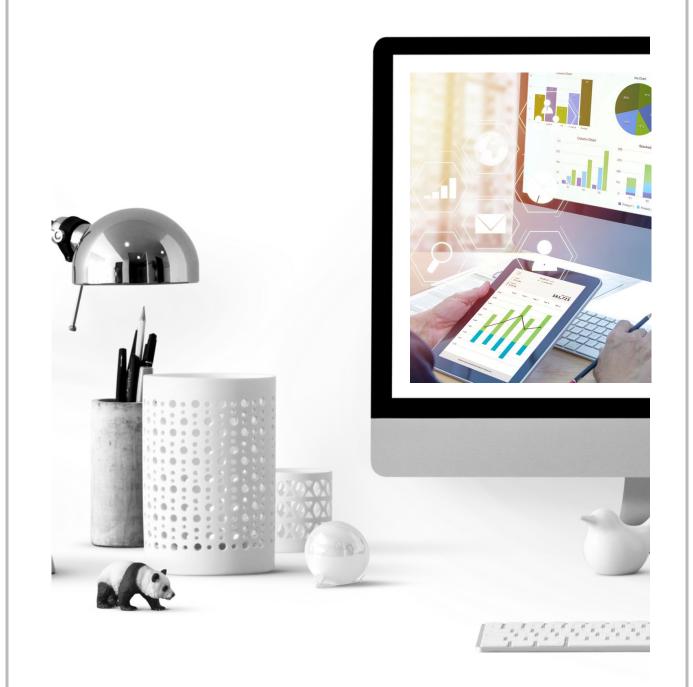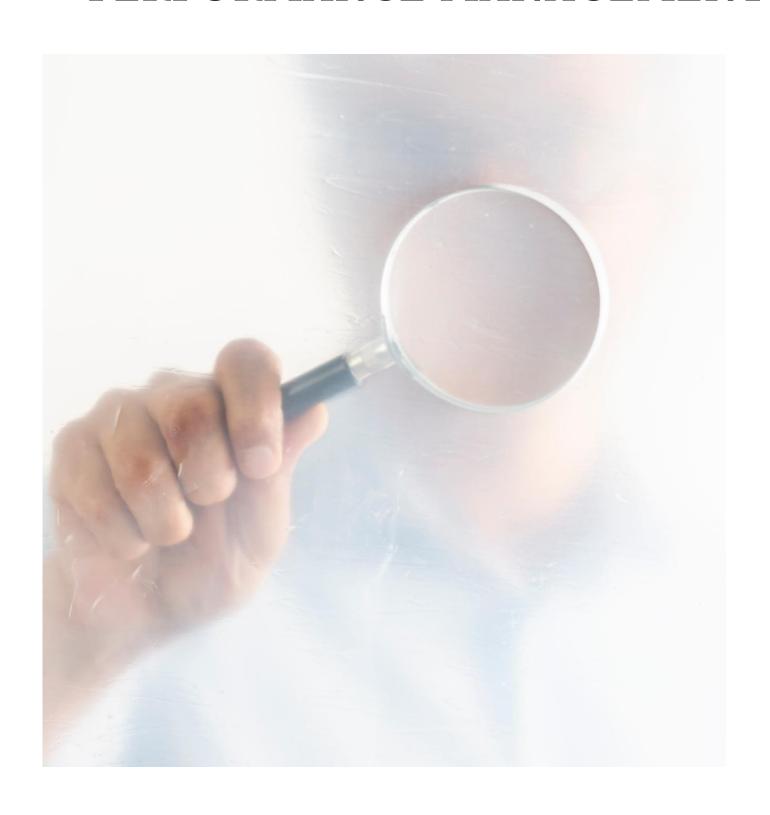# 3 Big Levers to
Effective Performance Management

By Marc Effron, Author of #1 HBP Best Seller – 'One Page Talent Management'

THE HARD TRUTH ABOUT EFFECTIVE PERFORMANCE MANAGEMENT

Effective Performance Management-like other good things- requires:

- Challenging & sometimes unpleasant work

- Big goals and direct and regular feedback

- No psychological & structural barriers

THE THREE BIG LEVERS

3 powerful steps that make performance management a success
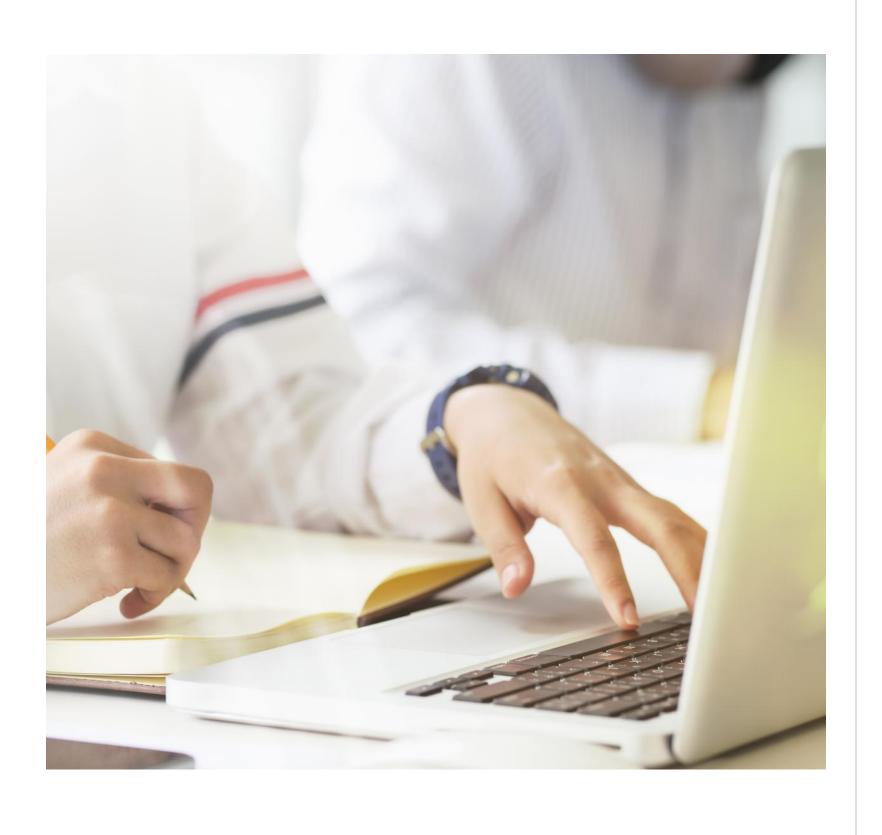
1. Create the Foundation

2. Flawlessly Execute What Matters Most

3. Establish Broad Accountability

1. CREATE THE FOUNDATION

a. Define Your Purpose

1. Set core purpose/problem statement that PMS be solving in your organization
2. Core purpose should guide you on PM design & operationalization
3. With the core purpose set, audit every element of your current PM process to test how well it supports that purpose
4. Identify every activity in the process and remove elements that can't be directly linked to that goal

Adapted from 'The Hard Truth About Effective Performance Management',Marc Effron, Talent Strategy Group
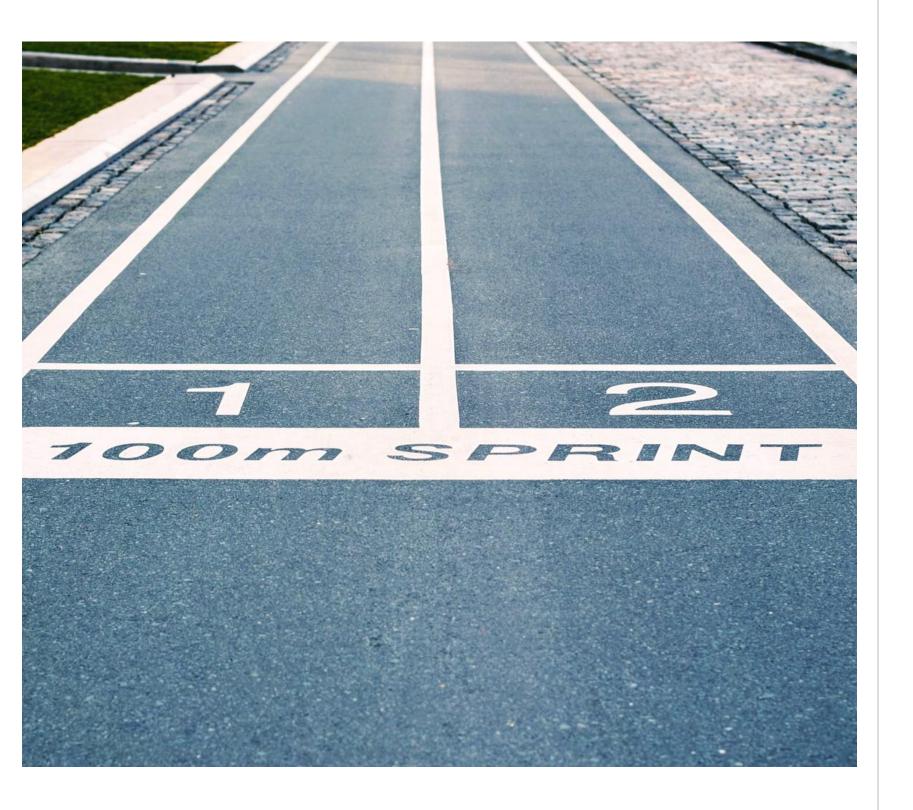
1. CREATE THE FOUNDATION

Talent philosophy – established by your executives – provides the boundaries within which you should design performance management.

A talent philosophy is your executive team's "rules of the road" for how they want talent managed . . .All companies need one; very few have one.

b. Create Your Talent Philosophy

1. Talent philosophy should define the importance of performance in your organization
2. It should define the threshold (good/bad) about someone's behaviour
3. It should answer- how much to differentiate between average performers and high performers
4. Also, how much accountability will be placed on managers

Adapted from 'The Hard Truth About Effective Performance Management',Marc Effron, Talent Strategy Group

2. FLAWLESSLY EXECUTE WHAT MATTERS MOST

a. Set a Few, Big Focused Goals

1. Set the goals at the maximum achievable level
2. Limit the number of goals to four or fewer. Those goals must capture the largest, most important deliverables that person has for his performance cycle
3. Set SIMPLE goals- Specific, Important and Measurable that only capture the most important things

Adapted from 'The Hard Truth About Effective Performance Management',Marc Effron, Talent Strategy Group

2. FLAWLESSLY EXECUTE WHAT MATTERS MOST

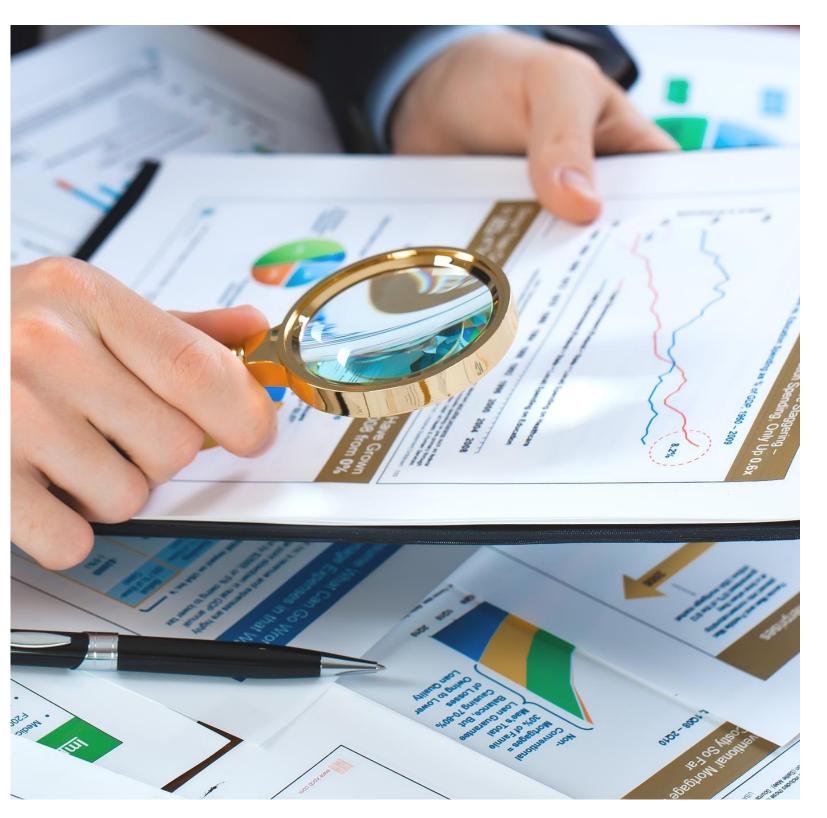## 2 +2 Coaching

1. Have a conversation with each direct report each quarter

2. Duration of about 15 minutes

3. Make two comments on progress against their current goals

4. Make two comments about what to do more of/less of in the future

Adapted from 'The Hard Truth About Effective Performance Management',Marc Effron, Talent Strategy Group

b. Implement 2+2 Coaching

1. Ensure consistent effective coaching accross your organization with 2+2 coaching model-helpful in increasing the frequency and quality of coaching
2. It provides just enough structure and direction for effective coaching while taking the least possible amount of managerial time
3. Provide feedforward-to share observations and recommendations on 'Do Much' and 'Do Less' of work

3. ESTABLISH BROAD ACCOUNTABILITY

a. Calibrate Goals

1. To ensure accountability –conduct goal calibration sessions
2. During goal setting season, set aside five minutes per person for a fast recitation of their goals and metrics
3. Limit each person to one sheet of paper with one sentence per goal. Peers should be listening for areas of overlap or areas where they need to coordinate
4. The manager should be listening for any meaningful differences and follow up to adjust goals to an even level of challenge across their group

Adapted from 'The Hard Truth About Effective Performance Management',Marc Effron, Talent Strategy Group

3. ESTABLISH BROAD ACCOUNTABILITY

It would be wonderful if training and "how to" guides alone could make managers effective at setting goals. They can't. If you're serious about having great individual goals, audit them.

b. HR Audits Goals

1. Selectively audit goals to ensure that goals are being set at reasonable level of stretch and quality

Adapted from 'The Hard Truth About Effective Performance Management',Marc Effron, Talent Strategy Group

3. ESTABLISH BROAD ACCOUNTABILITY

c. Use Cultural Accountability

At the beginning of the goal setting process and before the 2+2 rounds, send a brief message to everyone who participates in the process. That message should include:

1. A short overview of the upcoming process
2. A description of managers' responsibilities in the process and due dates
3. Clarity on employees' options if their manager doesn't execute the process

This action will create empowered employees and tremendous cultural accountability for managers to complete the process.

Adapted from 'The Hard Truth About Effective Performance Management',Marc Effron, Talent Strategy Group

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