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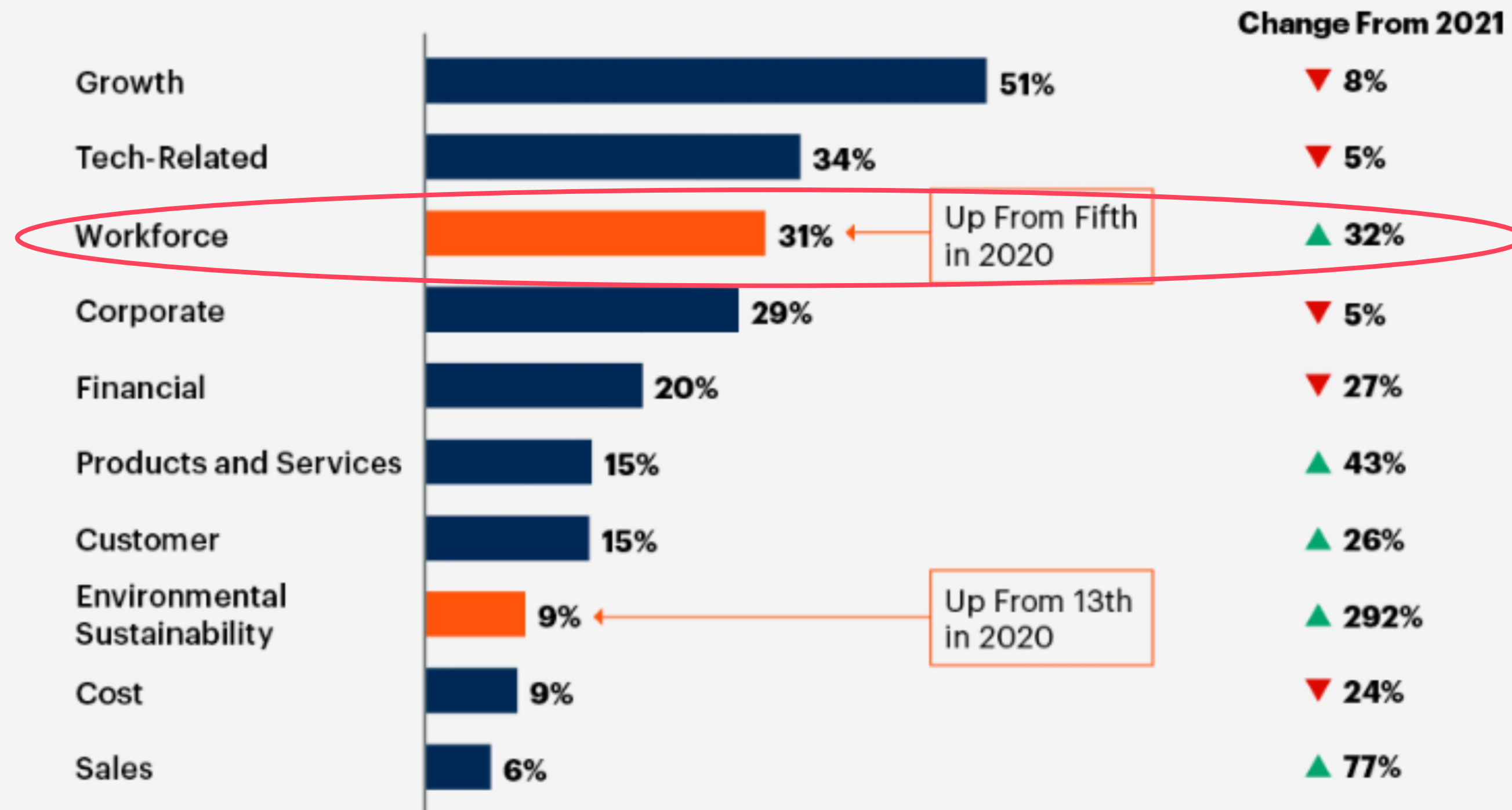
What (if anything) gets senior leaders excited about measuring performance?



It seems there are two sides to this story

CEOs' Top 10 Strategic Business Priority Areas for 2022-2023

Summary Top Three Mentions, Coded Responses



It turns out senior leaders DO care!!

Source: Gartner
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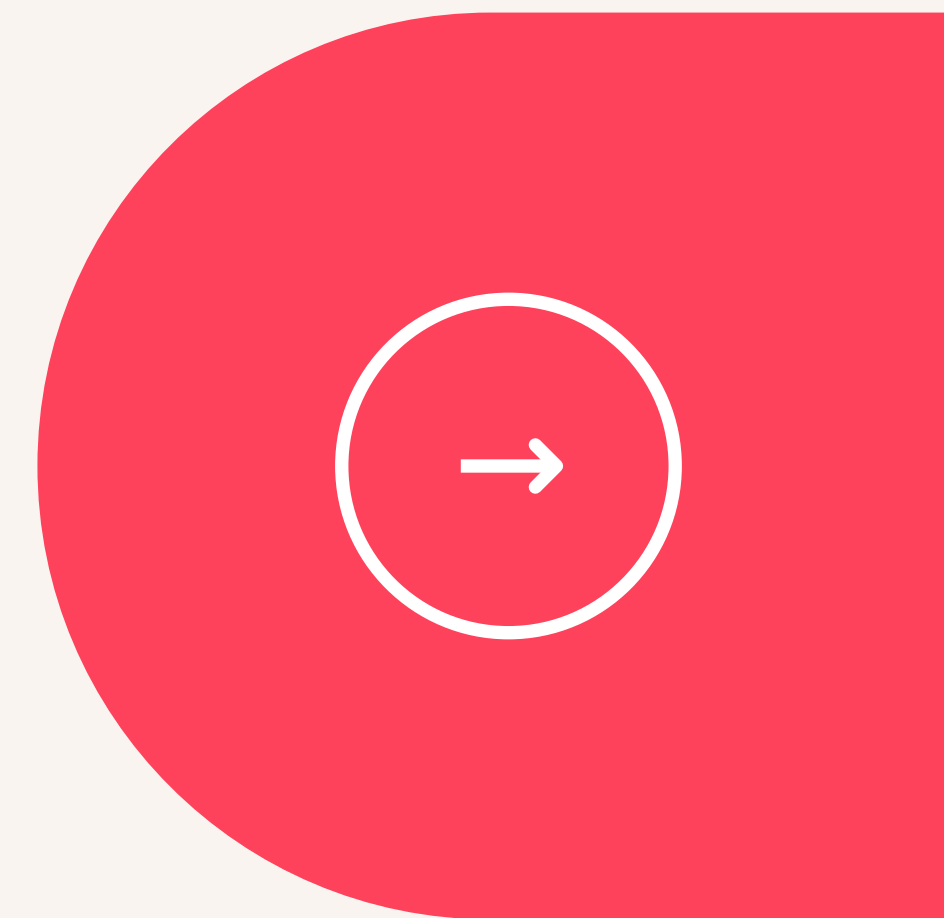




What we'll cover:

- 01 **What's really going on with senior leaders and managing performance?**
- 02 **What gets senior leaders interested?**
- 03 **How to capture the attention of certain leaders?**
- 04 **Who 'owns' performance management?**
- 05 **Q&A**

What's really going on with senior leaders and performance ~~management~~ measurement



DOES YOUR
TALK
MATCH YOUR
WALK



Too often.....

**Senior leaders get away
with NOT doing it!**



Too often.....

**Senior leaders perceive
performance management
as a 'tick box' exercise**



Too often.....

**HR is seen as an
administrative function who
impose process**





“Two thirds of business leaders, see HR’s role as administrative, survey finds”



In a recent poll by Sage:

76% of C-suite respondents said the main focus of HR teams was **process**

and 92% thought the profession’s **perceived worth** was a challenge

“The changing face of HR in 2024” report, Sage



“for HR, the challenge is to dispel the bleak image of performance management as a **dreaded chore imposed** by them on everyone else..”

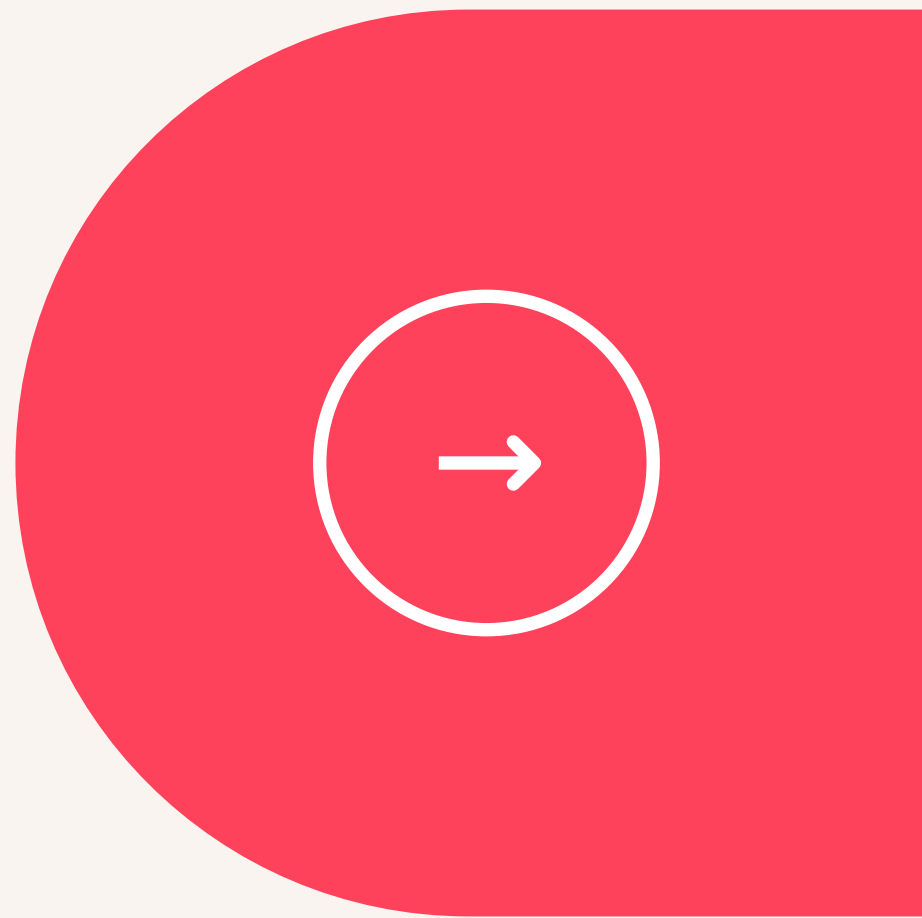
The leader's role in performance management, Mercer



“The key to selling the **value** of the performance management process is the **core belief** by executives that it is as useful for the employee as it is for the organisation that better alignment provides **shared benefits for all stakeholders**”

The leader's role in performance management, Mercer

**How can we get senior
leaders interested?**



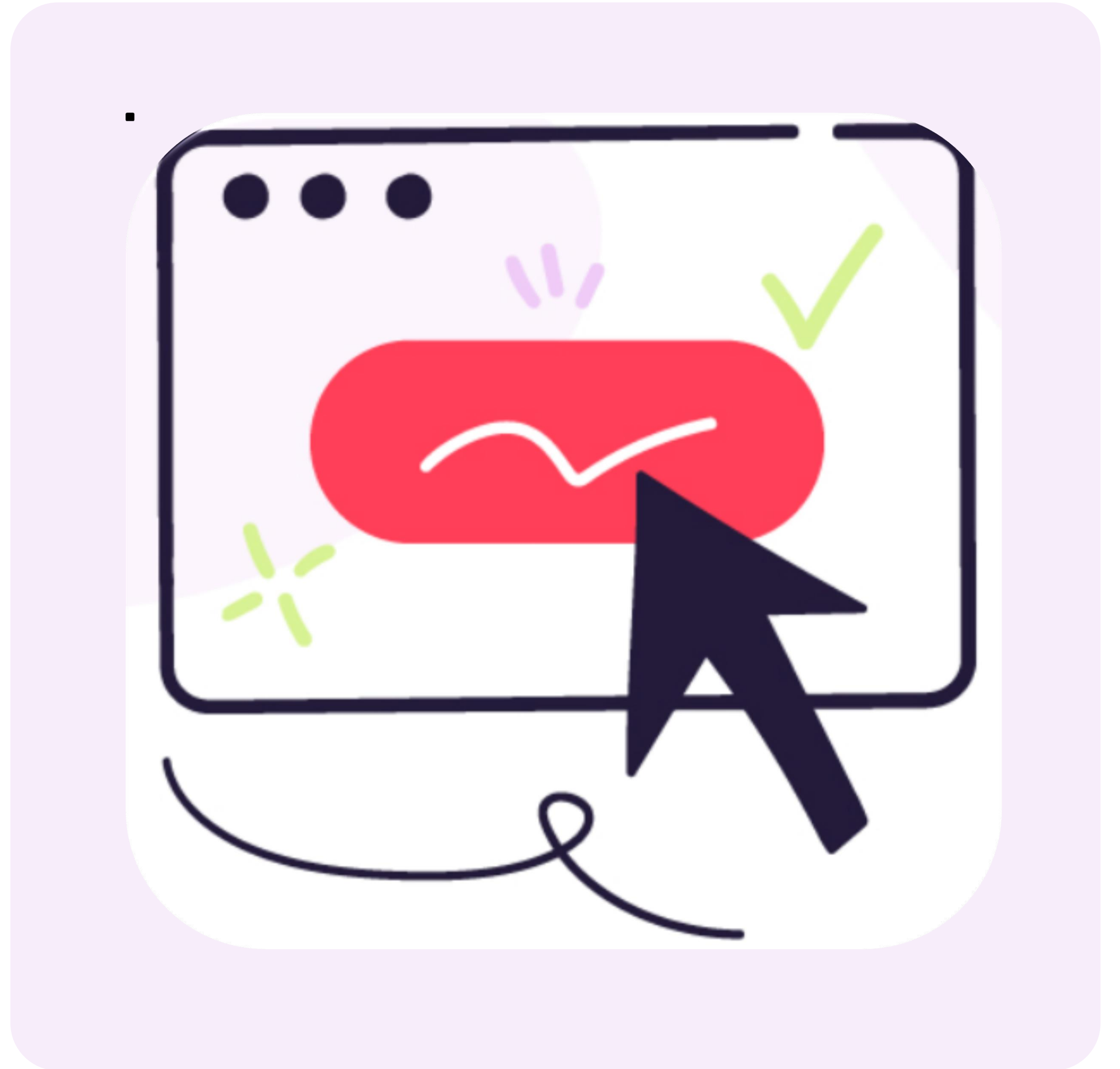
See it

through ***THEIR*** eyes

**With the exec, talk
about performance
data, not process**



The promise of best-of-breed technology





“Leaders want to use new best-of-breed, fit-for-purpose technology to create and sustain employee experience”

Josh Bersin

Capitalise on the increased interest in the employee experience



Willis Towers Watson recently surveyed 1,550 employers, representing 9 million employees around the world

Willis Towers Watson Employee Experience survey

92%

of employers are now making
EX a priority, up from 52%
before the pandemic

as well as productivity

79%

This shift in priority reflects
the employer view that EX
drives both engagement

81%

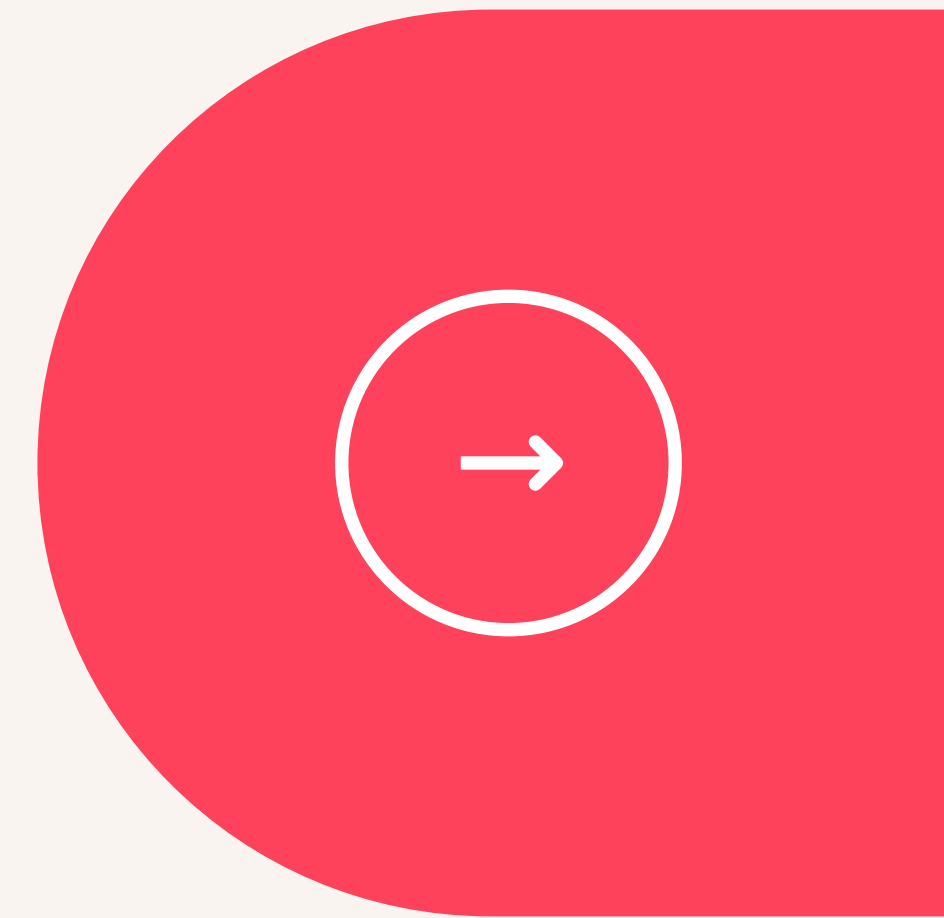
and wellbeing

80%

and overall business
performance

78%

**How to capture the
attention of certain
types of leaders?**



The 'dinosaur'



Have a traditional outlook on life; resistant to change and flat hierarchies

Old-fashioned view of performance management – it's all about the 'annual appraisal'

Focus on the bottom line. Use evidence and figures, not 'fluffy stuff'

Ask searching questions using your own company's performance data: "did you know x% of our regretted losses cited a lack of development opportunities?"

[Read more in our blog: Motivating three stereotypes of tricky executives to them get on board](#)

The 'willing but clueless' leader



[Read more in our blog: Motivating three stereotypes of tricky executives to them get on board](#)

Little previous leadership experience, newly promoted or founder

Think of performance management as a method to handle poor performance rather than something positive

Focus on how performance management can help them personally as leaders

Ask questions which focus on the company culture: “how would our employees feel if they had check-ins monthly rather than twice a year?”

The ‘professional narcissist’



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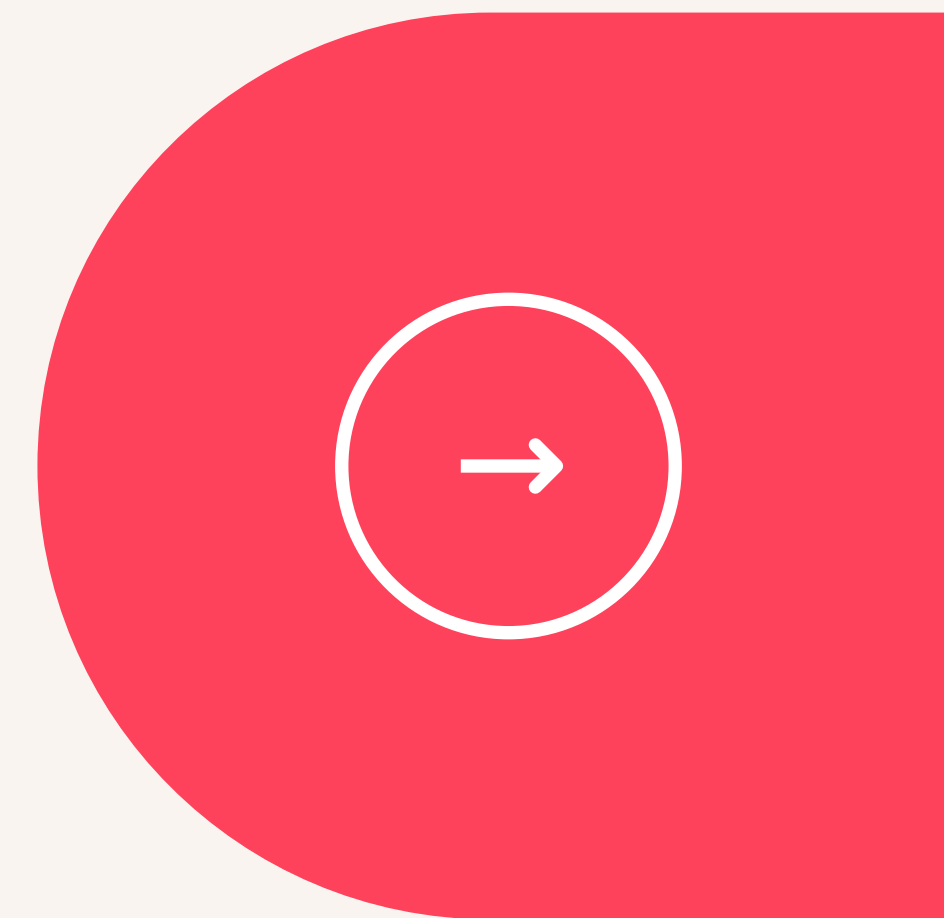
Hold their own abilities in high regard; feel they know all there is to know

Feel performance management is an unnecessary chore; they don't need other people telling them what to do

As everything is about them, highlight the personal benefits they could gain

Draw their attention to the views of business gurus: “Did you know Satya Nadella, CEO of Microsoft, uses performance management to showcase employee success?”

Who 'owns' performance management?



Q&A session

with Amira and Shona





Thank you