2021 Virtual **Leadership Series**

Remote

Performance Management

Managing Goals, Expectations and Compensation to Keep Your Distributed Workforce Engaged and Accountable

January 26th – 27th 2021 | Virtual Event Platform

Working from home used to be an added perk, but since COVID-19 hit and brought its sidekick social distancing with it, remote work has suddenly become a necessity in order to keep your business running at all. Getting the systems in place to make a distributed workforce function is the first step.

The key to success lies in meaningful goal-setting. Remote employees have the freedom to decide where they want to work, but they still need clear direction from their managers in order to stay on track. Setting clear goals with specific metrics, following structured timelines for check-ins and evaluation periods, and creating expectations and cultural norms upfront helps managers of remote teams envision success and achieve it.

Whether working remotely as a team or individually, tying job performance to measurable outcomes provides both the employee and employer with a clear view of progress. Goals that have been broken down into clear tasks, scheduled with ample time for completion and regular review, provide optimal conditions for the best possible outcome.

In addition, achieving business development and growth goals, either as a team or on an individual basis, cultivates a workplace culture of clear communication, job satisfaction and greater motivation toward the completion of future goals, all of which will set your company up for success in 2021 and beyond.

HRO Today's Remote Performance Management Conference is part of our Virtual Leadership Event Series. Join our speaker faculty as they share how to set goals that connect align and remote teams and the nuances of performance management in the age of social distancing.

The Remote Performance Management Virtual Conference will address topics like:

- Using technology to connect and align remote teams
- Setting measurable goals in a remote work environment
- Developing managers to sustain continuous and consistent performance conversations
- Empowering remote employees
- How performance management can build and sustain organizational culture during difficult times
- Using meaningful metrics and recognition to drive performance
- Leveraging performance management, compensation and employee wellness strategies to engage a distributed workforce
- Aligning performance management with business strategy

Jump To ➢

Confirmed Speakers Include:

Donna Scarola

Head Performance Management and Leadership Model, **Johnson & Johnson**

Felipe Cofino

Vice President Human Resources and Organizational Development, **Signal Financial Federal Credit Union**

Nicole Miller

People Operations Manager, **Buffer**

Jennifer Hackett

Director, Employee Experience, Development and Performance, **BASF**

Zuleika Sgro

Vice President People, **Saje Natural Wellness**

Ari Schapiro

Sr. Director of Self Service and Social Impact, **Auth0**

Wade Larson

Director Human Resources, **Wagstaff**

Mathilde Fouque

Senior Program Manager Performance Management, Leadership and Culture, **GE**

Mark Dunn

Vice President Organization and Leadership Development, **Vidant Health**
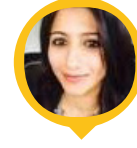
Denise Reed Lamoreaux

Global Chief Diversity Officer, **Atos**

Randall Lucius

Director Organizational Development, **Emory University**

Revathi Raghavan

Global Lead Talent and Performance Management, **The World Bank**

Melissa Phillippi

Co-Founder and President, **Performance Culture**

Sid Mitchener

Senior Managing Partner, **Vaco**

Hannah Wilken

Senior People Scientist **Culture Amp**

Rosette Cataldo

Vice President Performance & Talent Strategy, **Workhuman**

11:00am ET

Evolving the Definition of Great Work - How Performance Management Evolves

Donna Scarola, *Head Performance Management and Leadership Model,* **Johnson & Johnson**

Performance management is one of the most important cornerstones of your organization. Having a strong system in place that will help your people develop and grow new skills will give your company the advantage it needs to meet the increased amount of changes that businesses are tasked to manage. At the same time, helping your workforce improve also keeps engagement levels high. Currently, many performance conversations focus on removing ratings, increasing feedback and making a better employee experience. Join this session to understand:

- How to measure the impact of performance and the behaviors it drive, beyond just ratings
- How to connect pay and performance in a meaningful way
- How to move from a "short term feedback focus" to longterm behavior change
- How to create performance metrics that measure the outcomes we need in Human Resources

11:30am ET

Cultivating Employee Motivation and Wellness During a Pandemic

Zuleika Sgro, *Vice President People,* **Saje Natural Wellness**

As the initial shock of implementing large-scale working from home policies wears off, your responsibility as a people leader has likely shifted away from making sure employees have everything they need to work remotely, towards keeping your team motivated and productive. This presentation will provide insights to help you guide your workforce as they navigate the new world of work. Our speaker will share strategies to increase motivation and promote employee wellbeing so that you can keep your remote teams effective. By attending you will learn:

1. How to keep your employees engaged and motivated to your mission
2. How to have a culture that supports the current state of the world/your employee's wellness
3. How to cultivate growth in skills/talent during this state

12:00pm ET

Motivating New Behaviors to Achieve Strategic Goals

🎙 **Hannah Wilken,** *Senior People Scientist,* **Culture Amp**

An estimated 70% of organizational change efforts fail to achieve their goals, a statistic that has stayed consistent since the 1970s. Organizational change is about more than new technology and training; employees must break old habits and form new ones for projects to truly succeed. However, few strategic plans account for the human elements that will make or break them. This session focuses on the many ways in which you can motivate new behaviors across your organization that reinforce your strategic goals.

Key learnings:
- Why do new processes fail to take root
- How to reduce resistance to change
- How to improve cooperation with new processes
- How to assess the effectiveness of your change management efforts

12:45pm ET

Break

1:15pm ET

Developing an Enhanced Virtual Workforce in an Environment of Uncertainty

🎙 **Mark Dunn,** *Vice President Organization and Leadership Development,* **Vidant Health**

Remote, or non-remote? This does not have to be an either or decision; by adding flexibility into your workforce model, organizations can achieve savings, maintain an engaged and productive team member population, and create an environment of safety. This session will take you on the journey that Vidant Health began to assess its workforce and create an environment that not only supports the team members, but also the leaders of these teams. In an organization where remote work was occurring for less than 3% of the workforce before COVID, we are leading an initiative where over 10% of our healthcare organization will be remote by end of 2020. A key aspect of this work are the performance process and metrics that have been established not just for virtual workers, but for all types of workforce designations in our organization

- Learn how the initiative was organized and governed throughout the system
- Identify the needs and foundation for a successful Virtual Workforce Platform
- Engage in proactive approaches to performance management in a changing workforce environment
- Connect business needs and strategic pillars to effective change management
- Learn how we are evolving how leaders communicate and work with their team members towards success

1:45pm ET

The Case for a Performance Culture

🎤 **Melissa Phillippi,** *Co-Founder and President,* **Performance Culture**

🎤 **Sid Mitchener,** *Senior Managing Partner,* **Vaco**

"Without vision, the people cast off restraint."
"A vision without a plan is just a dream."

These are both statements an effective leader not only knows but truly embodies. Building a performance culture requires focus, team chemistry, and accountability.

Vaco, a global talent and solutions company, had all the right elements but lacked a tool for its leaders to effectively coach and develop their team members. Anchor Partner Sid Mitchener, a skilled Coach, and Team Lead knew he needed a better way to track his team's goals, behaviors, and development plans if he was to take them to the next level.

Follow the story of Sid's introduction to Performance Culture in 2016, and how through successes and speed bumps, he helped develop the entire performance management program Vaco uses today, one that significantly helped this global organization grow to new heights.

Sid manages three offices in North Carolina which have experienced rapid expansion, serving more than 930 clients with talent and transformation needs, making them well-positioned to navigate business continuity hurdles, including the COVID-19 crisis.

Learning Objectives:

- You don't have to be "HR" to do performance management.

- Your people don't need a certification - they need a Coach.

- Learn how to track team goals and progress and how to continually adapt strategy to maximize business outcomes.

- Implement scaling leadership - creating more Coaches that can grow your team.

Jump To ➤

2:30pm ET

Bottom Line Meets Culture – Developing Success by Building a Sustainable Culture

🎤 **Felipe Cofino,** *Vice President Human Resources and Organizational Development,* **Signal Financial Federal Credit Union**

The struggles of accountability, effective performance reviews, staying connected, change management and getting results is very real in today's world. Creating an environment where you are achieving goals, completing projects & creating positive employee engagement can result in success that brings money to the bottom line and helps retain your top talent.

In this session, I will cover how creating a strong sustainable work culture can help improve productivity, innovation, teamwork, and engagement.

In addition, how effective communication, transparency, and opportunities are keys to achieving this success.

- Learn how to apply a Culture that includes everything from A-Z. (Accountability – Zero-Based Fear).
- How applying frequent communication and performance feedback will get you more productivity and increase your chances of that employee succeeding.
- Learn how collaborating with individuals from different areas to contribute to a company project can result in higher employee engagement, development and overall job satisfaction.
- Identify opportunities to get individuals together to assist with making the organizations culture sustainable.

3:00pm ET

Break

Jump To ➤

3:30pm ET

Performance Management - Even Performance Reviews Need Performance Reviews

🎤 **Denise Reed Lamoreaux,** *Global Chief Diversity Officer,* **Atos**

The performance review process is under constant scrutiny, with studies that indicate that "the system is broken" and that the feedback shared is more destructive than constructive. It's clear that "something must be done" but, what exactly is that "something"?

Join us as we discuss ways by which we can provide consistent, equitable feedback to our employees that is specific, actionable, and tied to team goals. All employees deserve to know where they stand within the team's performance hierarchy so they can react accordingly, and this session will provide leaders with models and concepts that can be put into immediate practice.

We'll learn how to

- Craft useful, actionable messages that detail the specific areas where employees both excel and need additional development opportunities
- Curate a collection of inspiring words and phrases to utilize in formal write ups
- Collect the data to share with employees related to how they are performing within the team
- Communicate the need to skill up/reskill without panicking the employee
- Craft messages that provide insights, not insults

4:00pm ET

Performance Management During a Time of Rapid Change - The Importance of Being Responsive

🎤 **Randall Lucius,** *Director Organizational Development,* **Emory University**

Covid-19 has impacted the world of work in many ways and Emory University is no exception. The rapidly changing landscape required swift action by HR to meet the current needs within our community, including how we conduct performance management. Multiple "emergency level" priorities coupled with unforeseen financial constraints made performance management at first seem minor in relative importance. Yet upon further reflection, performance feedback, career development and coaching are all elements that we did not want to abandon since they are pivotal elements of employee engagement. HR assembled a strategy to address these challenges, including new guidelines to make the process easier, training, and adjustments to the evaluation itself to be more contextually relevant.

Learning objectives include:

- How Emory made the performance process easier during a very challenging time (and still is) without sacrificing the integrity of the process
- The importance of performance management even when there is no merit increase available
- How to make performance management more "contextually relevant" during large scale change

4:30pm ET

Objectives and Key Blow Ups - Implementing OKRs and Know When You Are Failing

🎤 **Ari Schapiro,** *Sr. Director of Self Service and Social Impact,* **Auth0**

Objectives and Key Results (known as "OKRs") is a framework for defining and tracking objectives and their outcomes. It has been getting a lot or traction lately with the adoption from many companies (starting at tech) around the globe. Implementing OKRs, as any company-wide framework, might be challenging from a cultural and operational point of view (especially working remotely!) This session will focus on the concepts behind OKRs and how to tackle the main challenges that you might find while implementing it in your organization, even in a remote fashion.

- Learn the principles of OKRs
- Learn the best practices around implementing OKRs
- Identify the main challenges of implementing OKRs and how to avoid them

5:00pm ET

Conference Day 1 Concludes

Jump To ➤

11:00am ET

Enabling a Performance Culture for the Future

🎙 **Revathi Raghavan,** *Global Lead Talent and Performance Management,* **The World Bank**

Performance management has gone through its own evolution over the years. With the constant change in global context, organizational demands, and expectations from managers, the need to invest in building a culture of performance is more critical than ever.

But what does this really mean? At the World Bank Group, we have made some shifts to enable this culture. In this session you will learn about the World Bank Group's performance journey:

• How we use neuroscience to build high-performance, trust-based culture
• How placing greater emphasis on measuring progress can shift the focus from evaluation to growth and development, and
• How a strengths-based approach can increase job satisfaction

11:30am ET

Designing a Human-Centered, Simpler Performance Management Experience

🎙 **Rosette Cataldo,** *Vice President Performance & Talent Strategy,* **Workhuman**

Imagine a world where the feedback about your performance management approach and process is described by your employees as "human", "insightful," or "meaningful". A more positive employee experience is possible when you adopt a more human mindset, skillset, and toolset. This session will share real use cases and examples on how a shift in your design principles will deliver a more positive employee experience. It will also dissect the key performance activities you can easily calibrate as you move towards building a more human approach to performance. Topics that will be discussed include:

• What is a human-centered approach to performance management?
• What are easy ways to effectively simplify my current performance process?
• How to create a process that meets the needs of HR AND the employee?
• What is needed to build a culture of employee development?
• How can I shift my employee's performance management experience starting tomorrow?

12:00pm ET

What Covid Taught Us - Delivering Performance in the New Normal of Work

🎤 **Jennifer Hackett,** *Director, Employee Experience, Development and Performance,* **BASF**

The Covid pandemic forced us into one of the fastest work transitions in history- ready or not. This shift has made us question and test traditional models of collaborating, leading teams and managing performance. Join a presentation from BASF, the world's largest chemical company, as they share insights into what they've learned from the pandemic and how they are embracing the new normal, including:

- What employees and managers need to successfully deliver high performance in a new normal
- How some of the traditional thinking around performance, development and growth for employees is shifting
- Ideas for creating an approach to harness key learnings from the pandemic

12:30pm ET

Break

1:00pm ET

Using Performance Reviews to Drive Engagement

🎤 **Nicole Miller,** *People Operations Manager,* **Buffer**

Healthy team engagement can fuel a stronger business, increase retention and boost profits. One piece of the engagement puzzle is giving teammates the clarity, direction and opportunity to excel in their role. Crafting effective and timely performance reviews can help all areas grow. We'll cover how this process has evolved at Buffer, a fully remote and distributed company, and what questions teammates really want to discuss in their reviews.

Objectives:

1. Learn how performance and engagement intertwine.
2. Identify the ideal timing for reviews.
3. Examine possible questions and templates to make reviews effective and efficient.
4. Understand how to continue to improve the process each time.

Focus 5 - Getting More Done by Focusing on Less

🎤 **Wade Larson,** *Director Human Resources,* **Wagstaff**

Time is a leader's scarcest resource. We seek ways to do more in less time, yet despite our best efforts we find ourselves slipping further behind. We put in more hours each day and get less done. Our problem is equating "busy" with "productive" by setting big goals, but then getting busy and finding those same goals on our list at the end of the month, quarter, and year. Individuals and companies thrive on setting goals but fail at "chunking" out steps to get there. As a result, we're busy but generally miss the mark on hitting our goals. This session will focus on how to hit those targets by setting just a handful of meaningful goals, breaking them down into workable steps, and building those steps into actions that achieve measurable success.

- Learn how the "Principle of 5" works to make goals setting a success for individuals and the company to achieve more and accomplish your mission.
- Identify the right criteria for your goals that align with the company and department objectives that support operations, efficiency, and profitability.
- Recognize the steps to measurability when building SMART goals that are functional and easy to adopt in both automated and manual performance systems.
- Learn how to use the Principle of 5 with any performance management system or process to align employee performance with productivity goals.
- Achieve buy-in from employees through their engagement with the Principle of 5 approach as they help to identify the goals and alignment process.

2:00pm ET

Evolving Performance Management at GE

🎤 **Mathilde Fouque,** *Senior Program Manager Performance Management, Leadership and Culture,* **GE**

Many companies regularly evolve their performance approach to stay aligned with their business and culture and, at GE, we have a rich history of doing this. Given the Company's multi-year transformation we relooked at our current performance process' ability to help drive the cultural and operational transformation needed. Our intention was not to come up with something brand new, but instead to understand what was working well and we needed to evolve. We did this in part by incorporating the input from our employees and managers as well as the expectations of our senior leadership.

By joining this session, you will learn:

- How we gathered and used ongoing feedback to improve the design and flow of our new performance approach.
- How we deployed lean tools and methodology to drive key outcomes like transparency and alignment with the company, business unit, and team's priorities.
- How we are balancing process rigor and accountability with lean and simplicity.

2:30pm ET

Conference and Day 2 Sessions Conclude

Jump To ➤

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