Performance Management Roadmap

20 Weeks

How to increase the performance and productivity of your workplace in 20 weeks.

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Future of Work (2030)

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01 | The tipping point of technology-augmented roles is near

Fifty-four percent of employers are forecasting investment in AI over the next three years compared to 24% over the past three years. This is an important leading indicator of accelerating momentum towards job disruption, including role and task redundancy.

02 | Complacency is rife and needs to be unlocked

Sixty percent of workers have given little to no consideration to the impact of digital technology on their job. Most people believe the digital impact on their jobs over the next three years will be much the same as their experience over the last three.

03 | Workforce supply and demand is heading into unchartered territory

On balance, more employers (46%) expect a decline in their domestic workforce in the next three years compared to a growth in the domestic workforce (39%). The scale of this supply and demand fluctuation will not be confined to one industry or sector, and workforce mobility across sectors is already underway.

04 | Responses are immature and inertia abounds

Only 56% of employers report that they understand the capacity and capabilities their workforce will need to deliver work in the future. Sixty-three percent are still in the early stages of developing their workforce planning capability to effectively forecast future skills requirements.

05 | Over-reliance on the market by leaders

Sixty-one percent of employers believe the market will deliver them the capabilities they require – despite the fact that numerous digital skills are already in chronic under-supply against accelerating demand.

06 | Workers and leaders don't agree on the current state

Ninety-one percent of employers believe they are providing support for workers to adapt to the coming change – but 43% of workers don't agree.

07 | Leaders are paralysed by complexity and ambiguity

Leaders say uncertainty around when and how digital technology will hit their organisation is preventing them from proactively responding. They are waiting for something to happen.

08 | L&D strategies are not preparing us for needed skills

Our research suggests that around A$4 billion is lost in misdirected L&D in Australia and NZ$0.25 billion lost in New Zealand, crucial funds that should be used for future upskilling.

EY

1 Automation of tasks

Such as processes in financial services mortgage approval, insurance industry claims handling, legal services research, healthcare diagnostics, and much more.

For example, forms are preloaded with information from existing knowledge and client relationship management systems prior to being sent to clients or manual data and information entry in supply and production line management is gathered through automated invoice scanning.

2 Reconfiguring of tasks

To exploit the power of humans and machines working together in a collaborative new environment.

For example, reinventing healthcare roles to exploit cognitive augmentation of functions such as nursing, diagnosis, pharmacy, and more or using voice assistants to capture, find and share important information in policing.

3 Reinvention of work structures

To establish new tasks and roles using AI—and unlock the potential for innovative new services to emerge as AI and humans work together. This requires reimagining the end-to-end enterprise value chain and operating model.

Pre-COVID-19, we already saw life sciences companies establish entirely new business units that focus on prevention and innovative management of chronic conditions. These ground-breaking "health services" propositions can combine wearable technology, AI, social media tools, and human intervention to ward off heart ailments, for example, or help diabetes patients via real-time blood sugar analysis and guidance. It is expected that more investment will be spent on outbreak predictions, epidemiology, and dedicated drug research in light of COVID-19.

4 The need to experiment

Is a critical success factor. Why? Because there is no playbook to follow. The future's required mind-set will emphasise experimentation, agility, and in-the-moment learning—replacing a highly planned and considered approach whose traditional long lead times are likely to be too inflexible in the digital era and New Reality of life with COVID-19. This new perspective will, of course, include the need for change management that delivers buy-in and engagement from a workforce facing its own reinvention.

For example, an organisation decides to stick with 90 percent remote working, using virtual reality to conduct conferences from home or tries new approaches to pushing ahead with technological adoption that had lagged before COVID-19.

KPMG

Figure 3: I have the following skills and attributes (percentage who agree or strongly agree)

pwc

PwC survey of 10,029 members of the general population based in China, Germany, India, the UK and the US

FIGURE 2

HR outcomes: Shifting from today to tomorrow

Area of impact	Today's outcome	Tomorrow's outcome
Building leadership skills	Building leaders with the skills required to fill current leadership pipeline roles	Building leadership teams and capabilities for future and unknown opportunities that can lead through ambiguity and operate with an enterprise and ecosystem mindset
Upskilling the workforce	Delivering skills-based learning programs for critical workforce segments	Curating personalized and team-based learning experiences that build sustained capabilities relevant to the organization and broader ecosystem
Promoting teaming and agility	Experimenting with the use of teams across an established (often hierarchical or matrixed) organizational structure	Embedding collaborative ways of working across the enterprise and the ecosystem, making teams the core unit of analysis and action for performance and management
Developing the workforce experience and brand	Implementing targeted employee experience programs focused on reinforcing the internal workforce brand	Designing an end-to-end human experience that integrates both the workforce and customer perspectives both internally and externally
Accessing new capabilities	Hiring new talent in accordance with business demand	Creating on-demand access to capabilities (humans or machine) across the enterprise and the ecosystem
Integrating automation in the way work gets done	Introducing digital tools to increase the efficiency and effectiveness of HR-specific processes	Digitizing the flow of work across the organization
Defining and promoting the organization's purpose	Crafting and reinforcing mission and value statements/principles	Engaging the workforce in continuously reimagining work to tie purpose to meaning—personal, organizational, and societal

Source: Deloitte analysis.

Deloitte.

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Who Am I?

- Degree in Training and Development
- Master of Business Administration
- Global Consultant
- Corporate Coach
- Author
  - Make Create Innovate
  - Corporate Utopia

- Accredited Practitioner
  - International Psychometric Assessment Tools
- Over 20 years practical experience
  - HRD / Organisational Development

The Talent Enterprise · The Center for Leadership Studies · psp · intégro · insights · human synergistics · HayGroup · DTS International · The Myers-Briggs Company · BELBIN

If, you want improved:

- Performance Management
- Leadership EQ
- Employee Engagement

Performance Management

Performance
Management
can be a
bumpy road…

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Turnover / Absenteeism is expensive

Employee Cost Data	Current	Higher Engagement
1. Revenue per employee	$ 244,574	$ 293,488
2. Cost of absenteeism per employee*	$ 3,677	$ 2,169
3. Total cost of absenteeism	$ 474,285	$ 279,828
4. Turnover rate*	8.5%	5.1%
5. Number of employees that leave in a year	11.0	6.6
6. Avg. cost to replace an employee	$ 46,359	$ 46,359
7. Total cost of employee turnover	$ 509,949	$ 305,969

*** Cost of absenteeism per employee:**
On average, 1.2% of total working days (3 days per year) are unearned paid time off. To calculate your costs due to absenteeism, take 1.2% of revenue per employee and add that to 1.2% of average employee salary.

*** Turnover rate:**
Is calculated by dividing the number of employees that left during the year by the average number of employees during the year

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Turnover / Absenteeism is expensive

Average cost to replace an employee. According to The Society for Human Resources Management (SHRM), every time a business replaces a salaried employee, it costs 6-9 months of the replaced employee's salary. The formula in this template uses 9 months. For executive positions, replacement can be as high as 200% of the employee's annual salary. This calculation doesn't account for the other factors such as costs of on-boarding, lost productivity, lost engagement, training costs, and cultural impact on the organization.

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Things got better…

KEY PERFORMANCE INDICATOR																	
ENGAGEMENT SCORE	Organisation Setting Factors				Job Design & Fit Factors				Job Autonomy & Recognition Factors			Identification with Organisation	Career & Professional Development Factors		Additional Factors	
	Remuneration & Benefits	Relationship with Immediate Manager	Relationship with Colleagues	Leadership	Clarity of Roles & Responsibilities	Goals & Targets	Meaningful & Challenging Work	Performance Feedback	Recognition	Employee Empowerment	Work & Family Balance		Career Progression	Professional Development	Health, Safety & Environment	FIFO Environment

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…and better!

- Performance Management
- Leadership EQ
- Employee Engagement

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Proven global results

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We see success often

"Just wanted to reiterate my thanks for the past few days in Singapore. The course was extremely useful, effective and enjoyable. My colleagues and myself got a lot out of it and are now really "buzzed". Thanks again for your guidance."

Julie Sherborn
Managing Director
ACP Asia Pte. Ltd.
Singapore

"Very strong in "real world" scenarios. Great care in method of presentation. Great cross section of industry allowed for different points of view."

Nathan Crookes
Atlas Copco
Australia

"I had visited the Corporate Learning Solutions website before and was impressed with the content and found much of the information also relevant in the South African context.

But what impressed me the most (so far) is that you have taken the time to follow up and to contact MRoA management after the course you have run in South Africa for our operational management (our operational managers have provided excellent feedback on your course). And now you are providing some free "value-add" by giving us access to the global salary survey.

This is what is setting Corporate Learning Solutions apart from a number of other business schools who teach the latest insights."

Regina Linder
Member of Executive Management:
Strategy & Risk Management
Munich Reinsurance Company of Africa Limited

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HRD is challenging...

1. Too busy
2. Under resourced
3. Don’t have management support
4. Don’t have a budget
5. Don’t have relevant skills

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More so, if...

6. Not enough time
7. Don’t know how to implement
8. Challenging to communicate
9. No decision making / authority
10. No dedicated L&D specialist

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World-Class Champions

WA pair named Kia's best

The West Australian
Tue, 26 February 2019 1:41PM

Jack Rhodes (left) and Denise Smith.

Western Australia has led the way at the 2019 Kia National Service Adviser Skills Cup in Sydney, with locals Jack Rhodes and Denise Smith beating out rivals from around the country to take out the top two positions.

The pair are Master Service Advisers at the John Hughes Service Centre in Welshpool and had to prove themselves in a number of customer service tests at the event in Sydney.

The pair drew praise from John Hughes.

"I pride myself on our high level of customer service and I have built my business on that for now 50 Years in Victoria Park," he said.

"I compliment both Denise and Jack for their outstanding achievement."

It's the second big win for Rhodes, who in November last year beat out 136 contestants from 60 countries to be win the Hyundai Global Customer Experience Championship in Seoul.

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How they did it…

Performance Management Roadmap

They copied EXACTLY what I did here!

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…templates & support

The complete Performance Management Roadmap, Templates and Supporting Resources

Managerial Assessment

Leadership Framework

Learning Journey

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Partnering for results…

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Ongoing support

- Performance Management:
  1. Blogs
  2. Newsletters
  3. Leadership Toolbox
  4. Social Media
     - Facebook, Linkedin, Youtube
  5. Info “Hotline”

If, you want improved:

- Performance Management
- Leadership EQ
- Employee Engagement

If you're ready
to come on the journey.

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How to increase the performance and productivity of your workplace in 20 weeks.

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