

Talent Advisory

Case Study

Designing and Implementing a New Performance Management Process, and Driving Change

For a NASDAQ listed Analytics to BPO
organization

Business & Professional Services

Background

Our client is a NASDAQ listed Analytics to BPO organization with ~50,000 employees spread across multiple geographies. The client had decided to implement Oracle systems across the organization and saw this as a platform to drive impactful change.

What was the exact ask

The client was looking at creating a performance management process that will be focussed on the growth of individuals, in addition to being a joint ownership between the individual and her manager.

The process

We started with understanding the outcomes desired from the whole exercise. This was done through one-on-one with key stakeholders. Next step was to understand the current state, and this was done through focus groups involving employees at different levels and locations. These two steps helped us identify the gaps basis which the process was crafted and change management plan designed. Specific actions taken:

- **Designing Performance Management Process**
 - » Designed a simplified performance management process which included:
 - Continuous feedback process with an annual appraisal cycle.
 - Introduction of 360 and any-time feedback
 - Simplified feedback forms
 - » The process was designed to ensure implementation on the already signed-up Oracle system
 - » Setting up a simplified performance management process. The annual appraisal process was transformed to a quarterly feedback process with an annual appraisal cycle. The feedback forms were simplified too.
- **Designing the Change Management Plan**
 - » Designed the complete change management plan for next 6 months, including:
 - Communications
 - R&R programs
 - Program to involve employees as Change Champions
 - Employee engagement activities
- **Designing Training Programs**
 - » Designed a module to disseminate basic information on what is changing and why
 - » Designed multiple modules to develop people management skills, including how to give / take feedback, and coach
 - » Ran the pilots and train-the-trainer sessions