

# Performance Management in 2023:

## The 5 Areas for Success Today

*Featuring RedThread Research*



# Meet the Speakers



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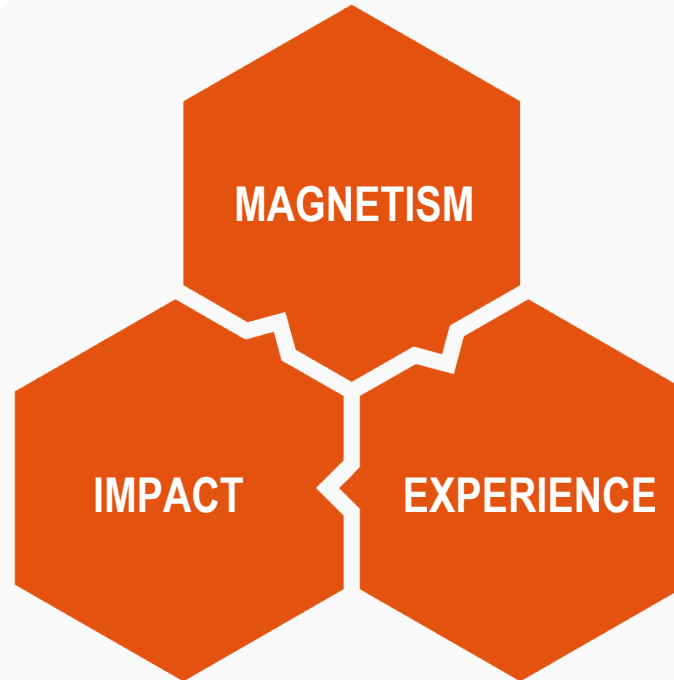
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Quantum Workplace

# What is Employee Success?

Employees want to stay — and talent wants to join. You have a magnetic culture that attracts the best and keeps the best.



Your employees and teams are high performing. They understand the role they play in helping the company achieve success.

Your employees have an engaging experience. You understand, validate, and improve upon what matters most.



www.redthreadresearch.com

The screenshot shows the RedThread Research website. At the top is a navigation bar with the logo, links for 'Engage', 'Work Together', 'About', 'Become A Member', and a 'Login' button. Below this is a red banner with the text 'Find the red threads. Discover new insights.' and a sub-headline 'We connect people, ideas, and stories to create unmatched, unbiased insights into people practices'. A 'Become a member' button is also present. The main content area is titled 'Gain access to:' and features four circular icons with corresponding text and descriptions: 1. 'Cutting-edge research library' (book icon) with 'Members have unlimited access to the latest research, data, and trends on all things work'. 2. 'Data & insights' (line graph icon) with 'Including interactive tools and infographics'. 3. 'Incomparable community' (handshake icon) with 'Learn and share with thought leaders and industry peers at exclusive events'. 4. 'Exclusive experiences' (network icon) with 'Network with leaders and colleagues at invite-only events, get early looks at data, and more'.

## How we help:

- Membership
- Research
- Education

## What we do:

We're a human capital research and membership firm focused on the practices and technologies of:

- Learning & Skills
- Performance
- Culture, Experience, & DEIB
- People Tech
- People Analytics

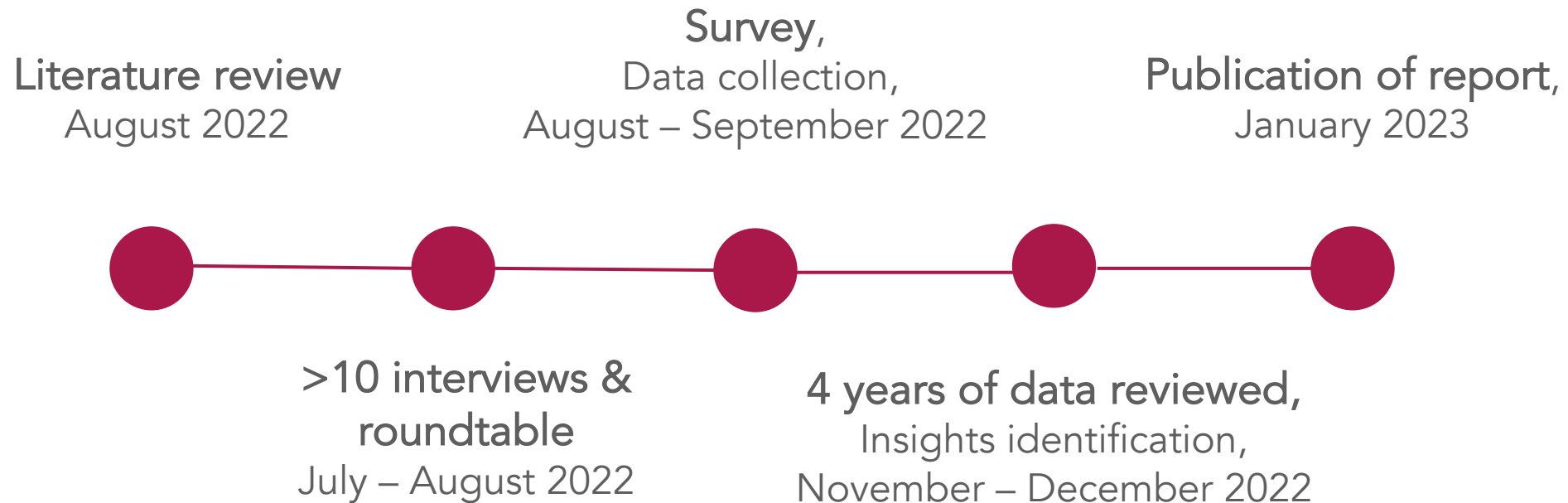


# Agenda

- What's changed and why it matters
- Areas organizations should focus on
- Role of data and technology
- Getting started
- Q&A



# Study methodology





# What's changed and why it matters



# Employee expectations have shifted

**52%** of employees say the pandemic made them question the purpose of their day-to-day job

**50%** of employees say the pandemic changed the expectations of their employer

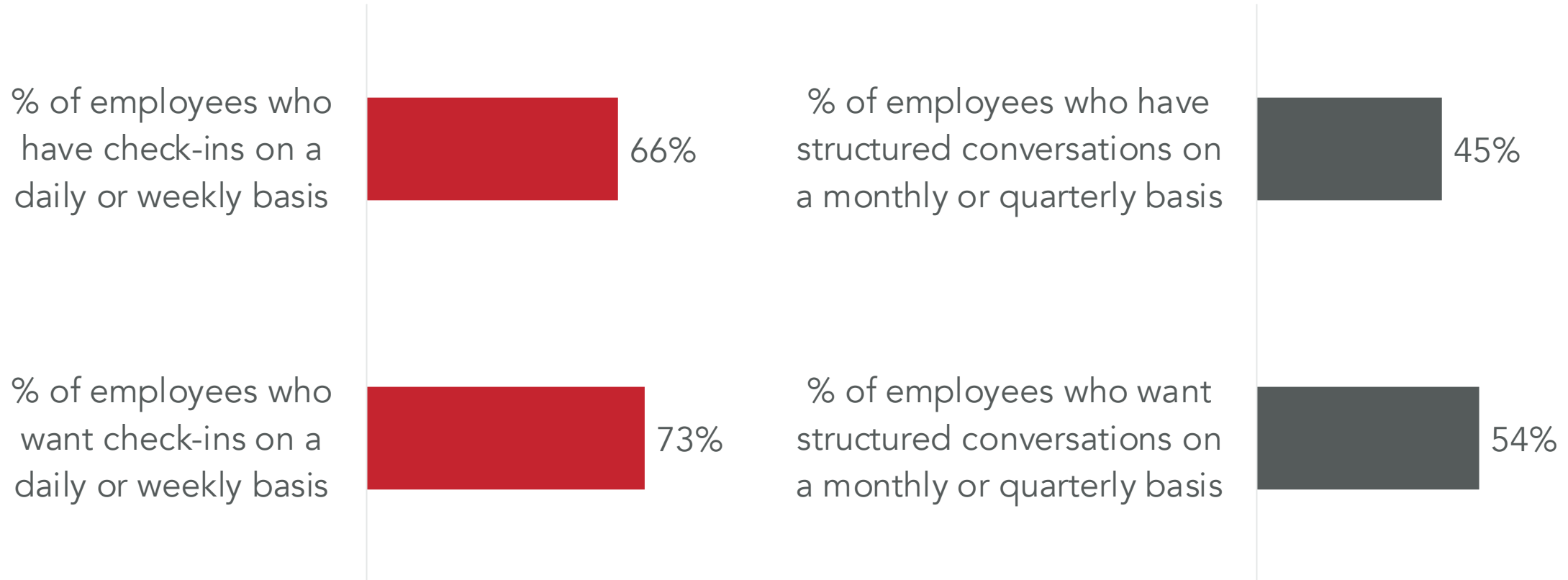


# The shifts are likely to continue

- Market uncertainty = workforce uncertainty
- Hybrid continues to vex
- AI's effects are confusing and unequally distributed



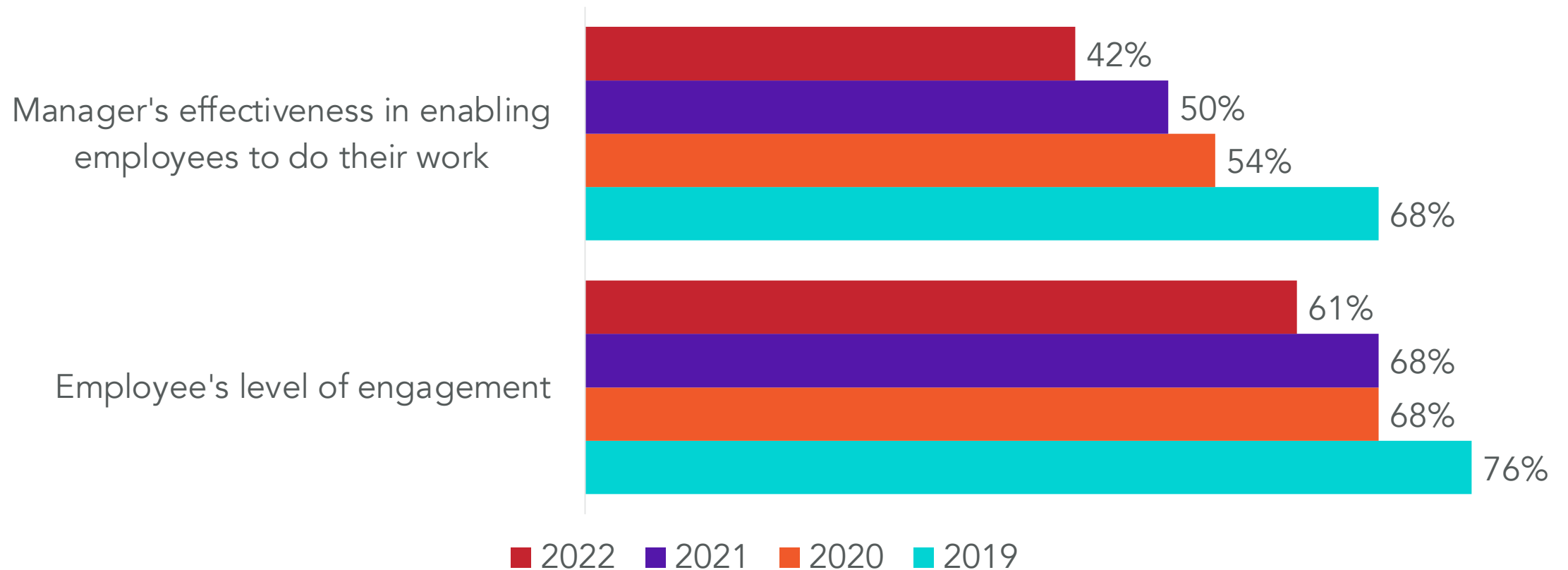
# And companies aren't meeting expectations today



Source: RedThread Research, 2022



# As a result, managers are less effective and employees less engaged



Source: RedThread Research, 2023



# Where organizations should focus

A man in a white shirt and red tie is sitting on a large black pipe with a red interior. He is looking thoughtful, with his hand on his chin. The background is a dark, cloudy sky over a dark, rocky landscape. The text "Where organizations should focus" is overlaid in white.

# 5 areas of focus for PM



Source: RedThread Research, 2023





# Help employees navigate the future



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# Employees lack clarity on goals and expectations



Help navigate  
the future



\*Item was not included in the 2019 survey

Source: RedThread Research, 2023



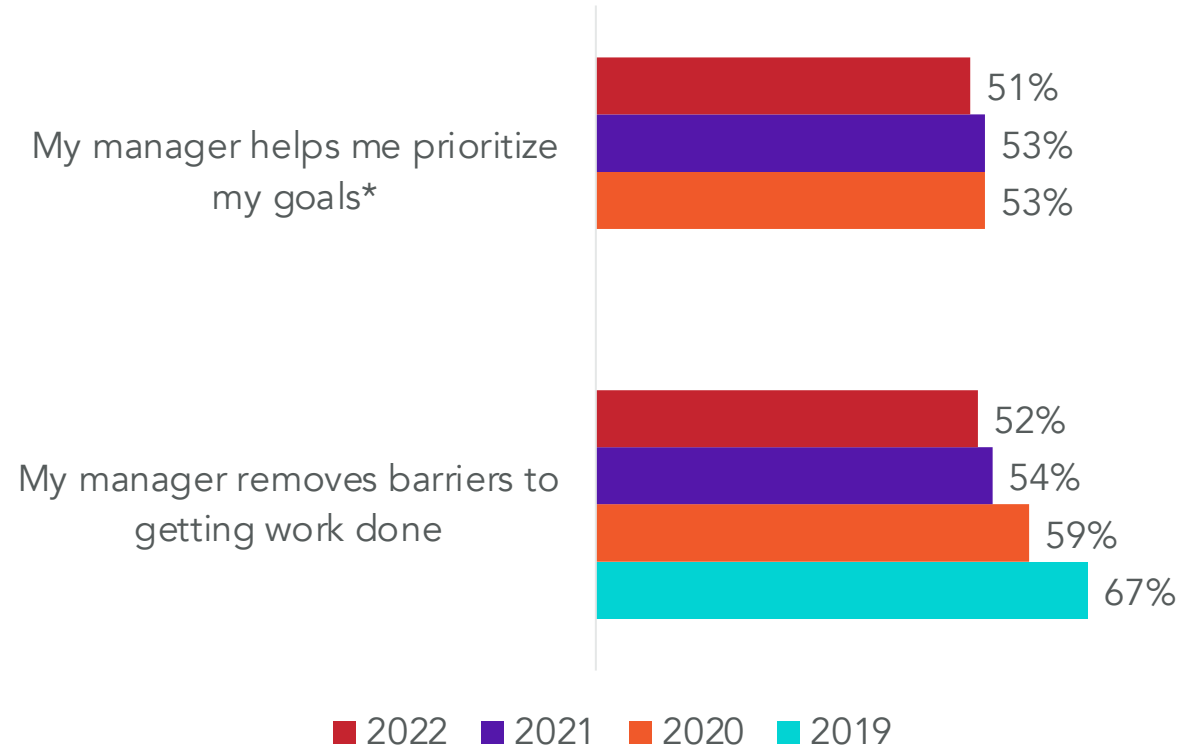
# How can **orgs** help employees navigate the future?

- Clarify organizational purpose
- Communicate the organizational purpose and priorities regularly
- Help employees align their purpose with the org's purpose



# How can **managers** help employees navigate the future?

- Help identify and remove hurdles preventing employees from being successful
- Help employees stay on course
- Enable reflection, re-alignment, and re-prioritization



\*Item was not included in the 2019 survey

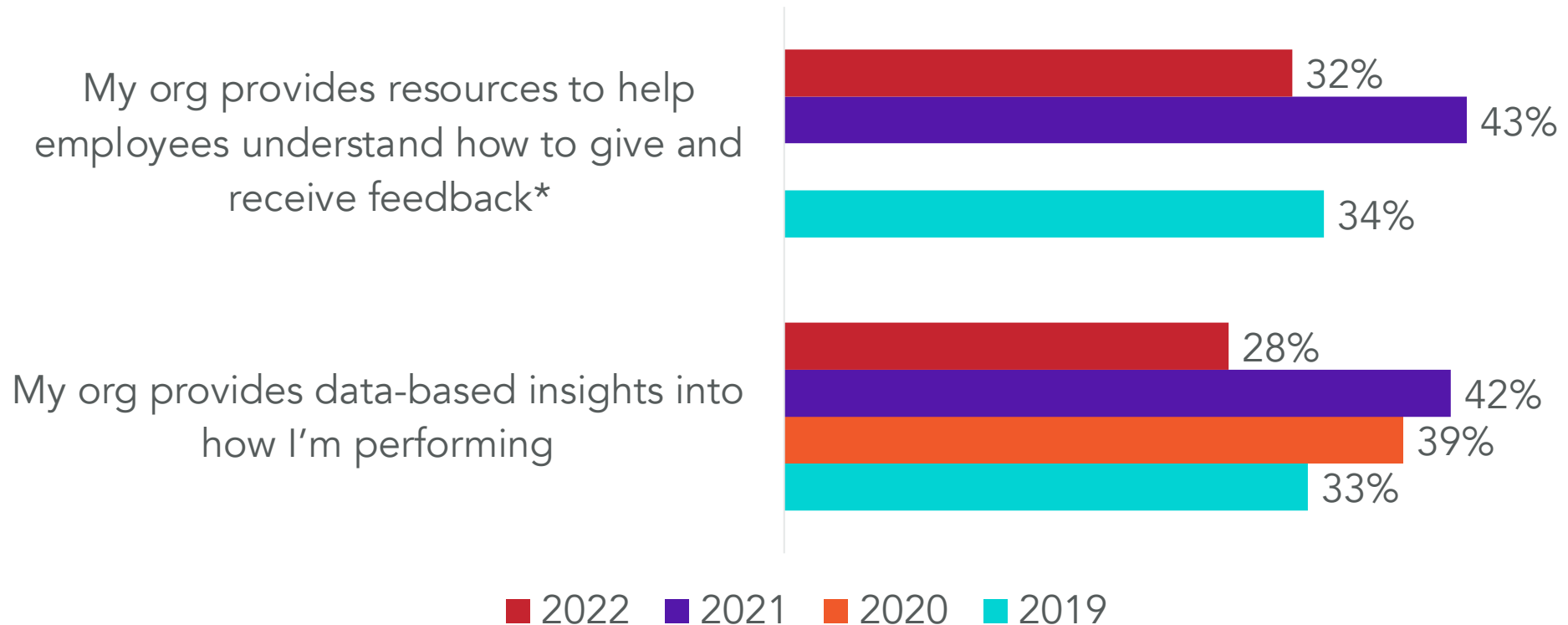
Source: RedThread Research, 2023



# Provide GPS to understand performance



# Employees lack data and resources to understand their performance



\*Item was not included in the 2020 survey

Source: RedThread Research, 2023



# How can **orgs** help employees understand their performance?



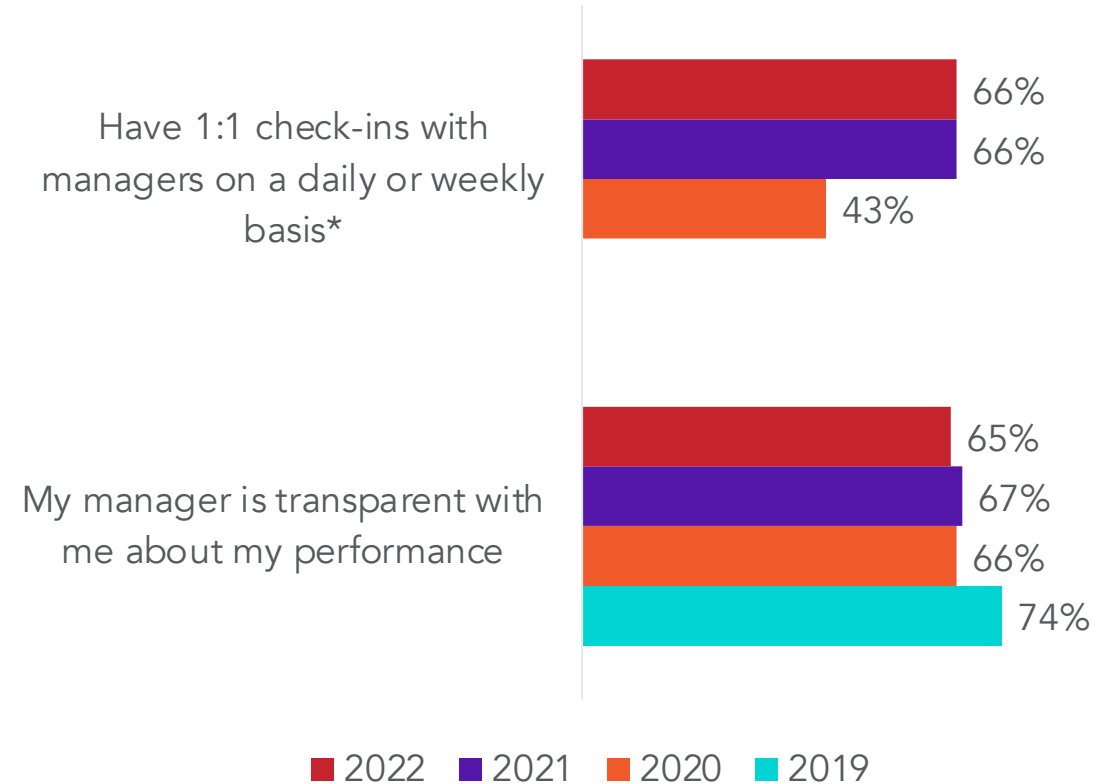
- Identify and share relevant data
- Broaden communications about resources available to employees
- Encourage informal conversations between employees and managers



# How can **managers** help employees understand their performance?



- Give frequent and useful feedback on performance
- If available, encourage employees to access and review data on their performance regularly
- Ensure check-ins are of value to employees



\*Item was not included in the 2019 survey

Source: RedThread Research, 2023

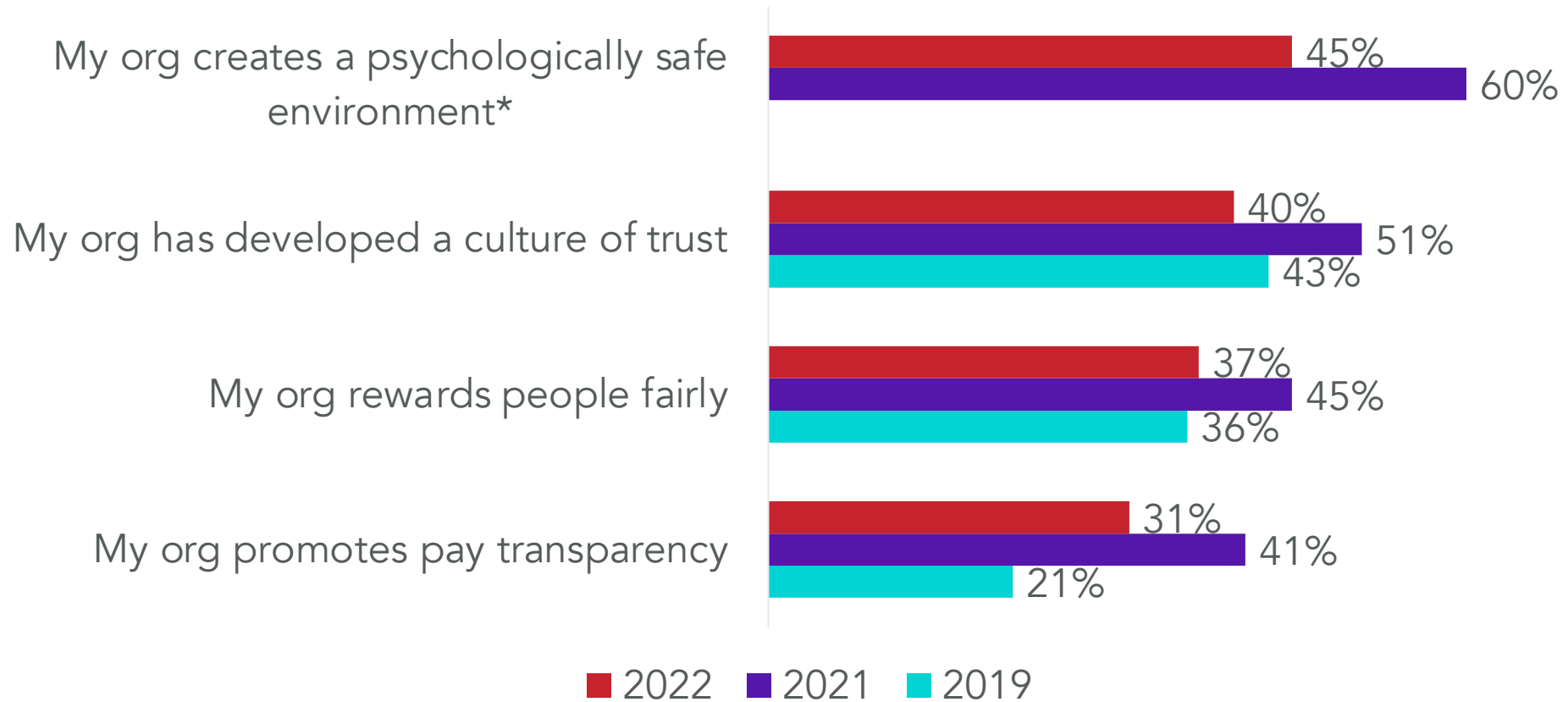




# Build trust and transparency



# Employees perceptions of psychological safety, openness, and transparency down since 2021



\*Item was not included in the 2019 survey

Source: RedThread Research, 2023



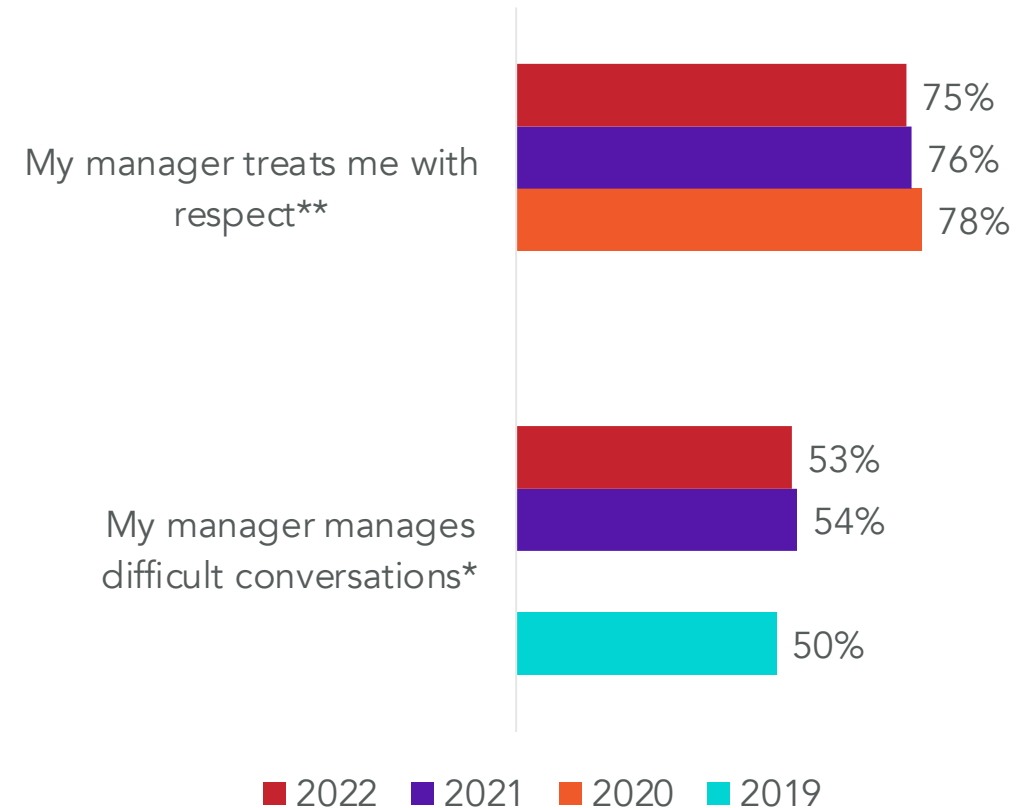
# How can **orgs** build trust and transparency?

- Make pay equity a strategic priority
- Enable managers to hold pay discussion
- Share data frequently around DEIB goals and progress



# How can **managers** build trust and transparency?

- Provide opportunities for employees to give regular feedback
- Encourage autonomy and ownership over tasks
- Create a psychologically safe environment for employees to ask questions about pay, promotions, rewards etc.



\*Item was not included in the 2020 survey

\*\*Item was not included in the 2019 survey

Source: RedThread Research, 2022



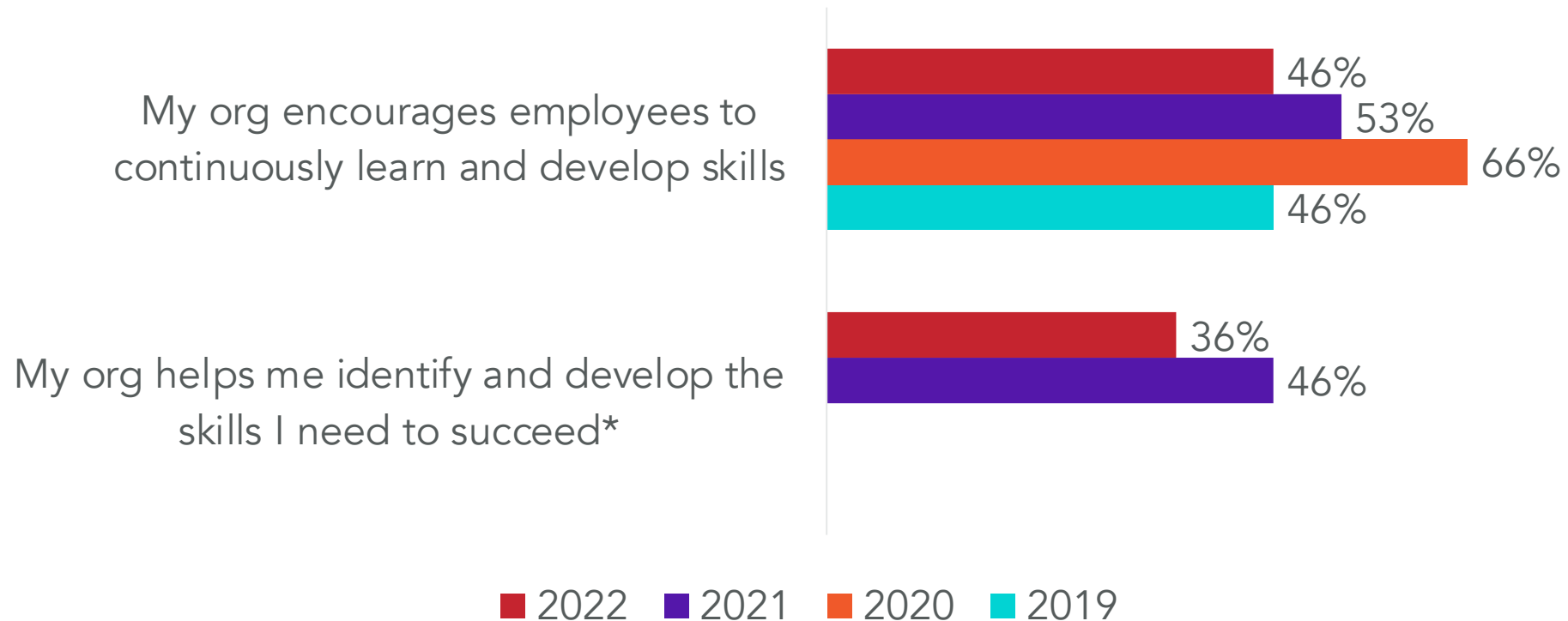


# Invest in skills development



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# Employees no longer feel their orgs support growth and development compared to 2021



\*Item was not included in the 2020 and 2019 surveys

Source: RedThread Research, 2022



# How can **orgs** meet employee expectations around development?



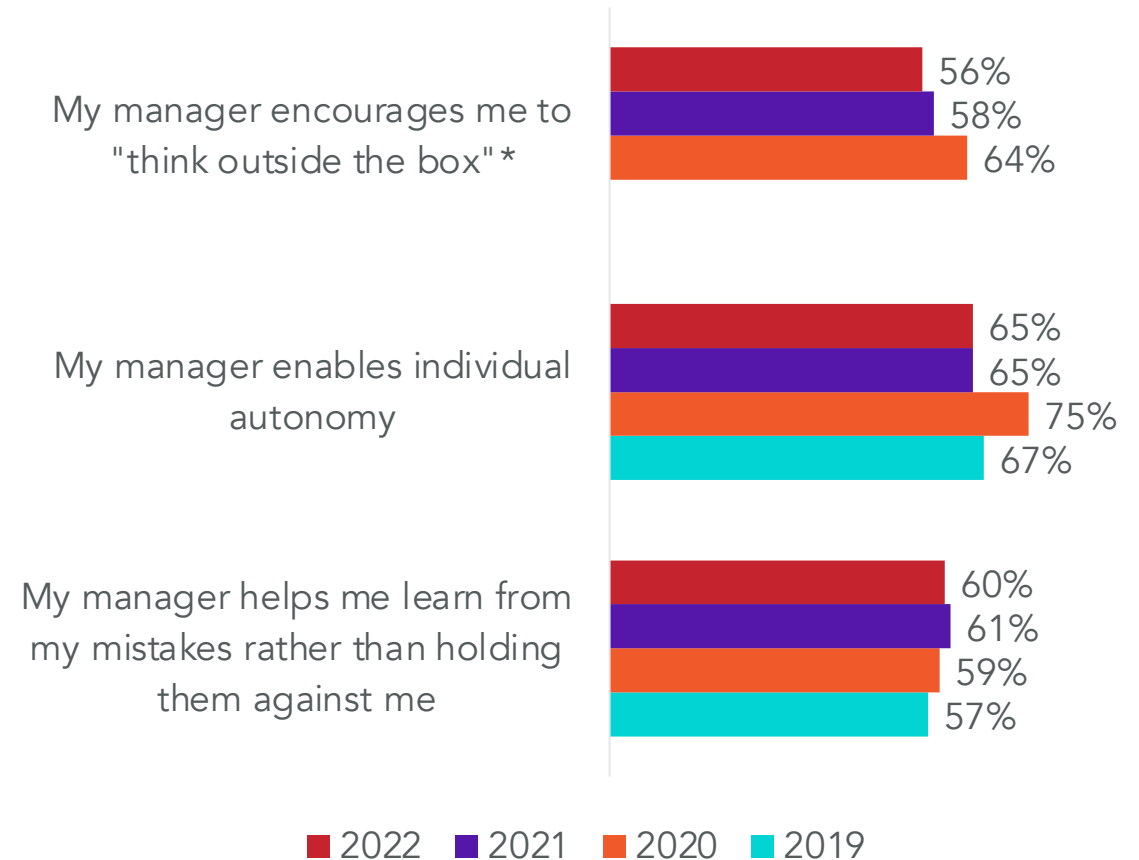
- Start with a strategy for skills development
- Make learning more equitable across the company
- Enable internal mobility to encourage skills identification and development



# How can **managers** meet employee expectations around development?



- Help employees understand the skills they need to develop
- Help employees view failures as opportunities to learn
- Enable growth by allowing employees to make day-to-day decisions on how they do their job



\*Item was not included in the 2019 survey

Source: RedThread Research, 2022



# Enable reconnection



# Orgs aren't doing enough to enable connection



Source: RedThread Research, 2022



# How can **orgs** enable connection?



- Identify the type of connection to enable
- Provide data for employees to understand their connections
- Leverage appropriate technology to enable different types of connection



# How can **managers** enable connection?



- Provide opportunities for collaborative work within teams
- Use data and tech to personalize outreach to employees
- Set team norms (camera on/off, greetings, response time etc.)

My manager makes an effort to connect with me on a personal level



57%


My manager fosters connections within my team



52%

Source: RedThread Research, 2022



A human hand on the left and a red, segmented robotic hand on the right are reaching towards each other. A bright, glowing red light emanates from the point where their fingers are just inches apart, creating a sense of tension and technological advancement. The background is dark with faint, radial light patterns.

# Use data and tech to drive the 5 areas



# How can tech help?

- Provide a fair and consistent performance evaluation
- Help managers coach
- Enable goal alignment
- Enable better conversations
- Bring transparency around engagement and performance



# Why should orgs leverage tech?

When orgs provide employees with tools and technology that serve as a digital coach, employees are...

- 1.9x more likely to rate their managers as highly effective
- 1.5x more likely to give a positive NPS score
- 1.4x more likely to be highly engaged



Source: RedThread Research, 2022



# Getting started

- Identify the highest priority area(s) that needs focus
- Go beyond engagement surveys to gather employee perspectives
- Be clear on how success will be measured
- Use technology to share data and progress regularly



Source: RedThread Research, 2022



# Professional Development Credits

*Your Activity ID for this program is*

637040



## Q&A / Discussion

