

Driving performance and on-going performance feedback within a financial services organisation

“Part of the challenge for us was to source a generic, hosted system – but to then be able to influence how it is configured to meet our needs and any further development or enhancements. Talent Performance® is that system.”

With a traditional paper-based performance review system in place, this financial services company sought to deploy a customised online system, which was able to take the best of its current process and build on this.

From deploying Talent Performance®, the company now has:

- Consistency for performance management across its operations which provides comparability between people and teams.
- A way to drive performance and develop a feedback culture.
- The ability to generate instant, accurate reports to know what objectives are being set and the progress being made against these.
- The opportunity to build on an existing process - taking the best elements and complementing them with the advantages of software administration.
- A launch pad to help improve the quality of feedback and conversations between manager and team member.
- An easy-to-use system accepted by employees across the organisation.

The initial challenge

Performance management has always played a key role within this company but its traditional, paper-based system meant it was difficult to have an organisational view of performance.

The reward manager at the organisation explains, “Collating, analysing and presenting data from our annual performance process at a group, department or team level was problematic. Because of this there was little visibility of any collective information and we could not be sure what objectives were being set, being worked on or actually achieved.”

As well as the challenge of data collation, there were also some inconsistencies across the business as to how objectives were agreed and performance was reviewed. The reward manager continues, “We had a performance management process that differed between managers because we had no single, firm-wide approach and this led to inconsistencies in how the objectives were set and monitored and how the process was run.”

“We knew this had to be addressed and we also knew that we wanted to be able to access easily the supporting evidence and performance information when needed. We had realised that in the past we had no easy way of seeing how progress was being made against objectives or indeed what was to be done about individual learning and development as signposted by the performance management process.”

“All of this, coupled with laborious spreadsheet completion, meant that performance review was seen as a painful process for both the employee and the manager – and there was little perceived benefit from the time spent on this.”



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With a performance review process in place albeit with its own shortcomings, this organisation sought a flexible and digital system which could build on and accommodate what it already had and provide the objectivity, line of sight and consistency that was needed.

The senior manager for its enterprise applications comments, *“Part of the challenge for us was to source a generic, hosted system – but to then be able to influence how it is configured to meet our needs and any further development or enhancements. Talent Performance® is that system.”*

The solution

With several thousand employees having access to Talent Performance, it was important that it reflected the way in which the organisation wanted to approach and review performance. The enterprise applications manager comments, *“Our process is different to other organisations and yet we were able to modify the software to fit with the way in which we do things, rather than changing our process to fit the software capabilities. Head Light helped us shape the software and worked with us to find the best way to deliver what we needed.”*

The reward manager adds, *“As part of the move to using an online tool, we took the opportunity to re-visit our entire performance management process, to fine-tune it where needed and to re-educate our managers and team members regarding the benefits to them and the business. We chose to design and develop performance management guides for all users, including a technical guide to support the use of the online tool.”*

The outcome

Once the initial implementation had taken place, the focus then turned to improving the quality of the objectives set by the managers and ensuring that any areas of knowledge or skill gap highlighted during performance reviews are fed into actioned development plans. To support managers to do this, the company held update and refresher sessions specifically to articulate what makes a high quality objective and development plan.

“The trends and themes are easy to extract from the system and, going forward, these will inform our learning and development programme. Feedback from users has been positive as managers and employees understand the system and how it can support them and their teams.”

The reward manager comments, *“We are building a high performance culture here. It’s a fast moving organisation and people already see the benefits of capturing feedback and setting objectives and behaviours in line with our organisational goals. Talent Performance® is a great platform in which valuable performance data can be captured.”*

“As an organisation we have always believed in and stressed the importance of performance management and we’re committed to improving managers’ abilities to deliver a consistent performance management process. Our vision is to have our organisational strategic objectives cascaded across the organisation so that there is clear line of sight between what is happening at an individual level and the delivery of the broader organisational goals. We know that the Talent software will allow us to do this.”

Talent Cloud®. Breakthrough software. Raise expectations.

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