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Performance Appraisal MAKEOVER
Stop measuring people & Start evaluating your ecosystem

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Share Knowledge

Transparency

Love

Respect

Passion

+19 years in the market

I dramatically improve individual and organizational effectiveness.

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“It is not enough to change strategies, structures, and systems, unless the thinking that produced those strategies, structures, and systems also changes.”

- By Peter Senge, The Dance of Change
Agenda

- **Introduction**
- Is performance appraisal working today?
- Your ecosystem
- Case study: Small - Medium - Big organization
- Let’s try it
- Q&A
- Thanks you!

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Long time ago...around 1900

I want “A” car... now!

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Today...2016

I want “THE” car...now!

Comfortable in long rides...
Fast...affordable...elegant...

USER EXPERIENCE!!
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Why do we use Performance Appraisals today?

- 30 seconds individual brainstorming
- 4 minutes sharing
- 45 seconds **TOP 3 per table**
Why? - Legacy

Good Intentions? Not questions about it!

- Giving feedback to employees
- Evaluating employees
- Promoting people
- Legal purposes
- Reduction of personnel
- Pay-for-Performance Structure support
- Motivating Superior Performance
- Coaching

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But, do Appraisals work?

- **90%** of Appraisal system were NOT successful
- **18%** of respondents said their performance reviews were effective
- **48%** of respondents calling them “second-guessing sessions.”
- **5%** of H.R. professionals polled reported that they were “very satisfied” with their performance management
Performances appraisals focus on individuals...
What happens when we focus on individuals?

- 30 seconds individual brainstorming
- 5 minutes sharing
- 45 seconds **TOP 3 per table**
When you focus on individuals...

“Sub-optimization is when everyone is for himself. Optimization is when everyone is working to help the company.”

– W. Edwards Deming
When you focus on individuals...
When you focus in individuals...
When you focus on individuals...

Intrinsic value > Extrinsic Rewards

- Autonomy
- Belonging
- Power
- Mystery

- Meaning
- Learning
- Self-Knowledge

- Sex
- Love
- Fun

- Points
- Levels
- Badges
- Quests
- Leaderboards
- Prizes
- Money
- Progress Bar
- Gold Stars
When you focus on individuals...

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Do you really want that? Stop it!

I SEE WHAT YOU DID THERE.

STOP DOING IT.

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I did it, and now? Take a look to your ECOSYSTEM
How can you evaluate your ECOSYSTEM?

Retrospectives

Where?

- At team level
- At project level
- At portfolio level
- At leadership level
- At the organization level

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What else?

- Lunch & Learn
- Open Spaces
- Community of Practices (CoP)
- Problem solving session
- Book club
- Coaching Dojo
- Coding Dojo
- MOB
- Open Feedback
- Experiment Lab
Where do I keep all that information?

Lunch & Learn

Dev/SM/PO CoP

Experiment lab

Problem Solving Session

Organizational Open Space

Problem Solving Sessions

Improvement Backlog

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And should I use post-it or electronic board?

Improvement Backlog

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Simple (not easy) process to deploy...
Does it work in small organizations?

**Software Factory**

- Performance Appraisal – Twice per year (between 70-100 people)
- Time spending: between 4 and 6 weeks
- Experiment: Decrease time software director spend in this process.
- Result: between 1 or 2 weeks (50%–60% of improvement)

**New process:**
- Lunch & Learn → 2 per months
- DEV CoP → 1 per week
- SM Cop → 1 per week
- PO Cop → 1 per week
- Problem Solving Sessions – Internal and external open spaces – coaching dojo
- Visibility: Kanban board with organization goals and team goals status & experiments
- Games: Merit Money & Feedback Wall, LEGO Serious Play, Empathy toys - serious games -

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Small organization: Software Factory
Does it work in medium organizations?

**Oilfield Service Company**

- Strategy Definition: 4 countries involved (LATAM)
- Problem: Commitment with the plan – Strategy Execution – Performance appraisals not associated with the strategy.
- Experiment: Strategy definition with all levels of the organization: around 100 people (C-Level, middle manager, operation)
- Result: 100% of commitment in the new plan. They went from a spreadsheet score card with +250 things to do TO only focus in 15 things to do. With a clear plan to work in the next 12 months created for everyone.

**New process:**
- Validate and measure progress of things we are focus
- Everyone can add value to our plan
- Problem solving sessions
- New communication model
- Visibility: Only one file with their activities and why they are doing each thing
- Games: LEGO Serious Play

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Medium organization: Oilfield Service

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Does it work in large organizations?

**A Bank**

- Digital Bank transformation: 3 continents – 8 countries
- Problem: So hard to transform a dinosaur.
- Experiments: Become the number one digital bank in one of the countries.
- Result: Done! With +30 scrum teams. They rolled up the same in every single country +150 scrum teams. (In progress)

**New process:**

- SAFE framework
- Retrospective & Demo every 3 months at portfolio and program level
- Feedback loop by team
- New communication model
- Visibility: One file with around 150 projects only (global and local).
- Games: Feedback cards, empathy games, board games.
- Planning increment with +150 people. In some countries +600 peoples
- Local leadership program – coaching teams

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Large organization: A Bank
Let’s try it for us...

What do you want to become in 12 months?

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Let’s try it for us...

What do you want to do to become _________?

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Let’s try it for us...

What do you want to do to become __________ in the next 30 days?

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Does it work? Ok, yes, where can I start?

What do you want to become in X months?

WHERE?
- Executive level
- Middle manager Level
- Team Level
- Individual Level
- QA department
- HR department
- ...

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Please give your feedback…

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More to read and try...

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Thank you!!!

THANK YOU

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What About Me?

+19 years in the market
I dramatically improve individual and organizational effectiveness.

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