



Building the Right People Program for Your Organization



Welcome!



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Agenda

- People Programs Overview
- Introductions: Kim and Daniel
- Panel Discussion
- Q&A



Your People Program

Your People Program consists of the “systems” elements of your people strategy that occur in a typical year. These elements define how your company maintains an ongoing dialog with individual employees.



Employee Goal Cycle

Annual

Semi-annual

Quarterly

Bi-monthly

Monthly

Non-calendar

Performance Cycle

Annual

Semi-annual

Quarterly

Bi-monthly

Monthly

Non-calendar

Employee Survey Cycle

Annual

Semi-annual

Quarterly

Bi-monthly

Monthly

Non-calendar

Your People Program

Each component has its own cadence, but they work in tandem to form the foundation of your People Program. Think of these as your tent poles. The most common cadences for each component are bolded below.



Employee Goal Cycle

4x / yr

1 - Annual

2 - Semi-annual

4 - **Quarterly**

6 - Bi-monthly

12 - Monthly

Non-calendar

Performance Cycle

Xx / yr

1 - Annual

2 - **Semi-annual**

4 - **Quarterly**

6 - Bi-monthly

12 - Monthly

Non-calendar

Employee Survey Cycle

Yx / yr

1 - Annual

2 - **Semi-annual**

4 - **Quarterly**

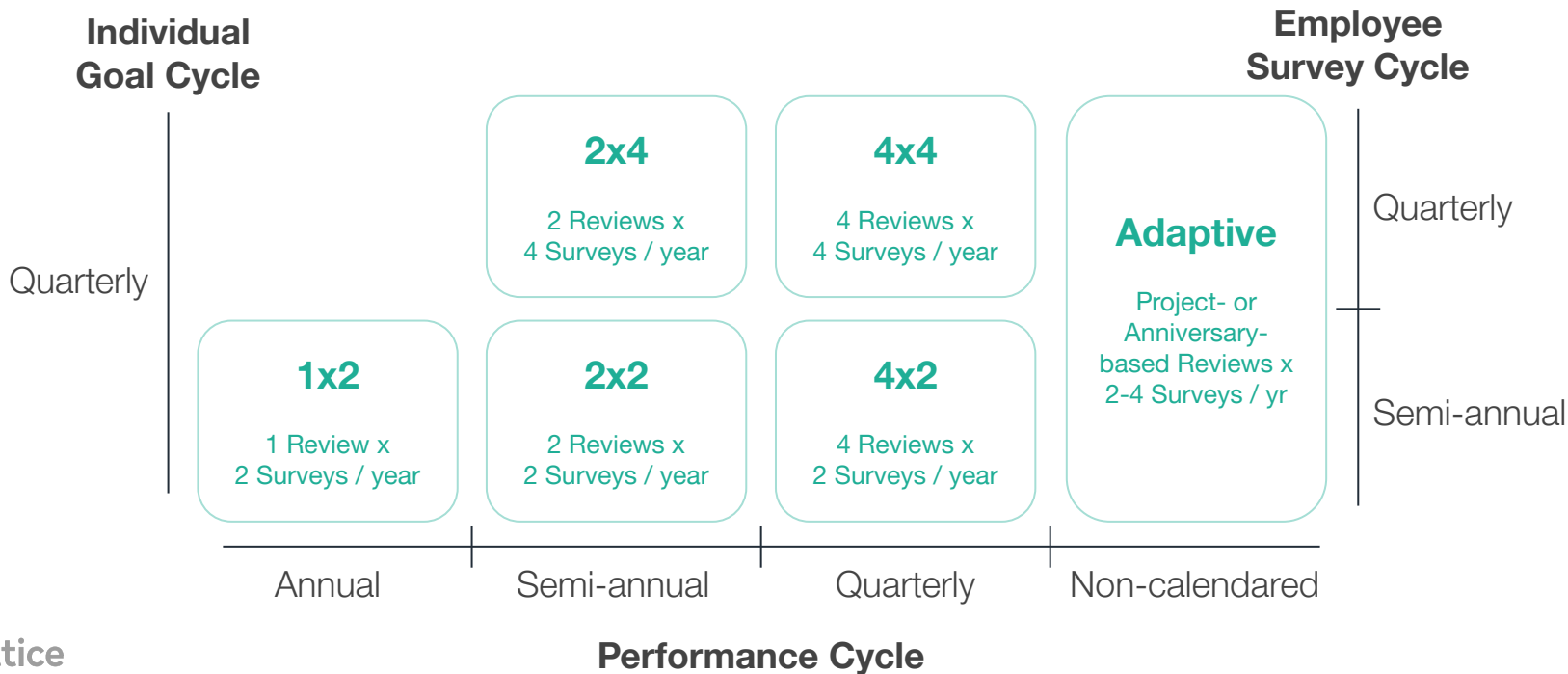
6 - Bi-monthly

12 - Monthly

Non-calendar

Resulting People Program Models:

With universal quarterly Goal Cycles, we identify six core People Program Models.



Identifying the Right Model

Every company is unique, so we rely on your organizational parameters to build the right People Program. The main factors to select the ideal model are reflected in the questions below.



Business Cadence

How fast is your business and / or industry changing?

How fast is your company growing?

Team / Employee Cadence

How fast are employees progressing?

How independently do teams operate?

Program Cadence

Performance Review Cycle

Engagement Survey Cycle

From “Ideal” to “Real”

There may be a difference between your organization’s ideal model and what is ultimately advisable given constraints on people and resources. Here are the additional questions to consider.



Point of Departure

How would you describe your **People Program today**? Where are the biggest disconnects between that and your ideal state?

Manager Bandwidth

What kind of **change management** would need to occur to get to your ideal People Program?

People Team Bandwidth

What is your **People Team’s capacity** to run your People Program?

The People Program Models at a Glance



2 Reviews x 2 Surveys

- Most common & versatile
- For steady, reasonably predictable environments

4 Reviews x 4 Surveys

- Most timely, but time-intensive
- For companies that must adapt often to changing conditions

4 Reviews x 2 Surveys

- Feedback-leaning hybrid
- For fast-moving career paths within a steady environment

1 Review x 2 Surveys

- Lowest cadence limit
- For mature industries and a well-established workforce

2 Reviews x 4 Surveys

- Engagement-leaning hybrid
- For independently operating teams within a steady environment

Adaptive

- Cadence not based on a calendar
- For rare cases where the workforce operations and milestones are highly variable

Panel Discussion



Kim Minnick
Nava



Daniel Bird
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Resources



Which People Program is right for your company?

Goal setting, performance management, and engagement surveys are the three foundational components to your People Program. The combination and timing of these will need to reflect several factors, including your business's pace of change, the speed at which employees progress, and how independently teams operate. Goal, review, and survey cadence will also inform other components of your People strategy, including employee development, compensation cycles, and more — making them especially important to get right.

Answer these six questions, and we'll let you know which People Program Model is recommended for your company:

[Start The Assessment →](#)

Discover Your People Program Model



The Best People Program Model for Your Company:

The 4x4 Model

6 questions. 2 minutes.

Reflect on your company's norms and business practices to determine which combination of feedback activities through the year will best support your company's growth.

Are you a 2x2? Or a 4x4? Or something else entirely? Take the assessment to find out.

Visit: ppl.lattice.com/people-program-models



Thank You!



Appendix

Understanding the 2x2 Model

The 2x2 model gives organizations the agility they need to stay on what can sometimes be a winding (but relatively smooth) path, without expending too much energy on adjusting for unexpected terrain.

Typical parameters:

- Companies of any size
- Predictable growth — be it steady or rapid
- Few abrupt changes in business or industry
- Cross-functional dependencies

Example Annual Timeline:

