

# How to Integrate Performance and Engagement for Business Success

**James Free**

Manager, Customer Success at Lattice



# Welcome!

- Thank you for joining us!
- Please use the Q&A tool to ask your questions
- This session is recorded and you'll receive a link via email
- We'll be asking poll questions throughout
- Use chat or 'raise a hand' if you have technical problem



# Agenda:

- **Why performance and engagement are better together**
- **Tactics for integrating the two:**
  - HR analytics
  - Feedback and recognition
  - Employee growth initiatives
- **Key takeaways**
- **Q&A**





## James Free

Manager of Customer Success, EMEA  
Lattice



---

**Poll:**  
**What is your biggest challenge to  
integrating P&E today?**



---

# Why performance and engagement are better together



# Engaged employees deliver more value.

21%

more profitable

17%

more productive

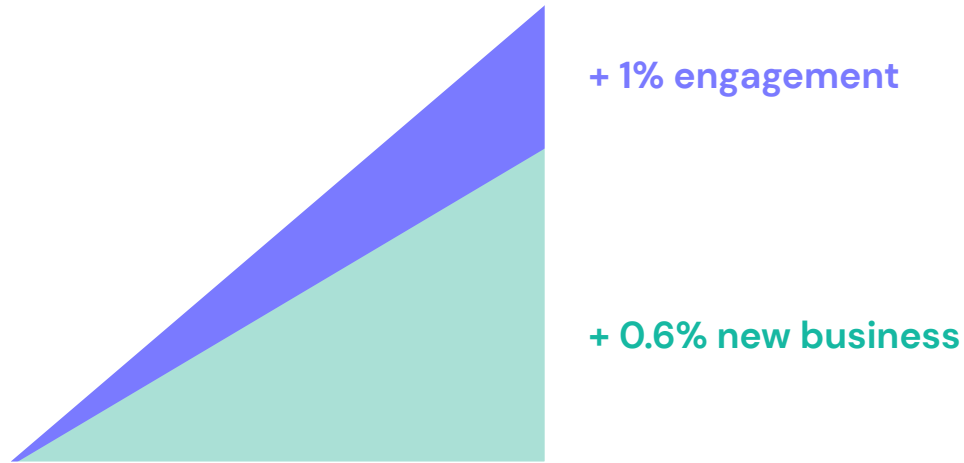
20%

higher sales

Source: Gallup, *The Right Culture: Not Just About Employee Satisfaction*



# Engagement drives business growth.



Source: Aon Hewitt, *Trends in Global Employee Engagement*





---

# HR Analytics

## Performance + Engagement



# Types of Engagement Survey Data



## Qualitative

- Survey comments
- Manager conversations
- Documentation: 1:1, review notes
- Sentiment analysis, word choice
- Unsolicited comments, feedback to HR

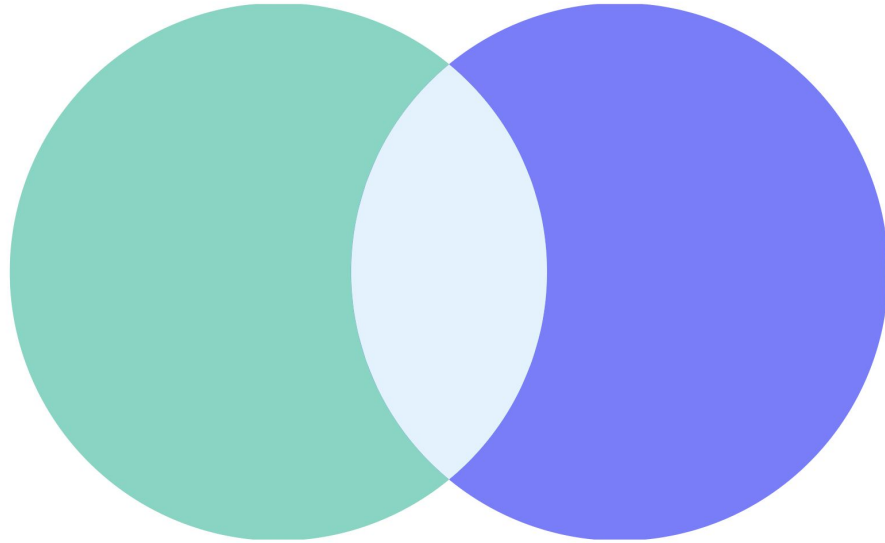


## Quantitative

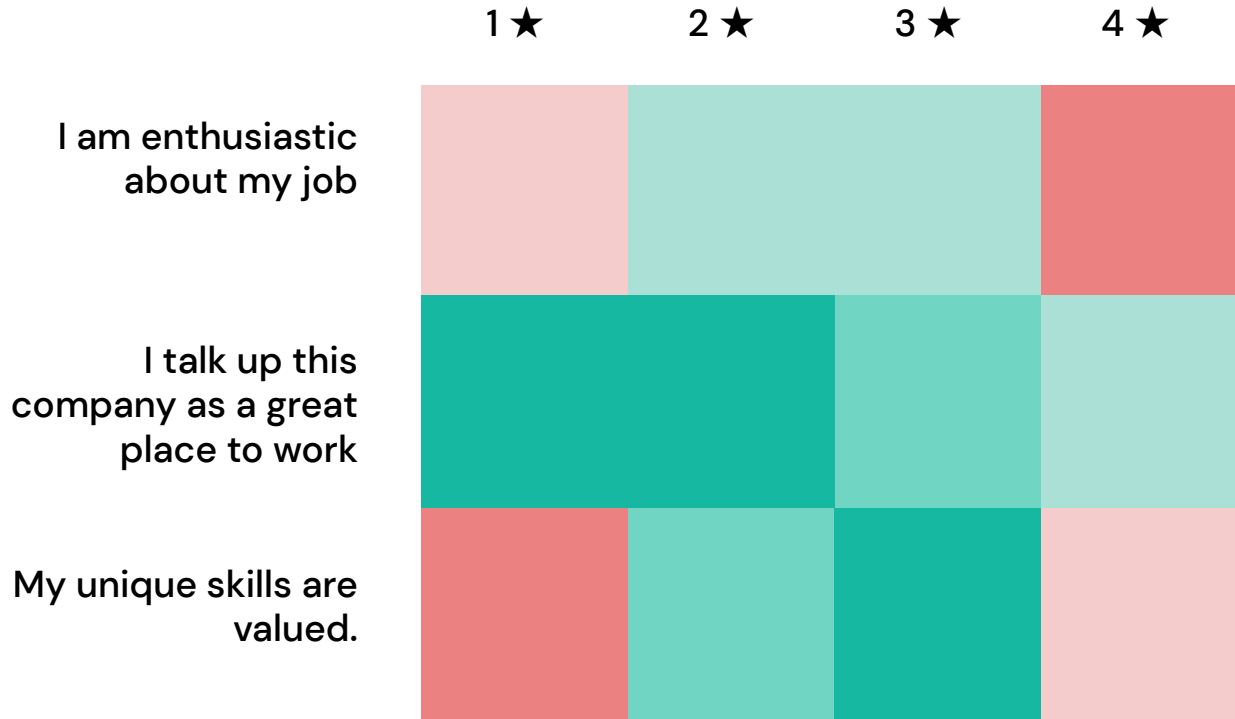
- Employee Net Promoter Score
- Engagement surveys
- Pulse surveys
- Retention and turnover



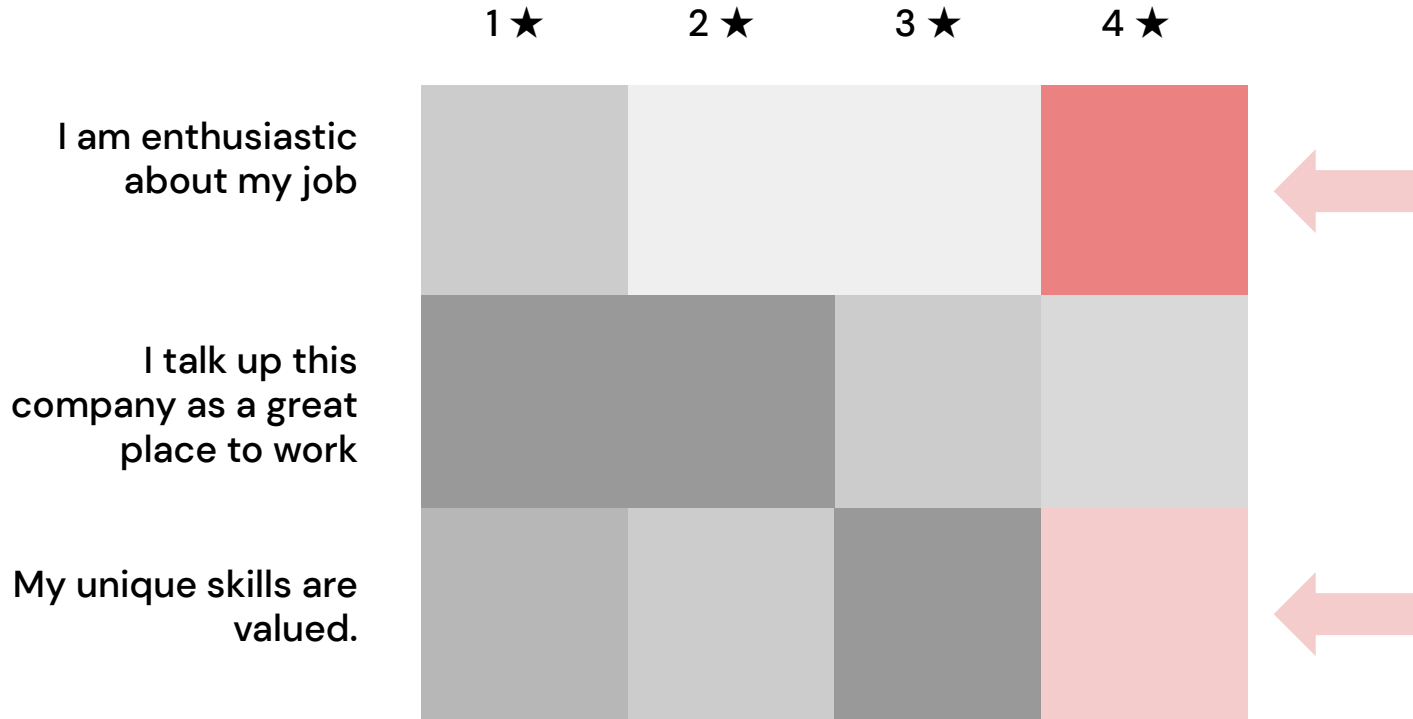
**Engagement and performance data  
are better together.**



# Identify regrettable attrition risks early.



# Identify regrettable attrition risks early.



# Key Takeaways: HR Analytics

01

## Collect data.

Qualitative and quantitative data are both valuable, and come in multiple forms. Leverage these to better understand the employee experience.

02

## Look at cross-sections.

The most effective way to use engagement survey data is to *combine* it with other data sets (demographics, location, and even performance ratings).

03

## Follow up with a plan.

Why are top performers lagging behind on engagement? Cite both qualitative and quantitative feedback. Develop a hypothesis and partner with manager.



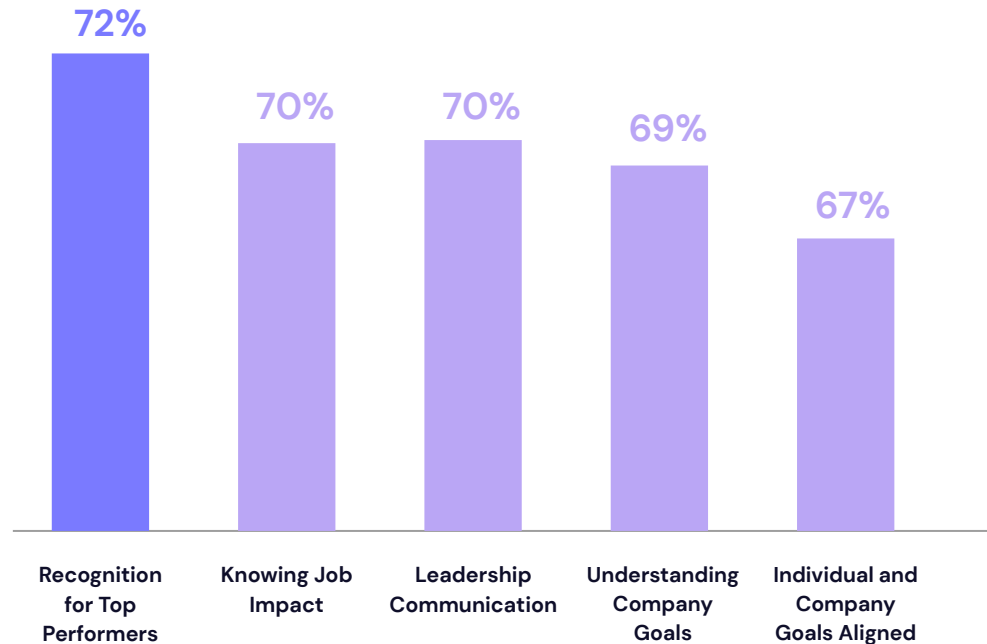
---

# Feedback and Recognition

## Leveraging feedback to promote engagement



# Most Impactful Engagement Drivers





# Feedback and Engagement

- Praise isn't the only form of feedback that is linked to higher engagement
- Constructive peer and manager feedback has also been linked to higher satisfaction, especially among younger workers
- Frequency is just as important as the quality of that feedback

60%

of all staff want feedback on a daily or weekly

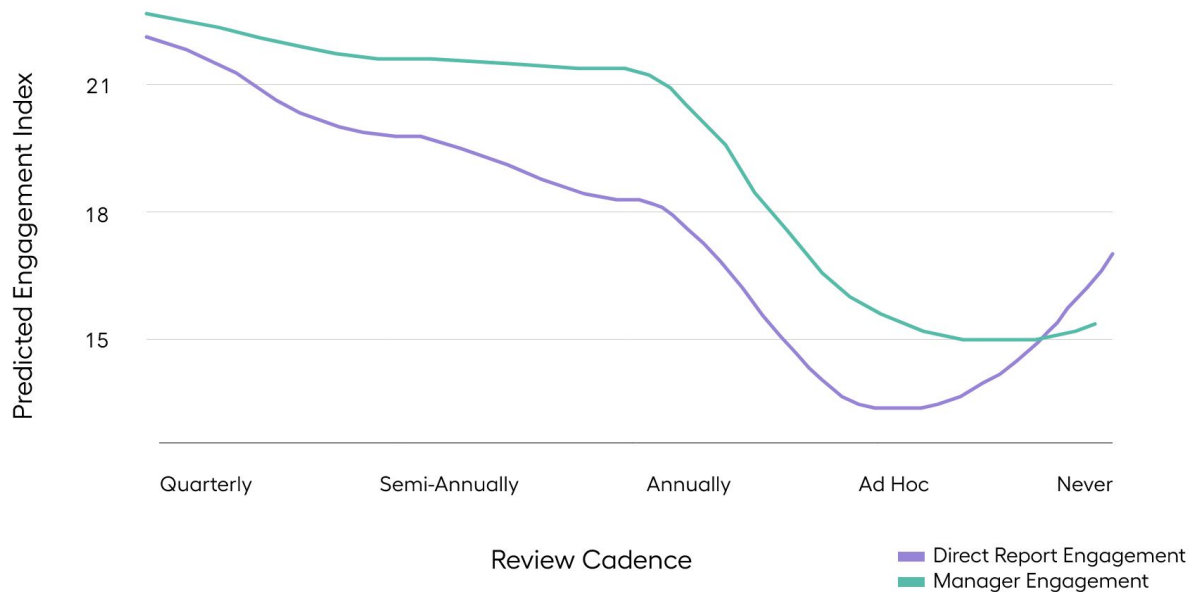
72%

of staff under 30 want feedback daily or weekly

Source: PWC, *Millennials at Work*

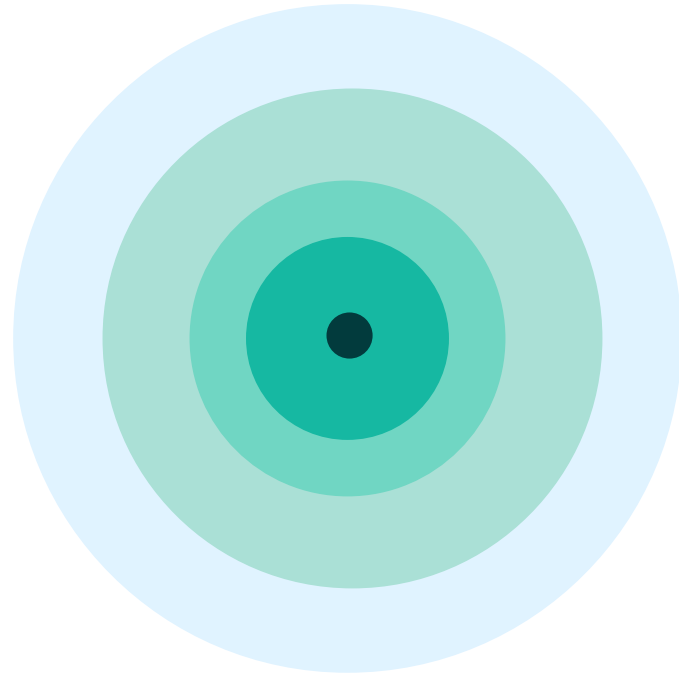


# Review cadence and engagement may also relate.



# Continuous feedback maximizes impact.

●  
Performance  
appraisals



Appraisals, continuous feedback, praise,  
one-to-ones, coaching



# Key Takeaways: Feedback and Recognition

01

## Foster a culture of recognition.

When employees are recognized for their work, it motivates them to *continue* producing great work. Praise is the most potent engagement driver.

02

## Encourage positive and constructive feedback.

Employees want more, not less feedback. That's especially true for younger workers eager to move up in their careers.

03

## Make feedback part of your company DNA.

Minimize the barriers to giving feedback. One-to-ones, peer feedback, and public praise bring it feedback into everyday work life.



---

# Employee Development

## Making growth part of your business cadence



# Growth fuels engagement and retention.

- Performance management drives employee growth. It also drives engagement and retention.
- Staying competitive and retaining employees means investing in their careers — including facilitating lateral or cross-team movement.
- Eliminating the ambiguity around development motivates employees to perform *and* stay at your business longer.

94%

of employees say they'd stay with a company longer if it helped them grow

87%

of millennials rated career growth and development opportunities as important

Sources:

LinkedIn, *LinkedIn Learning Report*

Gallup, *How Millennials Want to Work and Live*



# Job architecture brings clarity.

## Competencies

Skills or characteristics that can be observable and objective.

### Examples:

- Product Knowledge
- Collaboration and Feedback
- Content Management

## Job Levels

Role hierarchy, often characterized by two or more tiers.

### Examples:

- Managers: M1, M2, M3, M4
- ICs: L1, L2, L3, L4

## Career Paths

A juxtaposition of levels and competencies, giving employees a view of promotion requirements.



Competencies	Software Engineer I	Software Engineer II	Principal Engineer
<b>Ownership</b>	<p>You effectively execute tasks as an individual, maintaining a high level of quality.</p> <p>You set and meet timeline expectations for your work.</p>	<p>You often own project-level goals involving multiple engineers.</p> <p>You break down ambiguous tasks into clear milestones to ensure progress can be measured.</p>	<p>You transcend organizational boundaries and proactively identify the best ways to drive business value.</p> <p>You work in close partnership with senior leadership to influence the overall direction of engineering.</p>
<b>Communication</b>	<p>██████████</p> <p>██████████████████</p>	<p>██████████████████</p> <p>██████████████████</p> <p>██████████████████</p>	<p>██████████████</p> <p>██████████████████</p> <p>██████████████</p>
<b>Technical Ability</b>	<p>██████████████</p> <p>██████████████████</p> <p>██████████████</p>	<p>██████████████████</p> <p>██████████████████</p>	<p>██████████████████</p> <p>██████████████████</p> <p>██████████████████</p>





# Growth goes beyond the appraisal.



# Key Takeaways: Employee Development

01

## **Growth is an expectation.**

Employees are expressly looking for opportunities to grow and advance their careers. If you don't deliver, they have options.

02

## **Structure can be a great facilitator.**

Job levels, competencies, and career tracks offer clarity for managers and employees on what's next — and what's required to get there.

03

## **Development isn't an annual conversation.**

Similar to feedback, development initiatives are most effective when they're a year-round focus. Leverage one-to-ones, IDPs, and coaching.



---

# Next Steps



# Your Next Steps

01

## Consider engagement and performance data in tandem.

Analyzing engagement by *any* cross-section can be valuable. Looking at high performer engagement can be especially telling.

02

## Expand opportunities for feedback.

Reviews are only a start. Make feedback and recognition a part of your corporate DNA by inserting them into one-to-ones and in public channels, like Slack.

03

## Make employee development a year-round focus.

Engagement is strongest when employees feel like the company is invested in *them*. Ask managers to have career conversations with their reports **at least** quarterly.



---

**Poll:**  
**Where will you focus *first* to integrate P&E, based on what we discussed today?**



---

# Q&A



# Thank You

