

How to Integrate Performance and Engagement for Business Success

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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
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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

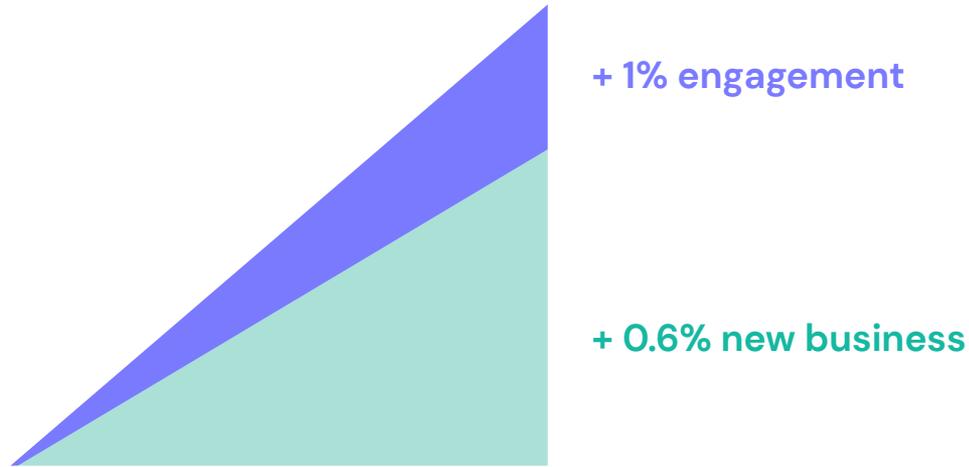
20%

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

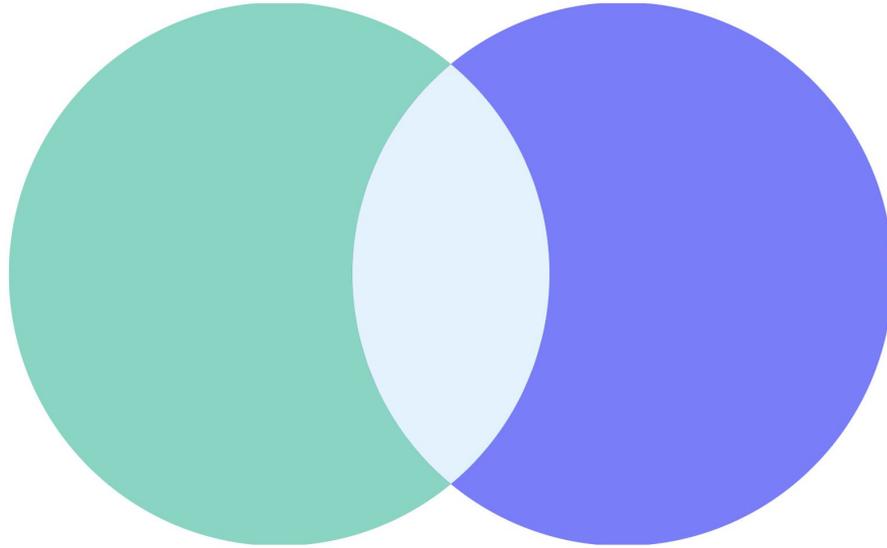


Quantitative

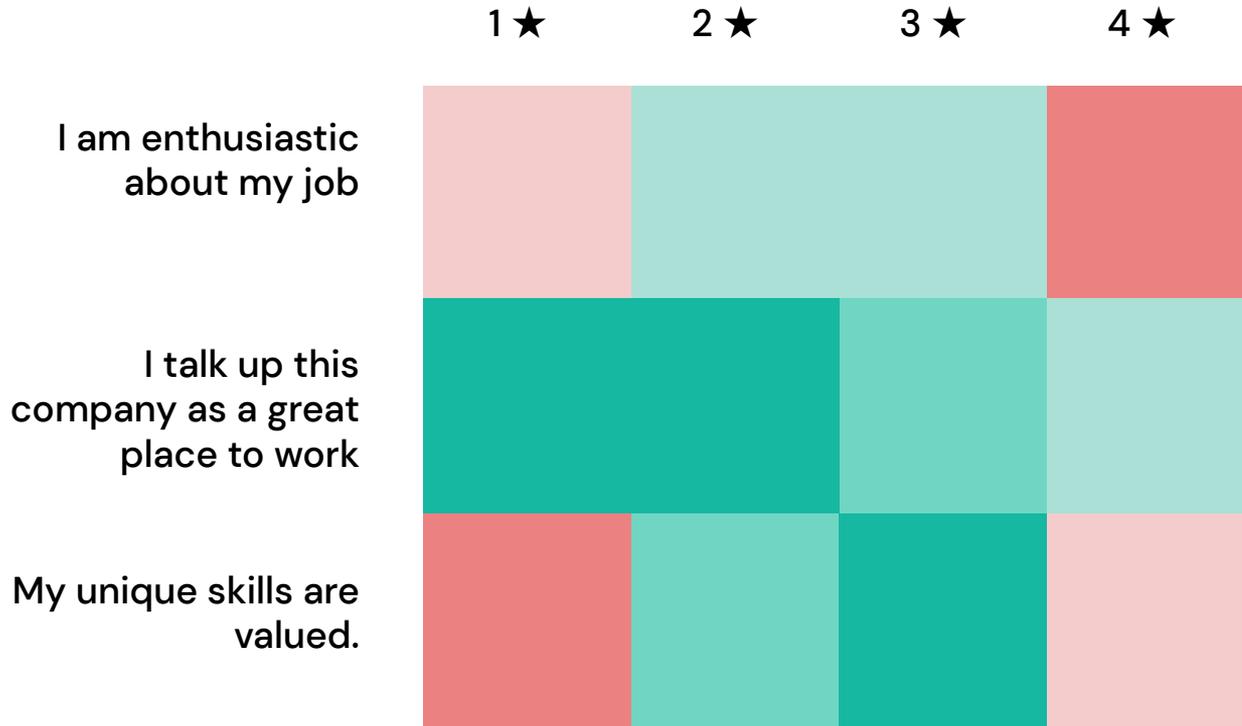
- Employee Net Promoter Score
- Engagement surveys
- Pulse surveys
- Retention and turnover



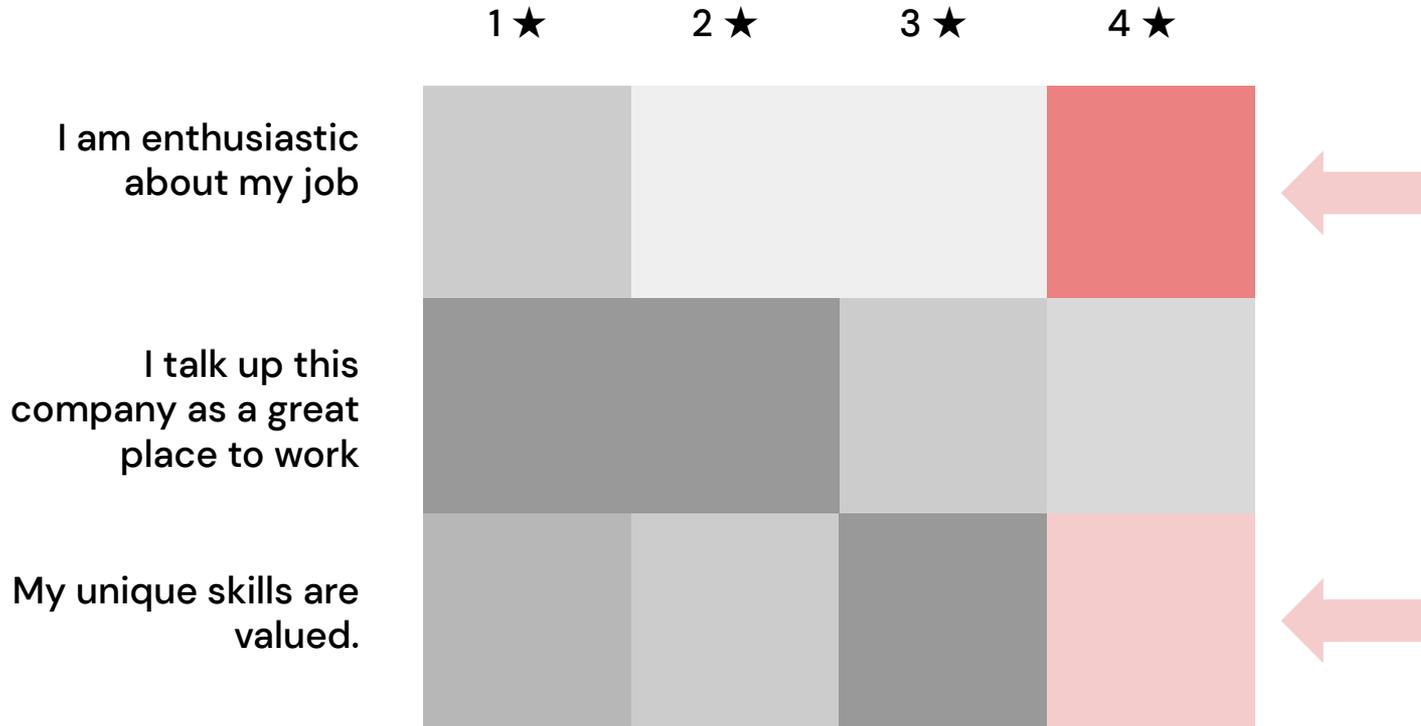
**Engagement and performance data
are better together.**



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.

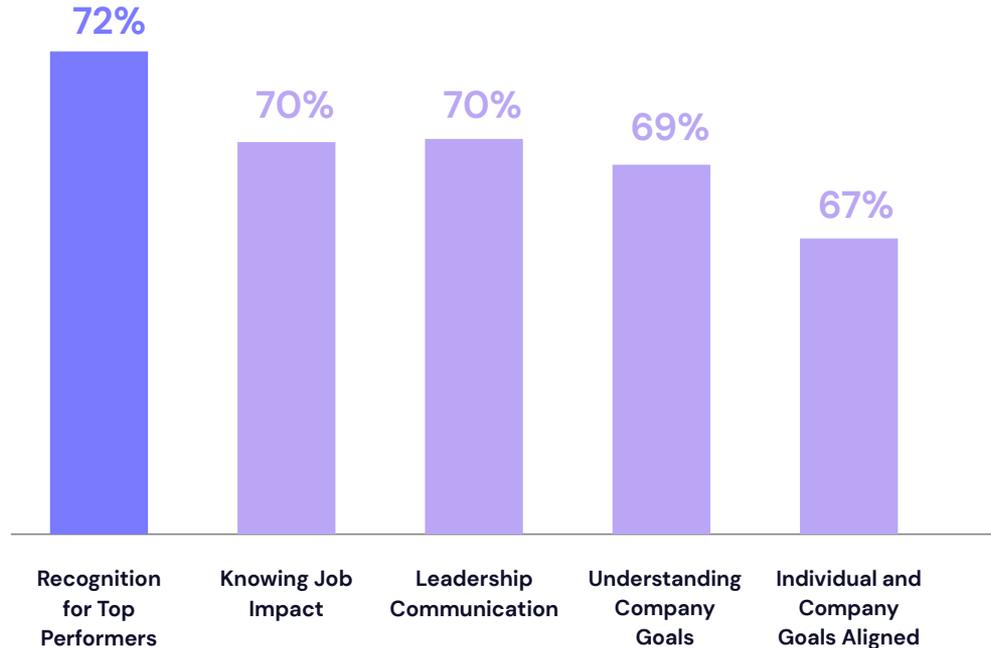


Feedback and Recognition

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

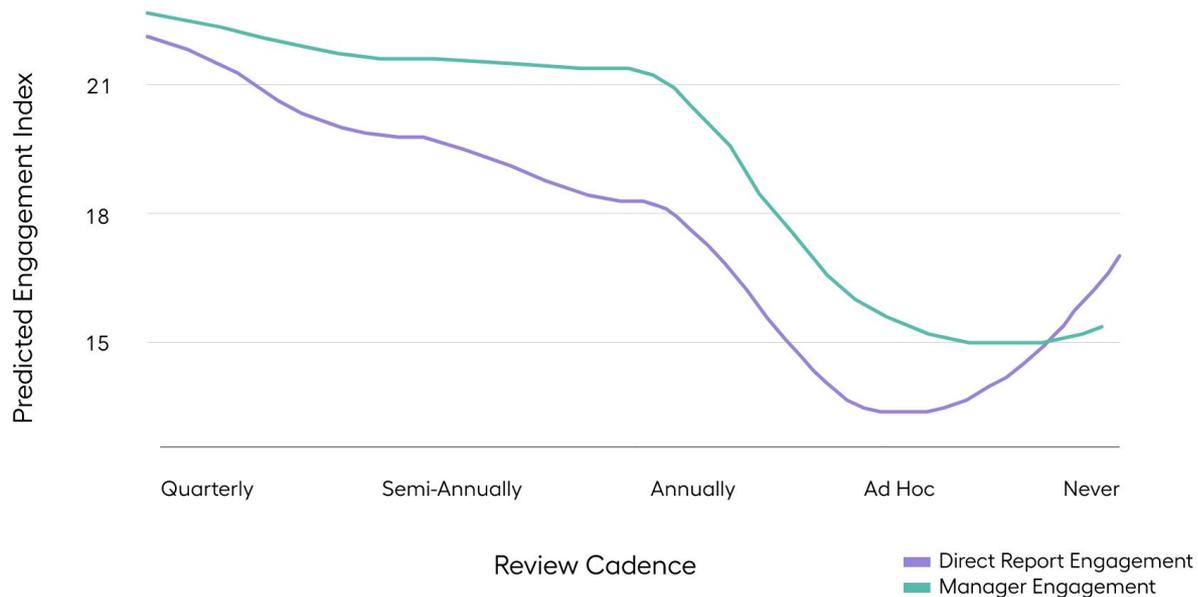
72%

of staff under 30 want feedback daily or weekly

Source: PWC, *Millennials at Work*

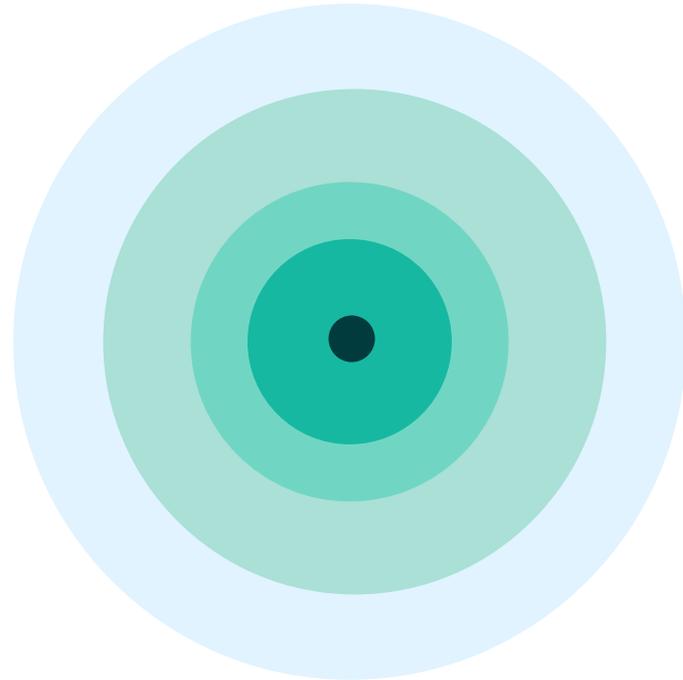


Review cadence and engagement may also relate.



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

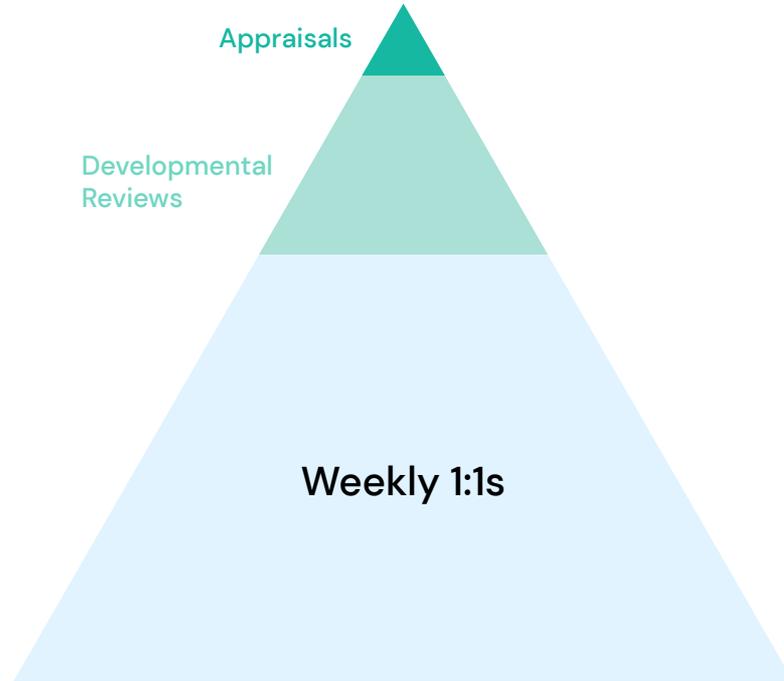
A juxtaposition of levels and competencies, giving employees a view of promotion requirements.



Competencies	Software Engineer I	Software Engineer II	Principal Engineer
Ownership	<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>
Communication	<p>██████████</p> <p>██████████████████</p>	<p>██████████████████</p> <p>██████████████████</p> <p>██████████████████</p>	<p>██████████████</p> <p>██████████████████</p> <p>██████████████</p>
Technical Ability	<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

