

How to Integrate Performance and Growth 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 growth are better together**
- **Strategies for integration:**
 - Introduce developmental reviews
 - Use IDPs to set career goals
 - Develop career tracks
 - Leverage 1:1s meaningfully
- **Key takeaways**
- **Q&A**





James Free

Manager of Customer Success, EMEA
Lattice



Poll:
Which of the following best describes your current employee growth strategy?



Why performance and growth are better together



Employees need growth opportunities in order to perform their best.

47%

Actively looking for jobs with growth

76%

Would leave their role for better growth opportunities

Source: Lattice, *Career Progression Survey, 2021*



Why Employee Growth is Good for Business

01

More skilled employees

Workers have more empowerment and access to learn new skills and become well-rounded specialists and managers.

02

Greater employee engagement

When employees are placed in roles where they can excel, find meaning, and achieve their potential, they become more engaged and invested in their work.

03

Better preparation for business growth

Employees who've had more stretch opportunities will fare better when your business needs to scale (or even tread water during uncertain times).

04

Reduced employee turnover

Promoting from within leads to higher performance scores **and** increased company commitment than external hires.

Sources: [Organizational Science Journal](#), Gallup's [State of the Global Workforce 2022](#), Forbes' [5 Powerful Steps to Employee Engagement](#)



**Performance and growth are
better together.**



Introduce Developmental Reviews



What's the Difference?

Developmental Reviews	Performance Appraisals
Aspirational	Reflective
Employee-led	Led by managers, employees, and peers
Development-focused	Measurement-focused
Tailored to each employee	Standardised across all employees
Not tied to compensation	Often tied to compensation
Ensure employee progress on personal objectives	Ensure employee alignment to the organisation's strategic objectives
Identify skill/competency gaps	Identify high-performers



Qualities of a Great Developmental Review

Continuous

Employee-led

Individualised

Actionable



How to Use Developmental Reviews

01

Set a cadence.

Use the same timing that's already implemented for performance appraisals, whether it's quarterly or bi-annually.

02

Provide structure.

Use templates or guides to help managers lead employees through self-reflective questions and discussions.

03

Follow up.

Periodically survey employees about their engagement in the developmental life-cycle to gauge adoption rates and sentiment.



Set Career Goals with IDPs



What are Individual Development Plans?

Collaboratively-written documents that define short- and long-term career goals.

Benefits of IDPs:

- Add shape to career aspirations
- Outline employee motivations
- Lay out supportive resources
- Connect the dots to long-term progress

When employees take the time to document their aspirations, they're

4x

More likely to be engaged

20%

More productive

Sources: Gallup, APA



Anatomy of an IDP

Career Vision:

What your employee imagines when they think of their future career.

Growth Plan:

The roadmap that leads to their career vision.

The screenshot displays a user interface for an IDP (Individual Development Plan). At the top, there are two tabs: 'General' and 'Development plan', with 'Development plan' being the active tab. Below the tabs is the heading 'Career vision'. Underneath, it says 'Career vision template' followed by a descriptive paragraph: 'This is a space for employees to capture their longer term career goals and share them with their managers. Changes made here appear in the employee's growth plan.' Below this, there are three sections, each with a double colon icon (>::') on the left:

- Motivators**: Motivators are aspects of your work or work environment that energize descriptions of your strongest drivers — what keeps you going when th
- Talents/Strengths**: Take a look at your most recent performance reviews and feedback. What praised and recognized for? Think back to your personal and profession your friends or colleagues come to you with questions on, or to ask you
- Longer term career vision**: Consider what gives you meaning, what purpose is, and what environm in no way set in stone but, rather, a way for you to establish a north star exactly as you write it here, or it may change as you change.

At the bottom of the main content area is a button labeled '+ Add an exercise'. A dropdown menu is open over the 'Longer term career vision' section. The dropdown has a title 'CAREER VISION ⓘ' and a link 'Edit exercises' with a mouse cursor icon. The dropdown menu contains four items: 'Career goals', 'Motivations', 'Learning opportunities', and 'Talents/Strengths'.



How to Use IDPs to Set Career Goals

01

Identify goals collaboratively.

Managers should let employees have input and agency over the goals that matter most to them.

02

Document progress regularly.

Increase accountability on both sides – for employees to put in the work, and for managers to provide the opportunities.

03

Leverage motivation.

Use intrinsic and extrinsic motivation to blend your company's OKRs with employees' career visions.



Develop Career Tracks for Every Role

Yes, even individual contributors!



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 Tracks

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



Career tracks help you look forward.

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>Progress bars: 2 bars, 1 short, 1 medium</p>	<p>Progress bars: 3 bars, 1 short, 1 medium, 1 long</p>	<p>Progress bars: 2 bars, 1 short, 1 long</p>
Technical Ability	<p>Progress bars: 3 bars, 1 short, 1 medium, 1 long</p>	<p>Progress bars: 2 bars, 1 short, 1 long</p>	<p>Progress bars: 3 bars, 1 short, 1 medium, 1 long</p>



How to Use Career Tracks Effectively

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

Use structure as a source of truth.

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

03

Give access to everyone.

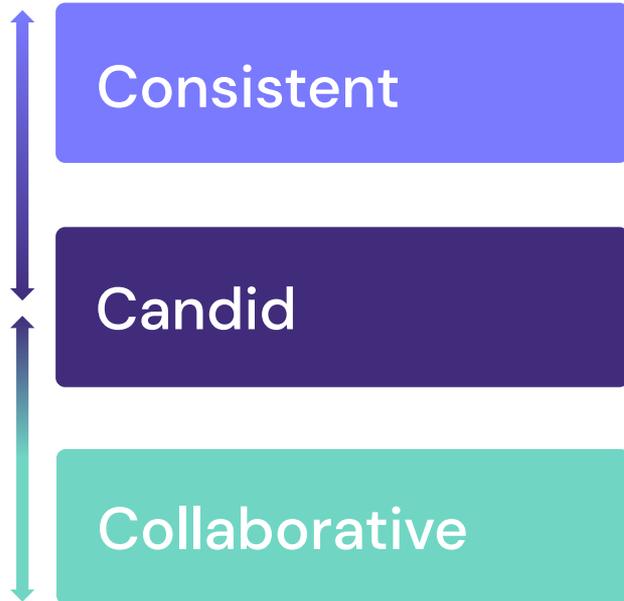
Open up your career frameworks so employees can access expectations for any role across the organization.



Make 1:1s Meaningful



Qualities of Effective 1:1s



Time with managers accounts for 70% of employee engagement.

Source: Gallup



1:1s are foundational to growth.



Key Takeaways for Integrating Performance & Growth

01

Access

Make expectations and opportunities for growth easily available to everyone.

02

Alignment

Connect growth trajectories with performance goals to get employee buy-in.

03

Agency

Empower employees to think big and provide input about their own career trajectories.



Next Steps



Your Next Steps

01

Start thinking about performance and growth together.

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

02

Create more entry points for employee development.

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

03

Enable managers to support employees individually and at scale.

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.

04

Reassess how employee growth can contribute to business success.

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:

What's the first step you'll take to integrate performance and growth?



Q&A



Thank You

