Innovative Performance Management Readiness Assessment

Any implementation of change ought to be considered as a *cultural change*, and the success of implementing a new performance management system in your organization is especially tied to how well it is positioned, communicated, and supported at the top management level and throughout the organization. Ultimately, the success of the implementation will be in direct proportion to how well all users understand and accept the strategy behind the decision to implement a new system.

Given that the introduction of an employee performance management system can, in some sense, be considered as "disruptive" to the culture, it makes sense to understand the elements that need to be in place for a successful implementation, as well as the "readiness" of your culture to accept such a strategy.

Readiness to Implement a New Performance Management System

On a scale of 1-4, please indicate where you are as an organization for each statement below.

4 = We have this in place and practice it consistently.

3 = We have this in place, but it's not consistently in practice.

2 = We are in the beginning stages of developing this.

1 = We have not started.

Readiness Indicator	4	3	2	1
Business: ≈ Defined core values, culture and talent philosophies ≈ Clearly identified Key Performance Indicators (KPIs) ≈ Prepared for the generational shift in the workforce				
Talent Strategy: ≈ Culturally aligned talent strategy and business strategy ≈ Organizational KPIs connected to the talent strategy ≈ Defined 'employee lifecycle' talent practices - onboarding, leadership development, succession planning and career management				
Management: ≈ Focus on a strengths-based, forward looking development approach, rather than 'looking in the mirror' ≈ Managers regularly meet with employees to discuss their work and performance ≈ Managers are prepared for coaching, mentoring and counseling				

Readiness Indicator	4	3	2	1
Roles and Accountability: ≈ Strategic positions are identified ≈ Job descriptions up to date and reflect the work being performed ≈ A culture that effectively holds people accountable for good performance				
Skills/Competencies: ≈ Competencies/skills are defined and understood by role within the organization ≈ Core competencies have been defined and are understood by everyone ≈ Competencies are used throughout the 'employee lifecycle'				
Learning: ≈ An effective culture of learning has been established ≈ Professional development, education and skill set proficiency training is in place				
Compensation and reward system: ≈ Performance conversations have been disconnected from compensation discussions ≈ System in place that acknowledges individual achievement, hard work, recognition for results and rewards for continuing to achieve results				
Feedback and Measurement: ≈ Provide regular, in the moment feedback and coaching ≈ Gather feedback from others about employee performance ≈ Employees are prepared to receive and use feedback to improve performance				
Technology: ≈ Management and the workforce are accustomed to using software and online ("in-the-cloud") technology ≈ Everyone has an email address and access to computers				

Interpreting Readiness for Implementing an Performance Management System

The ultimate goal of this survey is to support informed decision-making by helping you begin to identify the steps you need to ensure a successful implementation of a talent management strategy. These scores will help you make good, sound decisions in developing your plan for change.

Interpreting the Readiness Scores

As you can imagine, companies will score all across the 1-4 rating scale, depending upon the Indicator being measured. Many factors are at play, including experience with past efforts to change and the strategic importance of the change. We have found that most companies need to be above a 3.0 overall average score to begin a successful implementation.

The following categories indicate your general state of readiness for implementing an Employee Performance Management system, using the following rating scale.

4 = Advanced: You have a clear performance management strategy, and mature and integrated processes in place today.

3 = Intermediate: You are developing and implementing these strategies, and have some mature processes in place.

2 = Novice: You have just started to develop your performance management practices.

1 = Not ready: You have not yet started on your performance management strategy or process changes.

Range of Scores	Implications for Readiness
4 Advanced	Indicates a **total readiness** for implementation, as the overall high rating on the Indicators should ensure success. Indicators with lower ratings should receive attention.
3 Intermediate	Indicates a **general readiness** for implementation, as the overall good rating on the Indicators is positive. Give specific attention to any individual Indicators needing more leverage.
2 Novice	Indicates a **general unreadiness** for implementation as Indicators overall are in the negative range. Special attention must be given to move all Indicators into the positive range.
1 Not Ready	Indicates a **total unreadiness** for implementation as the overall rating on the Indicators is very negative. Significant work must done to re-position the Indicators into the positive range.