

# WEGROW

## PERFORMANCE DEVELOPMENT

May 2021



# WEGROW



## CORE BELIEFS ON PERFORMANCE DEVELOPMENT

The aim of Performance Development is to **drive business performance.**

The strongest driver for individual performance is **employee engagement.**

Increasing employee engagement is built on **setting clear goals, giving and receiving feedback, building trust and developing skills.**

The main tool are **regular dialogues** of leaders with employees.

In **New Normal** (and beyond), the importance of clarity on performance, goals, feedback, engagement and development **becomes ever more important.**

## WHY WEGROW ?

1. Central Performance Management Module – WEGROW in HR Suite
2. Our Approach
  - Move from traditional tool to Central Performance Management (DarwinBox to WeGrow)
  - Align the review cycle of January to December inline with Global Practice for both Goals & Targets Review and Market Correction
  - Standardisation of Performance Ratings

# WEGROW



# WAY FORWARD - WEGROW

## DARWINBOX

### Goals & Targets

- Goal Setting & Review
- Review Cycle - January to December & Payout in April
- Target Group - Level 0 to Level 5
- Manager – PMS Manager

### Performance Review

- Self Review and Manager's Feedback
- Review Cycle - January to December & Payout in January
- Target Group - Level 0 to Level 5
- Manager – PMS Manager



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## WEGROW

### Goals Setting & Performance Review



- **Target Group** - Level 0 to Level 2  
(For L3 to L5 Offline)
- **Manager** – CHRIS Manager  
(Reports to Matrix Manager)
- **Performance Review Period** - January to December
- **Performance Ratings & Target Achievement Corridor**
  1. Exceptional performance – 130% to 150%
  2. Exceeds expectations – 100% to 129%
  3. Meets expectations – 99% to 80%
  4. Does not meet expectation (yet) – Less than 79%

# BENEFITS OF WEGROW

## CHANGE OF MINDSET

- **Focus on quality time between leader and employee**  
to provide feedback on goals and target achievement, areas of improvement and identifying development needs



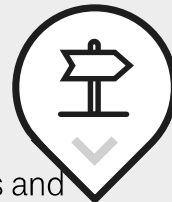
## INTEGRATED FRAMEWORK

- **Dialog element** to set and discuss objectives, performance, feedback, development
- **Team & Peer Feedback**
- **People Days element** to review the talent, succession planning, focus on skill and development needs and identifying gaps



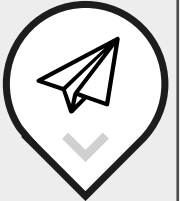
## REDUCTION OF COMPLEXITY

- **Massive reduction of administrative efforts**
- **No additional tools required** – simplified forms and process throughout the year provided via HR Suite



## STRUCTURED COMMON PROCESS

- **One shared model and common process for the group**
- **Retirement of PMS in DarwinBox**

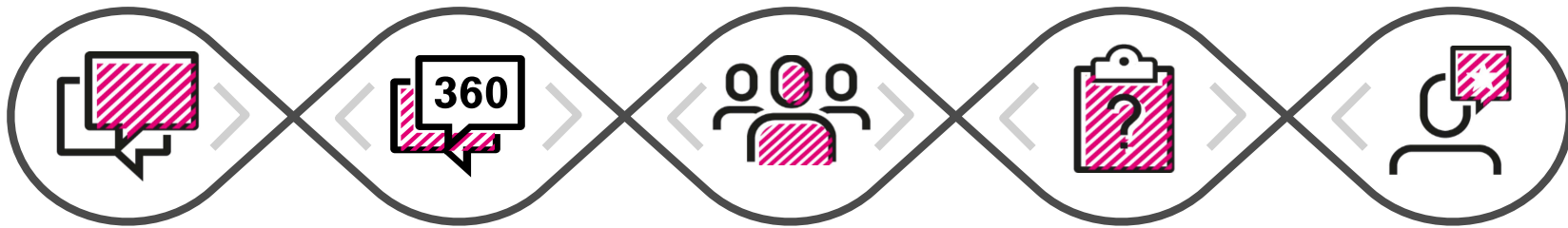


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# THE WEGROW FRAMEWORK AT A GLANCE



## DIALOGUES

Regular touchpoint between managers & employees on performance, goals, feedback and development aimed at raising employee engagement

## TEAM & PEER FEEDBACK

Optional Feedback from team colleagues and co-workers with the aim of identifying one's strengths and weakness

## PEOPLE DAYS

Discussion in leadership teams to provide transparency about high performers, talents and needs for change aimed at improving team Performance.

**\*For the year 2021 –  
Peple day will be planned  
in September 2021**

## SURVEYS

Regular surveys down to team level to measure the correlation and impact feedback, engagement and performance

## TRAININGS

Supporting the tangible application and desired cultural change; New Guiding Principles are inherited

### ELIGIBILITY

All

L3 & Above

All

All

All



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# ENABLING SESSIONS FOR LEADERS AND EMPLOYEES

## Leaders



- **WeGrow Enablement for Leaders.**

What are the main pillars of WEGROW? What are my tasks in the Dialogues and People Days? What kind of IT support do I get? Where do I find tips and helpful material?



29.06., 15:30 – 16:30 (EN)  
07.07., 10-11 (EN)

30.06., 9:30-10:30 (EN)  
07.07., 16:-17 (EN)



- **Impulse sessions for Leaders: use your performance dialogue to increase the engagement of your employees!**

Tips on how you can make the best possible use of the WeGrow dialogue with your employees in order to increase engagement and performance.



10.06., 11-12 (EN)  
14.07., 15:30-16:30 (EN)

06.07., 10-11 (EN)

## Employees



- **Lex Sessions for employees: #feedbackfeedsgreatness**

Dates available on the Learning from Experts platform: How to use your performance dialogue to enhance your career?



25.05., 12:30-14 (EN)  
24.06., 9:30-11 (EN)  
05.07., 11-12:30 (DE)  
15.07., 15:30-17 (EN)

15.06., 9:30-10:55 (DE)  
30.06., 15:30-17 (EN)  
15.07., 10-11:30 (EN)  
19.08., 10-11:30 (DE)

## All Target Groups



- **IT Tool Deep Dive for all target groups.**

Demo of WeGrow IT Tool, to show the available functionalities (Goals, Development plan, Feedback module and People Days) and how they can complement your dialogues.



12.07., 16-17 (EN)

14.07., 10-11 (EN)

All dates with dial-in data in [YAM](#)



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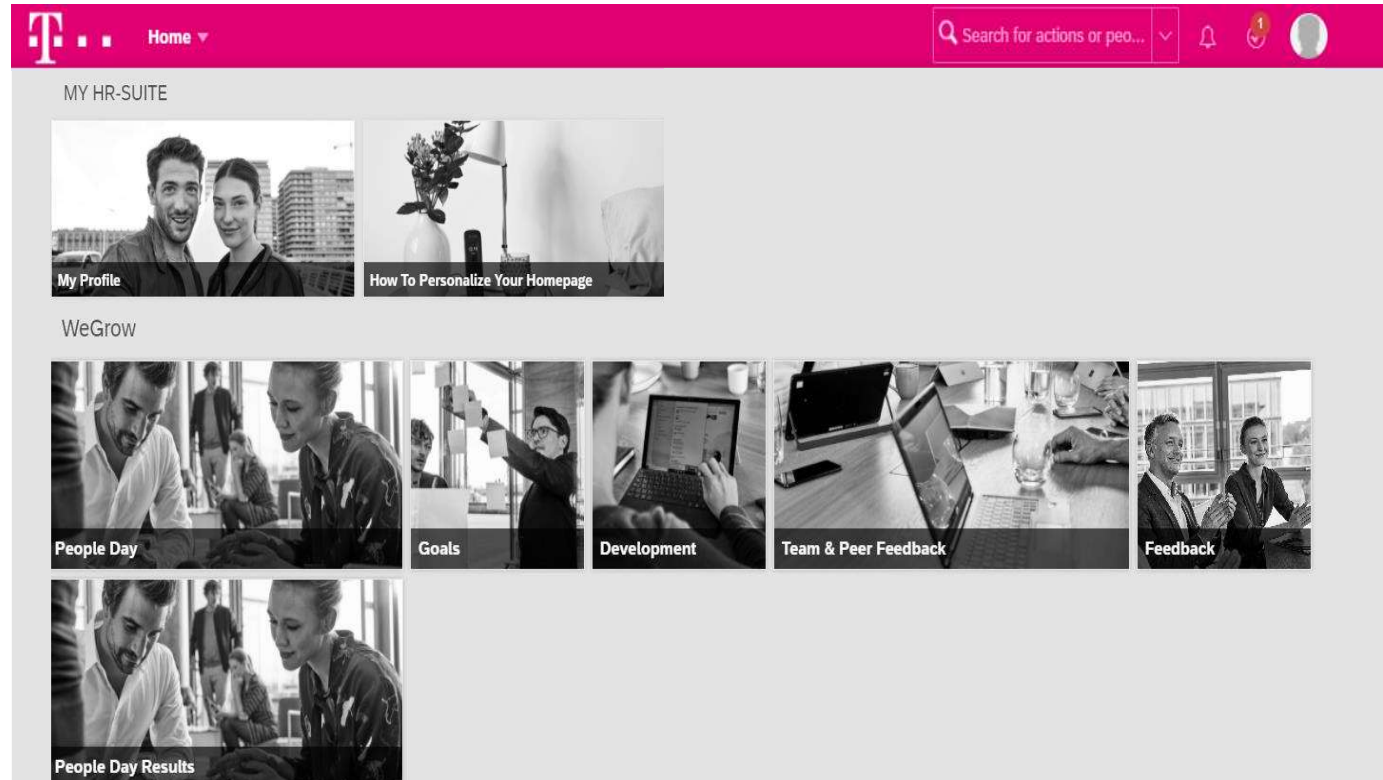
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## WEGROW - HOME PAGE (2/2)

### Steps to log in to HR Suite

1. Link to HR Suite -  
<https://performancemanager5.successfactors.eu/sf/start/#/companyCheck>
2. Log in – Official Email id and Password (in case you don't know the password then click on Forgot Password to reset)
3. Click on Home -> Goals and Targets Plan





# WEGROW - GOAL PLAN

The screenshot shows the WEGROW Goal Plan interface. On the left is a sidebar with a 'People Selector' containing 'Oscar Adams TestUser', a 'Manager' section with 'Ilja Bitterling', and 'Direct Reports' with 'Jimmy Brown' and 'Ida Allison'. The main area is titled 'Goal & Development Plan' and has tabs for 'Goal Plan' and 'Development Plan'. The 'Goal Plan' tab is active, showing a 'Goals' section for the period 'Jan 1, 2021 - Dec 31, 2050'. It displays 5 goals in total, with 0 Planned, 1 In Progress, and 0 Completed. A 'Create Goal' button is in the top right. Below the status summary is an 'Introduction' section with an 'Active' filter. A list of four goal cards is shown: 'Deliver 15 product roadmap sessions...' (22 days overdue, 0% progress, Planned), 'Rollout new feature release t...' (0% progress, On Track), 'Implement new UI on test system' (50 days overdue, 100% progress, Behind), and 'TestTest' (Due Date: Mar 25, 2..., 25% progress, Completed). Annotations with arrows point to specific features: 'Adding a new goal' points to the 'Create Goal' button; 'You can filter according to status' points to the status filters; 'Every goal is a small card' points to the goal cards; 'Switch between yourself and your directs' points to the 'People Selector' sidebar; and 'You can quickly change the status from Planned to Progress or Completed in the list view' points to the status dropdown in the first goal card.

**Annotations:**

- Adding a new goal → **Create Goal**
- ← You can filter according to status
- Every goal is a small card
- Switch between yourself and your directs
- You can quickly change the status from Planned to Progress or Completed in the list view



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# WEGROW - DEVELOPMENT PLAN

**T9.** Goal & Development Plan ▾

Search for actions or peo...

People Selector

Florence Love  
Testpopulation

Manager

Austin Miles  
Testpopulation

Direct Reports

Callie Fox  
Testpopulation

Ida Ellis  
Testpopulation

Willie Walters  
Testpopulation

Goal Plan Development Plan

Development 🕒  
Jan 1, 2021 - Dec 31, 2050

Create Goal

2 Goals | 0 Planned | 1 In Progress | 0 Completed

Introduction

Active

Visit course 1 in Percipio on AI  
Due in 24 days  
In Progress ✓

Switch between goal plan and dev plan

Look & Feel is the same as Goal Plan

# WEGROW - FEEDBACK

The screenshot shows the WEGROW Feedback interface. On the left is a sidebar titled "My Team" with three members: Oscar Adams (TestUser), Ida Allison, and Jimmy Brown. The main header is pink with the T9 logo, a "Feedback" dropdown, a search bar, and notification icons. The main content area is titled "Feedback" and has tabs for "Feedback Received", "Feedback Given", and "Requests Sent". The "Feedback Received" tab is active, showing a list of feedback cards for the year 2020. Two cards are visible: one from Mae Ross (Testpopulation) dated November 19, 2020, with the comment "Test mobile "; and another from Ida Allison dated November 18, 2020, titled "Test" with the question "What went well?" and the answer "everything fine". Annotations with pink arrows point to these cards and the guiding questions. Buttons for "Request Feedback" and "Give Feedback" are in the top right.

My Team

- Oscar Adams  
TestUser
- Ida Allison
- Jimmy Brown

Feedback

Request Feedback Give Feedback

Feedback Received Feedback Given Requests Sent

2020 (3)

Every Feedback is displayed as a card

Feedback received from Mae Ross

Feedback received on November 19, 2020

"Test mobile "

View more

Ida Allison

Test

Feedback received on November 18, 2020

What went well?

"everything fine"

Guiding questions to structure the feedback request

View more

# WEGROW - FEEDBACK

The screenshot shows the WEGROW Feedback interface. On the left, a sidebar titled 'My Team' lists 'Oscar Adams TestUser' and 'Ida Allison'. A red dashed box highlights 'Ida Allison', with a red arrow pointing to a text box that says 'Looking at direct report'. Below this, another red arrow points from a text box to the feedback card for Brandon Watts. The main area is titled 'Feedback' and has a 'Give Feedback' button in the top right, with a red arrow pointing to it. A filter bar shows 'Filter Criteria: Between August 19, 2020 and August 21, 2020'. Below this, two feedback cards are shown for August 20, 2020. The first card is from Brandon Watts to Ida Allison, with a red arrow pointing to a text box explaining visibility. The second card is from Oscar Adams to Ida Allison, with a red arrow pointing to a text box explaining visibility. The bottom of the page features the WEGROW logo and the tagline 'LIFE IS FOR SHARING.'.

My Team

Oscar Adams  
TestUser

Ida Allison

Looking at direct report

Feedback

Give Feedback

Filter Criteria: Between August 19, 2020 and August 21, 2020

2020 (2)

Brandon Watts

Feedback received on August 20, 2020

"Hi Ida, I wanted to say thank you for the great support you gave me in the Hypervectoring project. You really watch out for your people! Thank you and talk to you soon, Brandon"

View more

Oscar Adams  
TestUser

Feedback received on August 20, 2020

"Dear Ida, great work on last weeks presentation. You really made an impression! 🙌🙌🙌 Thanks, Oscar"

View more

Feedback from Brandon to Ida. Visible to Oscar, because Ida (his direct) made it visible to him.

Feedback from Oscar to Ida. Visible to Oscar, because Ida is his direct.

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# PERFORMANCE & COMPETENCY DEFINITION

Performance and competence shall be assessed as a whole. The following behavior anchors should serve as guidance.

## Performance



- He / she knows the requirements of the customers and serves them



- He / she takes responsibility for fast and high quality solutions



- He / she keeps what he / she promised, e.g. delivers projects in time, quality & budget / KPIs / sales / forecast

## Value Based Competency



- He / she is strong in cooperation (e.g. across silos)

- He / she accepts and gives constructive feedback and actively requests it



- He / she is strong in communication

- He / she acts with respect and integrity

- He / she promotes diversity and inclusion

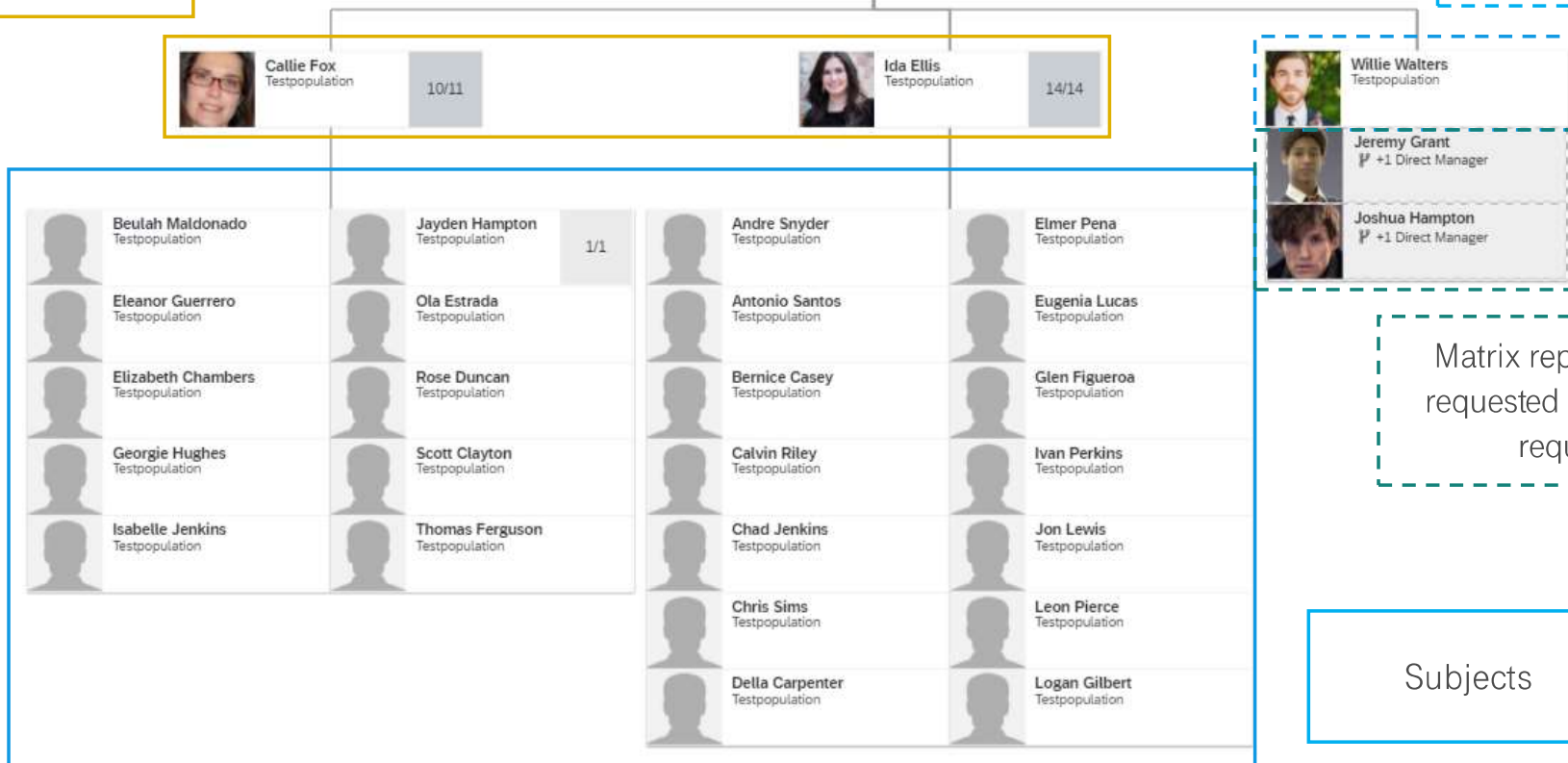
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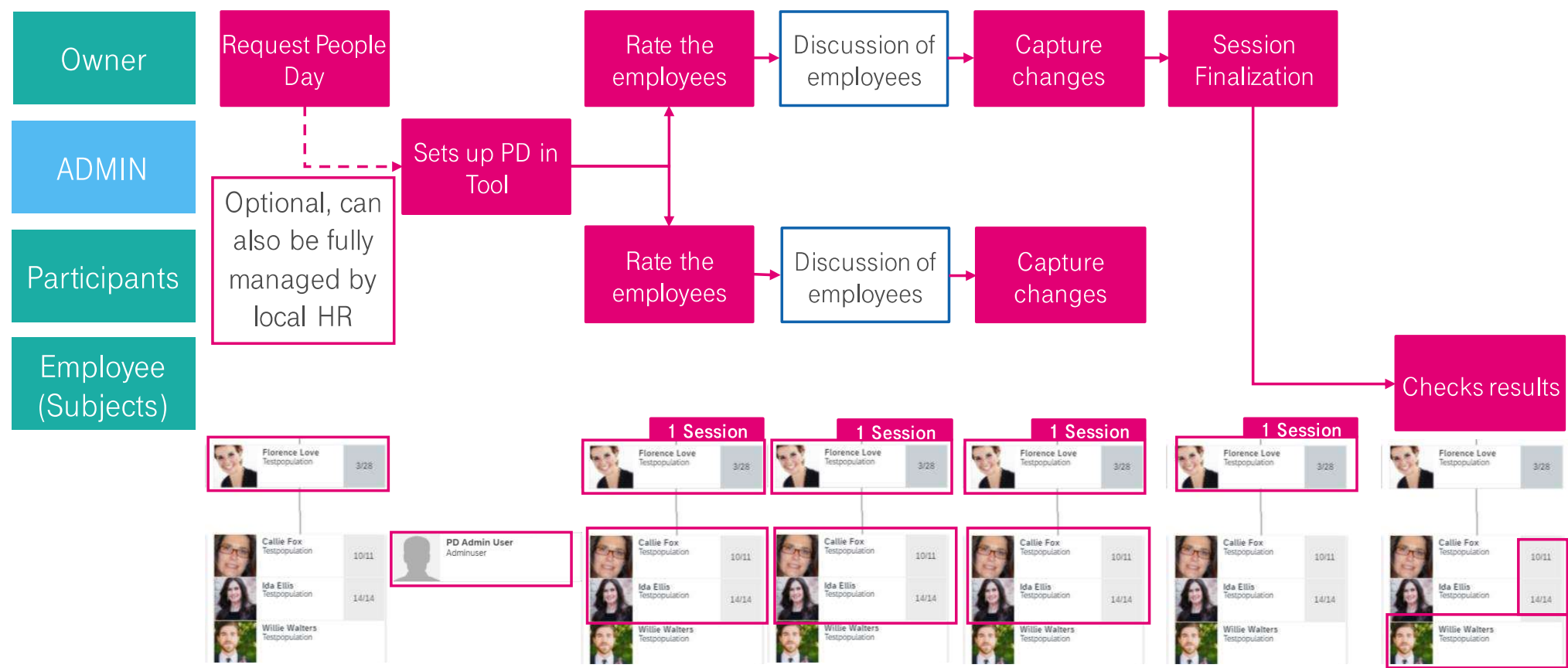
Florence Love  
Testpopulation 3/28

Matrix reports can be requested under 'extra requests'

## Subjects



# PEOPLE DAY - WORKFLOW TO BE ACTIVATED BY MANAGERS



# PEOPLE DAY – ROLES AND RESPONSIBILITIES OF MANAGER

## EXECUTIVE & INTL. EMPLOYEES TEMPLATE

Future Development	Performance	Value Based Competency	Talent Candidate	Succession*
<input type="checkbox"/> Stay <input type="checkbox"/> Evolve Up <input type="checkbox"/> Evolve Side/Down <input type="checkbox"/> Leave	<input type="checkbox"/> Exceptional performance <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Does not meet expectation (yet)	<input type="checkbox"/> Exceptional competency <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Does not meet expectation (yet)	<input type="checkbox"/> Leadership career <input type="checkbox"/> Expert career	<input type="checkbox"/> Name successor <input type="checkbox"/> Add to succ. plan <input type="checkbox"/> New position <input type="checkbox"/> Name succ. & new position <input type="checkbox"/> Name succ. & add to succ. plan



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# DEEP DIVE - DIALOGUES

## WHY?

- **Provide transparency and clear guidance** through goal setting and giving feedback
- **Creating trust** through a mutual understanding - even in times of hybrid working
- **Time investment is a form of appreciation** - finally leads to higher employee engagement

## WHAT?

- **Central touchpoint** between manager and employee on goals, performance, feedback and development

## WHO?

- **Manager and employee**
- Agile and non-agile organizations

## HOW?

- **Guiding material developed with business customers** to conduct the conversations
- **Agenda** focused on performance & development
- **HR Suite available for documentation**

### TRAINING OFFERS

- Performance Development for Leaders
- Giving and Receiving Feedback
- Individual & Team Goalsetting
- Individual Performance & Skill Development

- **Twice per year**, more upon demand



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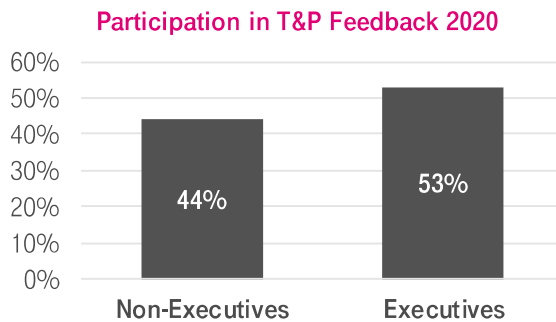
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# DEEP DIVE - TEAM & PEER FEEDBACK

## WHY?

- Additional feedback for the individual with the aim of **identifying own strengths and weaknesses**
- Anonymized format allows for **more open feedback** (organizational & cultural maturity)



## WHAT?

- **Feedback** of team members, peers & (external) customers

## WHO?

- **Managers and employees groupwide**
- **External customer feedback** upon demand

## HOW?

- **Invitation** sent by each manager or employee individually in HR Suite
- Feedback consists of **ratings according to new Guiding Principles** and **free text**
- Result is an **anonymized report** to be included in Dialogues & People Days

- **Once per year**



\* Will be moved to align with Dialogues & People Days

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# DEEP DIVE - PEOPLE DAYS

## WHY?

- Creating transparency on people & overall performance and future- oriented development needs
- Identification of High- and Low-Performers
- Talent identification and development of game changers according to business strategy ("talent to value")
- Matching business challenges with team composition and capabilities

## WHAT?

- Holistic strategy- and business-related discussion in leadership teams on individual & team performance, talent and future development of employees as well as other people related HR topics

## WHO?

- Leadership Teams

## HOW?

- Organized & moderated by Round Owner (highest ranking manager)
- IT support in HR Suite for preparation, conduction and documentation of rounds

- Twice per year for executives
- Once per year for exempt employees (AT)



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# WEGROW – LINK TO OTHER HRD PROCESSES

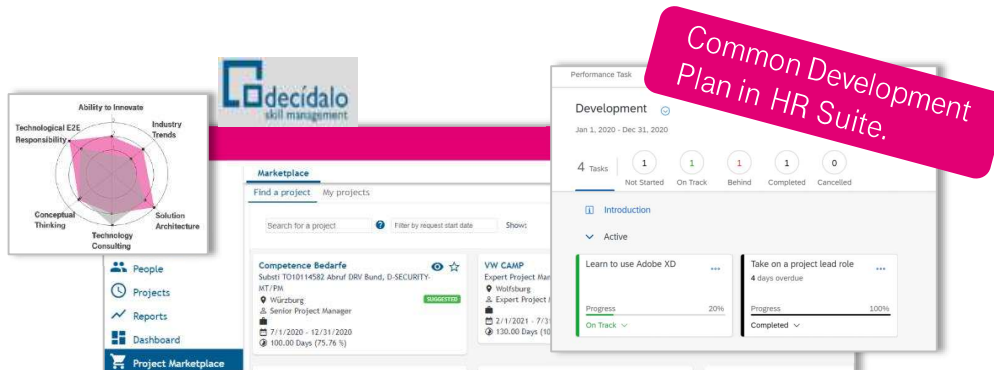


## DIALOGUES

Regular touchpoint between managers & employees on performance, goals, feedback and development.

## SKILL MANAGEMENT

Skill profile & skill gap analysis → WeGrow Development Plan



## PEOPLE DAY

Discussion in leadership teams regarding employee performance, talent, succession and career development.

## SUCCESSION MANAGEMENT

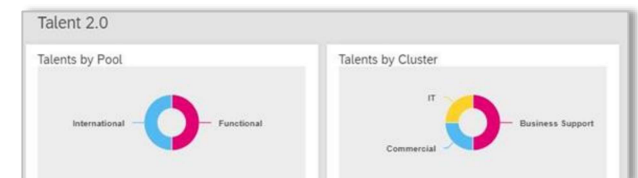
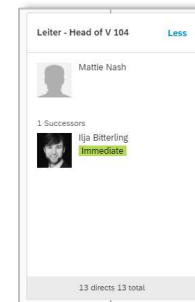
People Day: Succession actions

Succession cluster & placement processes

## TALENT HUB

People Day: Talent Recommendation

Talent selection process



**OBJECTIVE:** Create a holistic and integrated Employee Journey



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# WEGROW SUPPORT MODEL



**THANK YOU!**

**WEGROW**

