
Next Generation

Enterprise Employee Performance Management System

Product Labs Milestone -1

A worried CHRO

CHRO of an IT Services company, Orangeminds Inc., becomes worried after looking at some key metrics about the organization

Let's see what's concerning him?





HR Report

Key Trends for the year 2019-20

- **Attrition increased by 20% ↑**
Attrition in company stood at 15%
- **Engagement Level down @50% ↓**
50% of the employees feel that they are not engaged with the organization
- **Brand Recognition, NPS ↓**
50% of the employees are not likely to recommend Orangeminds to anyone
- **Productivity reductions ↓**
20% of the employees feel that they are not productive enough

The CHRO immediately organizes a meeting with the HR Director to do an **Investigative Study!**



Next Step

The HR Director believes that issues in **Performance Management process** could be the root cause. He asks his HR team to come up with some **suggestions** for improving the process

This is what the HR Team came up with...

1. Be sure everyone has clearly communicated goals and expectations
2. Encourage regular, consistent performance evaluations
3. Make employee development a strong priority
4. Take employee suggestions on improving morale
5. Invest in **better HR management software**



CEO wants a Performance Management Product!

The CEO appoints a Product Manager!

His Top Priorities:

1. Ensure that high potentials are identified, engaged, career paths are in place, development plans are actioned and flight risk is eliminated
2. Verify that employees are happy at work, that they have the right level of investment and they know that they are valued



Market Trends



Gartner

81% of HR leaders are changing their organization's performance management system.

Less than 20% of HR leaders believe that performance management is successful right now



Harvard Business Review

The annual performance review has been getting **pushed out** of the HR space.



Market Gazette

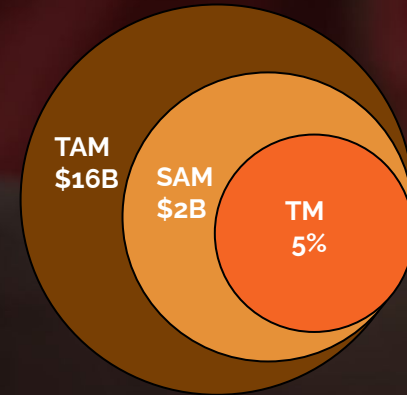
The performance management software market is projected to increase to a value of **\$5935** million and at a **~12% CAGR** between **2019-2025**

Market Size Analysis

A **\$16B** market expected to grow at **11.7%** annually from 2020 -2027!

\$8B

Performance Management market opportunity to grow to **\$8B** by 2027



— CEO Approves the Product!

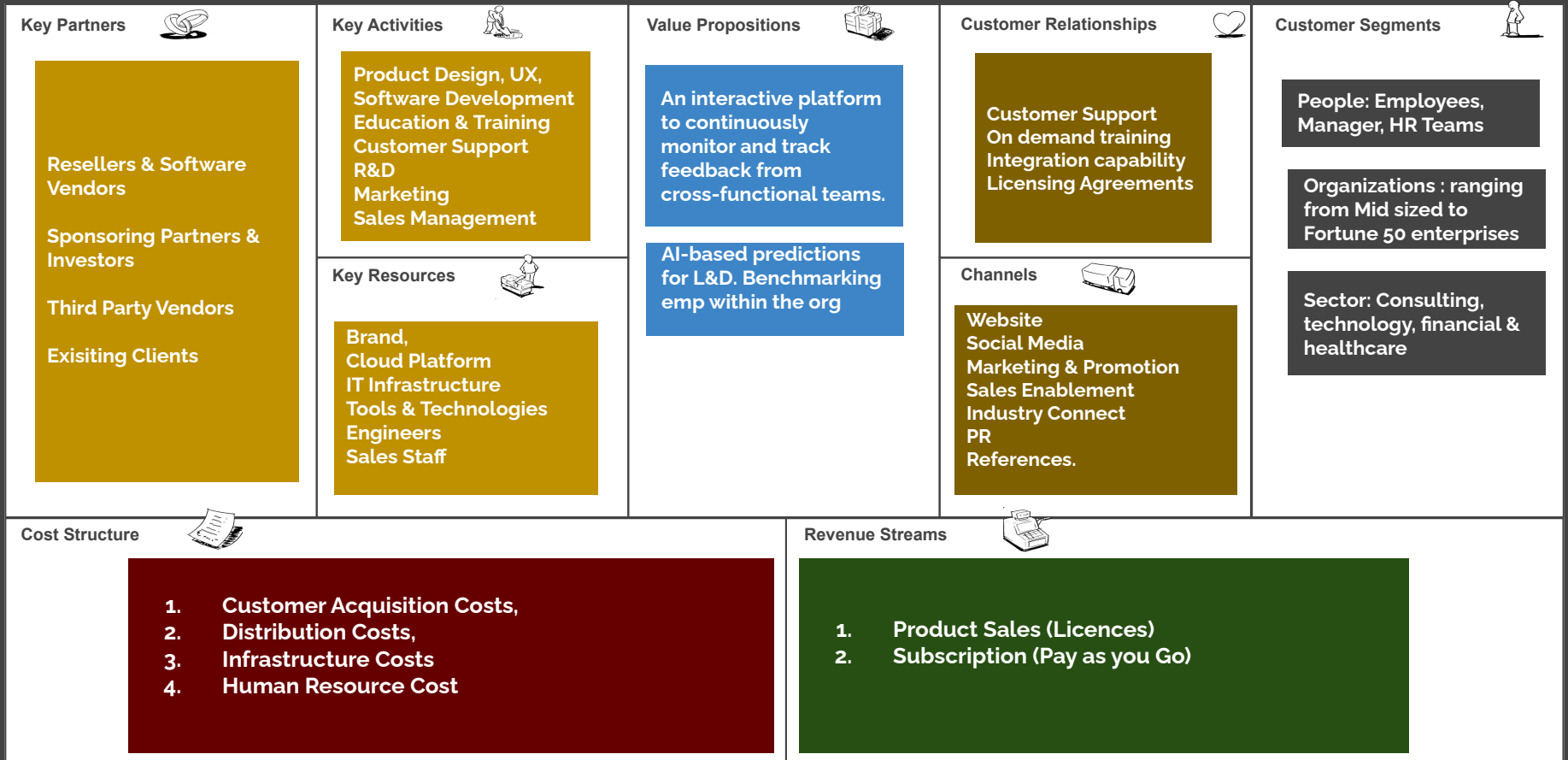
The product manager starts the exploratory
study...

Preliminary Analysis (Assumptions)

~75% of the employees in the global workforce will be millennials by 2025*

1. **Annual review-based performance management** process does not provide actionable feedback and is counter-productive to fostering timely collaboration and productivity.
2. **Millennials want more frequent feedback** from their colleagues and managers and seek more opportunity to give and receive constructive feedback.
3. Frequent conversations does not happen between employee and manager.. When managers coach their employees to grow and succeed, they will be more engaged and effective in their roles.
4. **Technology advancements** are playing a key part in HR's agenda. HR must evolve to make sure they're providing employees with modern, easy-to-use HR tools|

BMC 1.0



Product Manager Starts validating the Assumptions

Key Personas Interviewed: #Managers: 10 #Employees: 12

Time Spent in interviews: +20 hrs

Linkedin Experiments: 4

Sectors: Consulting, Technology, IT Services, Analytics Services, Product

Designations: Engineering Manager, Program Manager, Solution Delivery Manager, (Senior) Software Engineer, Data Analyst, Consultants, Business Analyst

Org Headcount: Ranging from 3000 - 20000+



LinkedIn Experiments

Does your manager give you honest feedback in an helpful way?

You can see how people vote. [Learn more](#)

Gives no feedback

Gives negative

Gives positive

As a manager what are your drivers or motivators to excel in your role?

The author can see how you vote. [Learn more](#)

Career Growth ✓ 71%

Incentives 10%

Power 6%

Social Connect 13%

31 votes • 5d left • [Undo](#)

What is the most important outcome you seek to achieve from your year end discussions with your manager?

You can see how people vote. [Learn more](#)

Getting a good raise & bonus 30%

A plan for my Growth 65%

I don't care 4%

22 votes • Poll closed

How many times in a year your manager reviews your goals and performance with you?

The author can see how you vote. [Learn more](#)

Yearly ✓ 32%

Half Yearly 21%

Quarterly 21%

Monthly 26%

53 votes • Poll closed • [Remove vote](#)

Persona

Mr. Manager

Mr. Manager



*"Recruit the talent, Retain the talent,
Promote the talent"*

Age: 30-50

Work: Manager

Family: Married, kids, etc.

Location: India

Character: Influencer

Personality



Mentor

Task Master

Goal Oriented

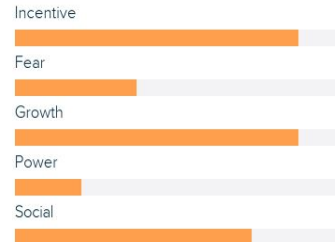
Goals

- Employee Development
- To make sure jobs are completed on time (new managers)
- Employee satisfaction index (Happiness quotient)
- To act as mentors and build a long-lasting relationship.

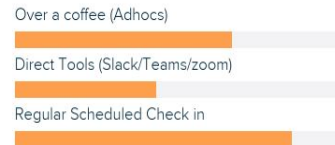
Frustrations

- Maintainability of feedbacks & interactions is a huge challenge (Leads to time wastage, no defined template)
- Tracking of historical records is not available at a central place for an employee.
- No effective way to generate insights from qualitative feedback.
- Freshers are not satisfied with the current process (want early promotions)
- Not enough support/coaching available to effectively transform into a manager's role.

Motivation



Channels to Connect to Employees

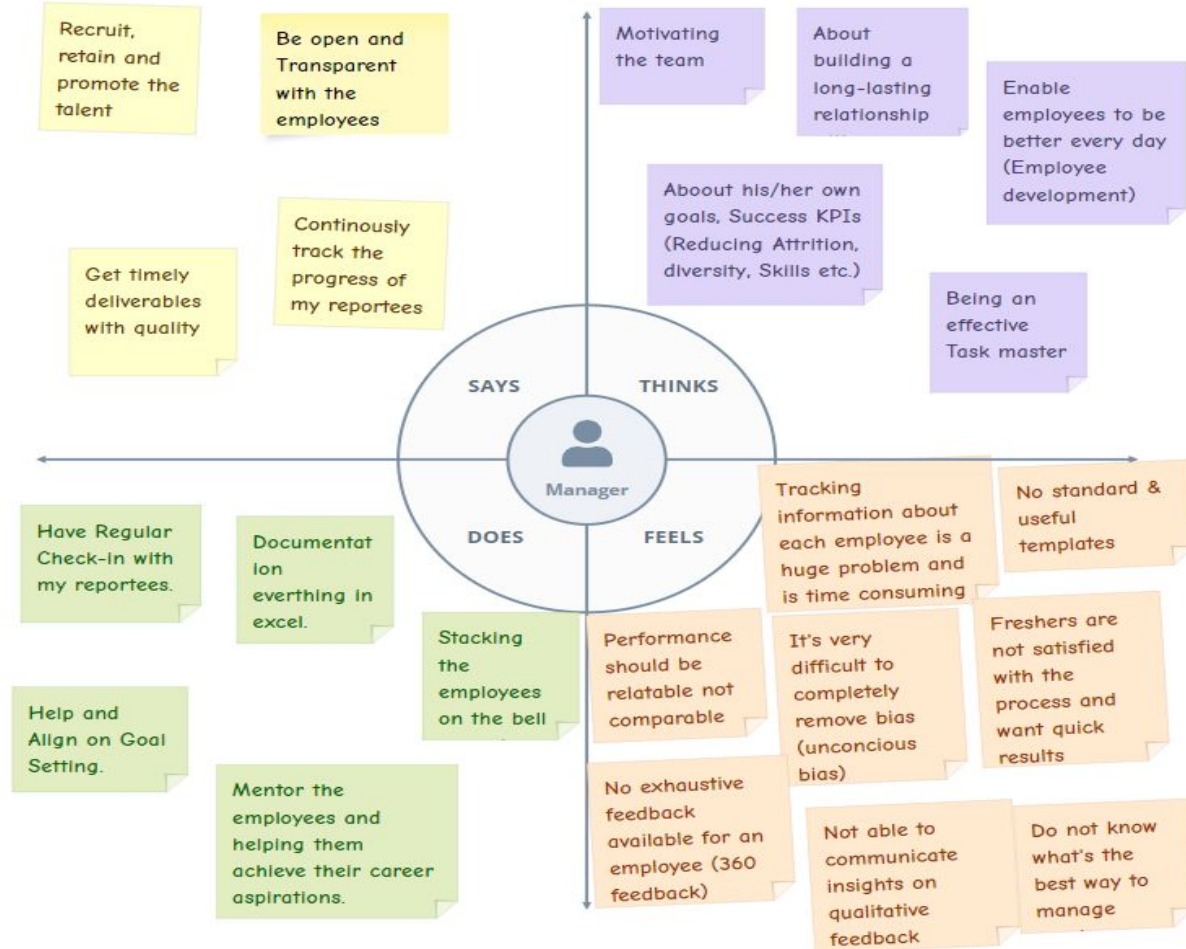


Empathy Map Mr. Manager

Top Questions:

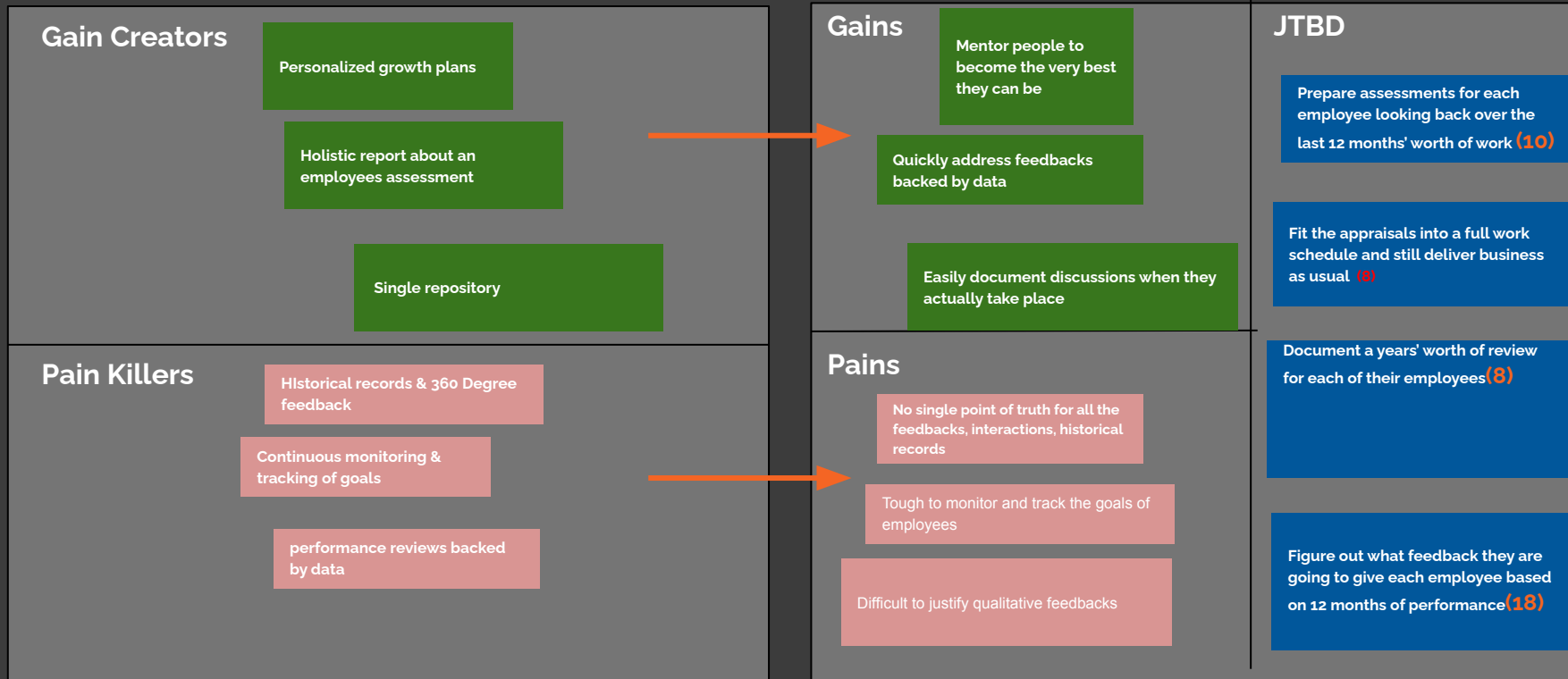
1. What are their primary complaints and frustrations ?
2. What are reasons of lack of feedback data?
3. Why there is no action driven communication?
4. What are their wishes and desire?
5. How do you track the performance , development and sentiments of your reportees?

Empathy Map



Value Proposition Canvas - Manager

Product/Services : Enterprise Performance Management System



Persona - Mr. Employee

Mr. Employee



"Be in control of my career"

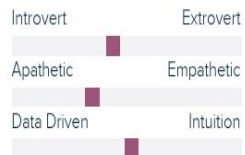
Age: 21-40

Work: Individual Contributor

Location: India

Character: Follower

Personality



Quick learners

Autonomous

Growth Oriented

Goals

- Have access to continuous coaching and mentoring enabling them to excel
- Have a clear development and/or career plan
- Understand the organization goals and values and how they directly contribute to them
- Know that they are valued and when they need it help is there for them

Frustrations

- Less Clarity on career progression
- Bias in the evaluation process
- Not being appreciated enough
- Not being able to address my concerns and have a follow-up.
- Miss out on important feedbacks

Motivation

Hikes and Bonus



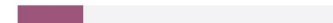
Fear



Growth



Power



Social



Channels to Connect to Manager and HR

Direct Tools (Slack/Teams/zoom)



Regular Scheduled Check in

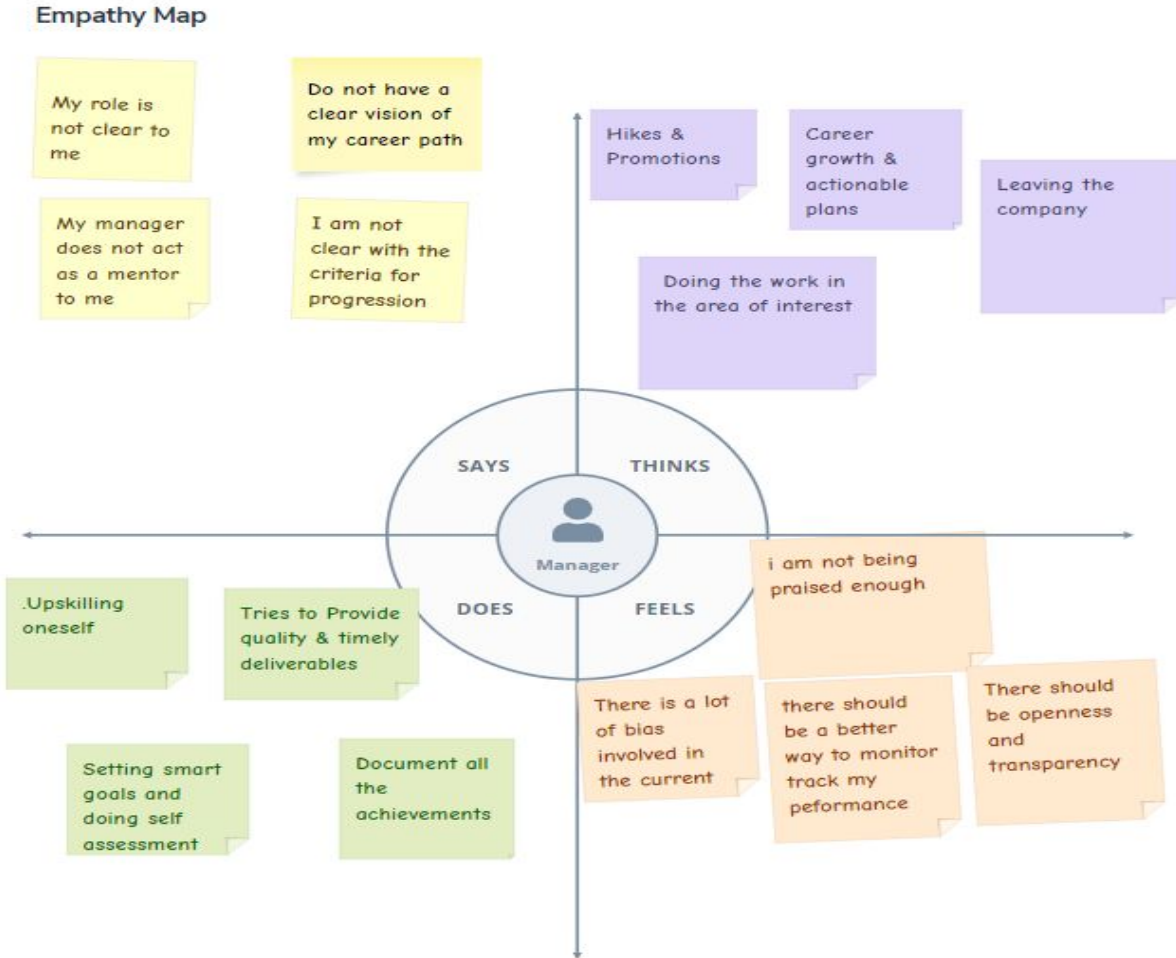


Empathy Map

-Mr. Employee

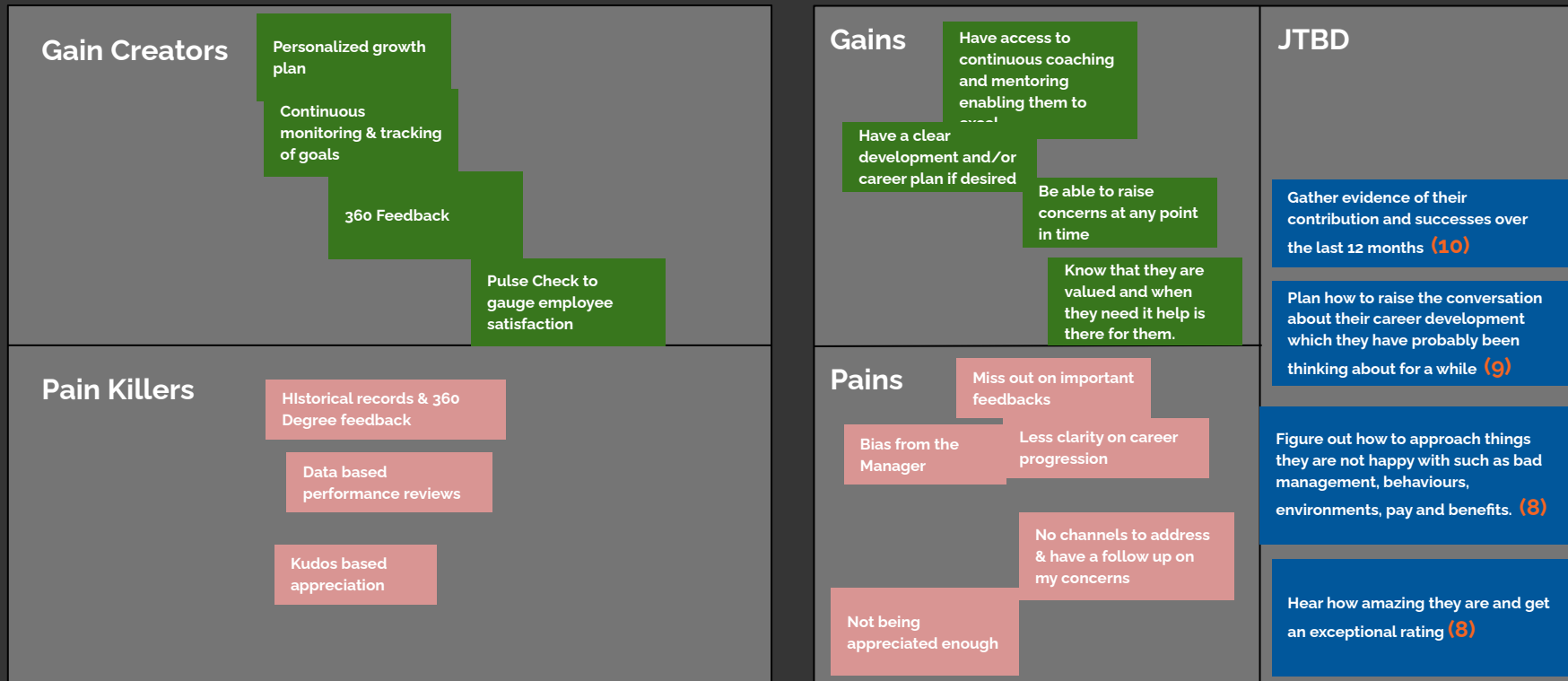
Top Questions

1. What are their primary complaints and frustrations ?
2. What are the tasks that you do in your performance evaluation process?
3. How do you feel after interacting with your manager about your performance?
4. What are their wishes and desire?
5. Are you satisfied with your performance reviews ?

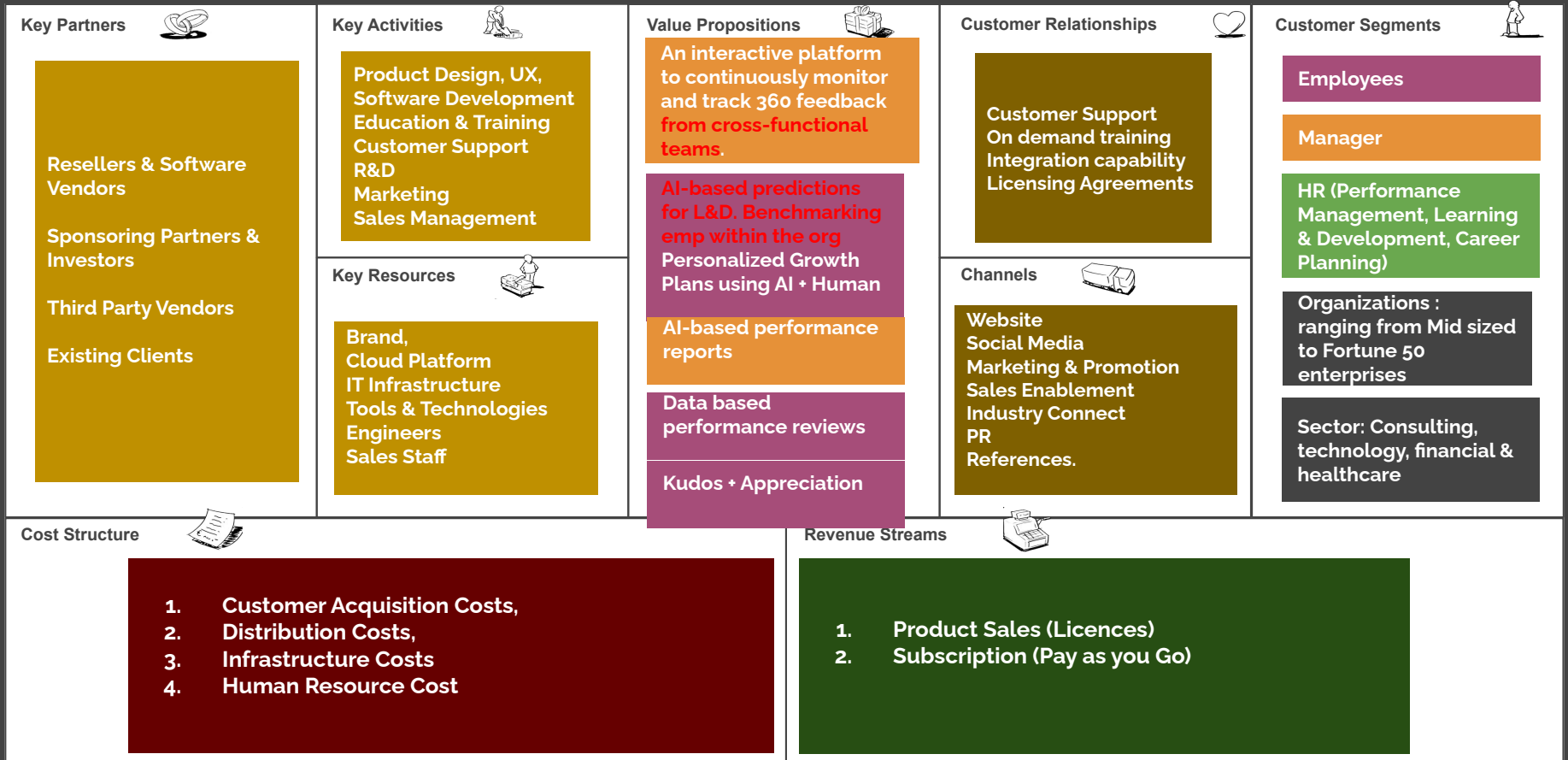


Value Proposition Canvas - Employee

Product/Services : Enterprise Performance
Management System



BMC 2.0



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After successfully integrating the product in the organization, the CHRO looks at the report again for the year 2021-22

How the new report looks now?



HR Report

Key Trends for the year 2021-22

- **Attrition drop to 5%**
- **Engagement Level at 80%**
80% of the employees feel that they are engaged with the organization
- **Brand Recognition, NPS**
A NPS of 8
- **Productivity improves**
80% of the employees feel that they are productive

The Team



Vineet Sethi



Navdeep Shankhdhar



Asit Piri



Customer