



# Open Performance Development



# Introduction

Welcome to the Open performance development program.

This is a blended learning program designed to give you the support and tools needed to practice and apply the skills that are central to our Open Performance Development approach.

There are 5 foundation modules that will give you the technical knowledge you need to lead the Open performance framework.

You can complete the foundation modules at your own pace, but you'll need to complete them before the workshop. Each module will take 30 – 40 minutes to complete. The foundation modules are a combination of short animations, one page overviews, e-learns and virtual classrooms.

## Inspire Trust



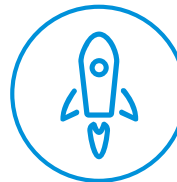
Build **trust** to have powerful, open **conversations**

## Seek Growth



**Grow** others through effective **conversations** and **feedback**

## Deliver Impact



Deliver **impact** through effective **goal setting** and **year end**

Foundation modules - Self directed

Module 1  
Open PD

Module 2  
Goals

Module 3  
Feedback

Module 4  
Conversations

Module 5  
Year-end

# Open Performance Development

At the heart of Open Performance Development is clarity on what it takes to perform and lead at KPMG - to deliver impact, seek growth and inspire trust. You have a critical role to play in bringing Open to life. If we embed this in the way we work and the results we deliver, we will drive our individual and collective performance. Module 1 will give you an overview of Open performance development – our new approach to performance at KPMG, and what it means for you.

## Module 1

[Open Performance Development animation](#)

[eLearn Module 1 – Open PD Overview](#)

[Open Performance Development Framework](#)

[Everyone a Leader framework](#)

[The role of Appraisees, Performance Managers and Engagement Managers](#)



# Goals

The world around us is constantly changing. That's why we're moving away from static goals to goals that are SMART, and just as responsive to change as you are. You will now set fewer, more focused goals that can be changed as priorities evolve. Your goals should be focused on the things that matter most - the critical outcomes that will have the biggest impact on the business.

## Module 2

[Goals animation](#)

[Goals at a glance](#)

[Goals eLearn](#)

Want to know more? Grow your knowledge further with the following resources:

[Adopting a growth mindset](#)

[Creating SMART goals](#)

[Role Profile and metrics](#)

[Goal setting conversations](#)

[Adapting and updating your goals](#)



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Foundation modules - Self directed

# Feedback

Asking for feedback is not part of your year-end review – you need to ask for feedback throughout the year. With Open performance development, we're creating a culture where giving and receiving feedback is the norm, creating a vibrant, feedback culture. Ask for feedback regularly, and from a broad range of colleagues.

## Module 3

[Feedback animation](#)

[Informal feedback at a glance](#)

[Informal Feedback eLearn](#)

[Engagement review animation](#)

[Engagement reviews at a glance](#)

[Providing feedback \(CEDAR feedback model\)](#)

Want to know more? Grow your knowledge further with the following resources:

[Receiving feedback](#)

[Asking for feedback](#)



# Conversations

To build a meaningful relationship with your performance manager, you'll need to do more than just check in once or twice a year; you'll need to meet and talk regularly. Only by working alongside your performance manager to reflect on your challenges, goals and new opportunities will you grow. Having greater clarity on your challenges, strengths and opportunities means no surprises at year-end.

## Module 4

[Regular conversations animation](#)

[Regular conversations at a glance](#)

[Regular conversations eLearn](#)

Want to know more? Grow your knowledge further with the following resources:

[Asking effective questions](#)

[How to structure regular conversations](#)

[Building a fulfilling relationship](#)

[Coaching-style conversations](#)



# Year end review

All of the performance cycle activities in Open performance development lead towards an effective, fair and transparent process. By clarifying what high performance looks like at KPMG, and what's expected of you personally, you can feel confident there will be no surprises at year end. Regular conversations and feedback throughout the year will help ensure a fair and transparent assessment of your performance, with year end being the culmination of all the conversations that have taken place. Our year end reviews will also be more future focused, helping you unlock a host of future possibilities that you can use for your own development.

## Module 5

[Year end animation](#)

[Year end at a glance](#)

