



Our new approach to performance

You make a real difference every day
– let's talk about it

we are Sainsbury's 

Links: our new approach to performance

All around our business, we're constantly looking for new and better ways to operate, so we can achieve even more as a team.

You've told us that PDRs don't always work well for you. So we've been looking at different approaches to performance reviews. Evidence from the latest research and what other leading businesses are doing shows that there are more positive and useful ways to discuss your performance than the way we do it at the moment.

That's why we're launching Links. Links are regular, individual discussions with your manager – but instead of following a tick list and sticking to a formal rating structure, they're all about identifying and acknowledging the difference you make every day.

Think Link

We've called our new performance discussions Links because they're all about making connections between business success and individual performance. Constructive discussions, they focus on each person's impact in the team, because it's our vital linking relationships that give colleagues powerful collective purpose.

So what does **the difference I make** really mean?



It's what you do

Your key personal achievements that contribute to your team, the business or our customers



It's how you do it

The way you go about delivering those achievements, aligned to our values



It's collaboration, how we work better together

The difference you make to and through others – sharing knowledge, contributing to their growth and success and building on their ideas. It means making the broadest difference, as this is when you have the greatest impact



Why change?

At the moment, we use a traditional structure for our PDRs. Usually, managers work from a fixed set of measures and KPIs and are highly focused on a colleague's overall rating.

We think that this isn't always helpful. It means that the whole discussion is geared towards the rating that will be revealed at the end. It's easy for people to be defensive or to spend a lot of time justifying small things, because they're written on the form.

You tell us that you wish you could talk more about your development and growth and what you're doing that contributes most to our business. That's the part of the review that matters to you. So we want to focus on that in Links, allowing you to have an open discussion about what you are doing to make a difference and how to do it even better.

We've been working with leading experts and large companies who have already moved to this kind of approach. They tell us that it's producing great results, for individuals, for teams and for business overall.

That's what excites us about this new approach. Our success is all about our collective performance. Every day, colleagues have a big impact on their teams and the business. It makes sense to us to focus on how you make a real difference to customers and colleagues – talking about it, rewarding it and continually improving what you do.



All about Links

Get in the know about your Link



Setting up

You and your line manager will meet at least four times a year at a Link. It can be more often if that's useful for you. Simply use the time you set aside for your existing one-to-ones for a Link. Either yourself or your line manager can suggest you have a Link whenever you want. You might want to plan a Link when you come to the end of a project or a significant piece of work as it's a great opportunity for reflection and learning for continuous improvement. The important thing is that between you, you identify at least four opportunities a year for your Links.



Preparing

You can prepare for your Link by thinking about your recent and future work: looking back and looking forward. You'll be given a Link sheet before your Link meeting, so you can make notes to remind you about anything you'd like to talk about.

LOOKING BACK:

- What contributions have you made and what was the resulting difference?
- Where could you have made a greater difference?

LOOKING FORWARD:

- What am I going to do to make more of a difference?
- How will you learn and grow to make even more of a difference?

- You might not discuss this topic every time, but when appropriate, you may also want to think about:

Your career goals:

How can you learn and grow to be the best you can be?

WHAT'S IN IT FOR ME?

You can be clearer than ever about your priorities for making a difference to our customers, your team and the business. Links are all about you and what you really do. This focus means your manager is able to recognise, encourage and help you extend your performance that's making a real difference to the business.



Your Link conversation

Your Link will probably last around 45 minutes to an hour. In it, you'll discuss your work in terms of the difference you make. You and your line manager will explore the most important and useful things you've achieved and plan to achieve as well as how you support others to help them make an individual or team impact too.

Both when looking forward and looking back, you'll consider what it really means to **make a difference – what you do, how you do it and collaboration, how we work better together**. When you talk about your agreed objectives, you'll do it in this context, thinking about the future and the difference you will make. It's up to you and your line manager together to decide what's most useful and important to spend most time on.



Acting on it

At the end of your Link, you and your line manager will have talked about your recent achievements and decided what you're going to focus on doing more of, and what you can improve in the coming weeks and months. Both of you will write comments about how you're making a difference on your Link sheet.

You won't get a rating at the end of your Link. But you will have a clear sense of what to stop, start and continue doing. It's really important that you go away from the meeting feeling clear, confident and motivated about making a bigger and better difference. If you don't feel that this is true, ask your manager to spend some more time talking about this with you. Together you and your line manager will summarise your discussion on the Link sheet so you both have a record of key feedback and agreed actions.



Your annual bonus

Personal performance will continue to have a direct link to your personal contribution element of our annual bonus.

Currently, this is determined by your annual PDR rating. The link between personal performance and bonus remains important. Once we have seen how the Link trial works and had feedback from you, we'll make a decision about whether ratings play a part in the future. What is certain though is that we will continue to enable line managers to reward individual colleagues through bonus, with a focus on the difference you make to the business throughout the year.



What happens next?

The Links trial is now launched. You and your manager will need to agree a date for your first Link. The HR team will be closely monitoring the trial over the next few months. At the end of that, we'll review, revise, finalise and if the feedback and outcomes are as good as we hope, start preparing to roll out Links to the whole business in April 2016.

Training

All managers in the trial departments will attend training sessions to make sure they know how to get the most from Links, for their colleagues, teams and the business.

More questions?

Ask your manager or HR business partner if you want to know anything else.



Our vision for Links

it's about what works for you

Links are new to us all. We hope this trial will be a success for everyone.

But how will we know if it is?

What you feel about the Links, their outcomes and how they help you to make a difference every day is really important.



We hope you:

- See more clearly the difference you make to those around you, our customers and our business
- Enjoy a greater emphasis on teamwork and supporting the work of your colleagues
- Know how you can continue to improve your performance
- Feel valued not only for what you do but how you do it
- Have time to talk regularly about your development
- That you get to the heart of what matters with your line manager more quickly
- Enjoy more constructive and motivating discussions

These are some of the things we hope you'll think and feel. We'll be listening to you carefully to find out if we're achieving this vision. Your experience will guide us to see what's working really well and learn what we need to change to make it better.