Assessing for Outcomes Not Inputs

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Smarter Workforce

Session overview

- Today's organisational context

- Proposed solutions to today's challenges

- Introducing GSK Expectations

- Assessing for Outcomes

Today's organisational context

- Volatility

- Uncertainty

- Complexity

- Ambiguity

Smarter Workforce

Changes in organisational structure to enable increased adaptability

The mechanistic model
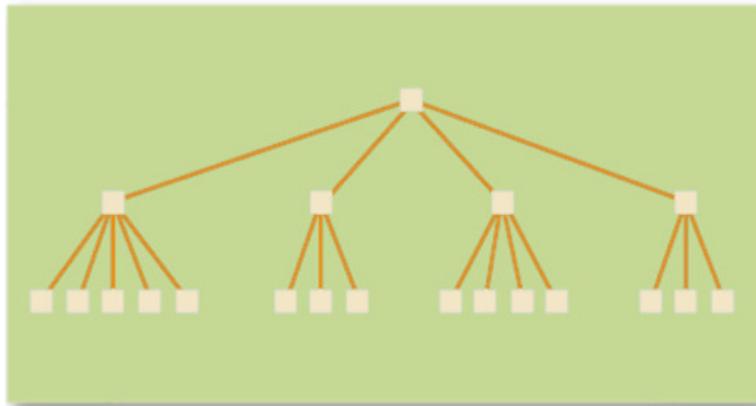
- High specialisation
- Rigid departmentalisation
- Clear chain of command
- Narrow spans of control
- Centralisation
- High formalisation

The organic model
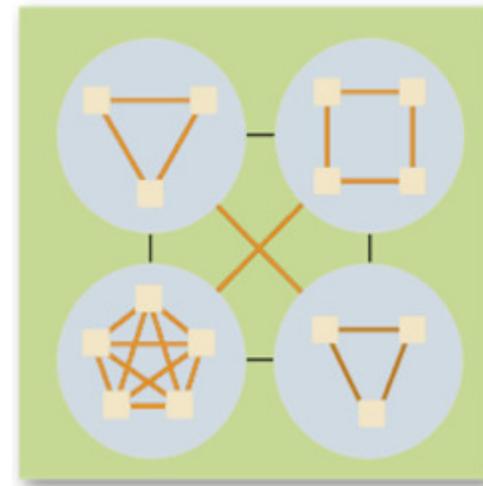
- Cross functional teams
- Cross hierarchical teams
- Free flow of information
- Wide spans of control
- De-centalisation
- Low formalisation

Moving from Control to Open in Performance Management

Control Organisation

Open Organisations
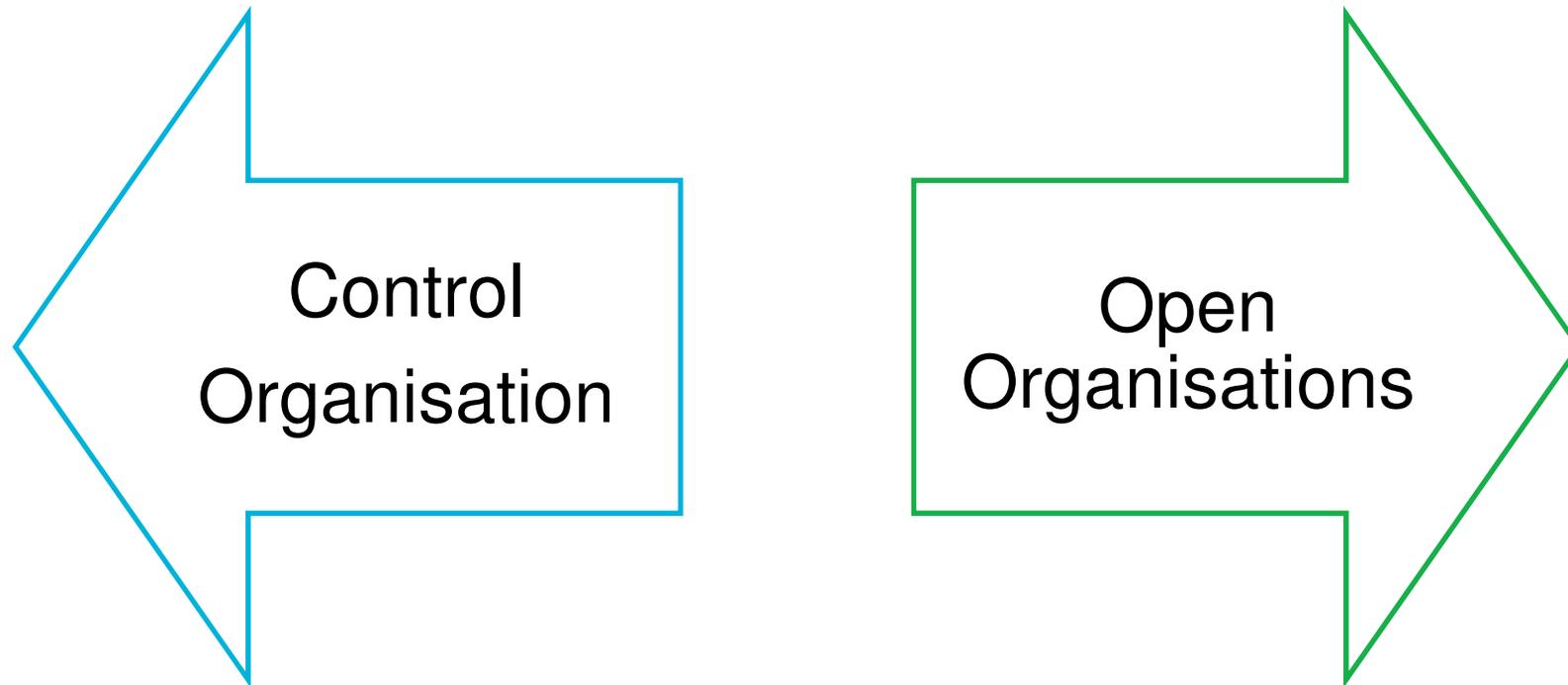
Open Organisations

- CEOs believe their organisations will be impacted more by the pressure to be open than the need to control.
- The emphasis on openness is 30 percent higher among outperformers

Control Organisations

Balance between openness and control

Open Organisations

■ Outperformers
■ Underperformers
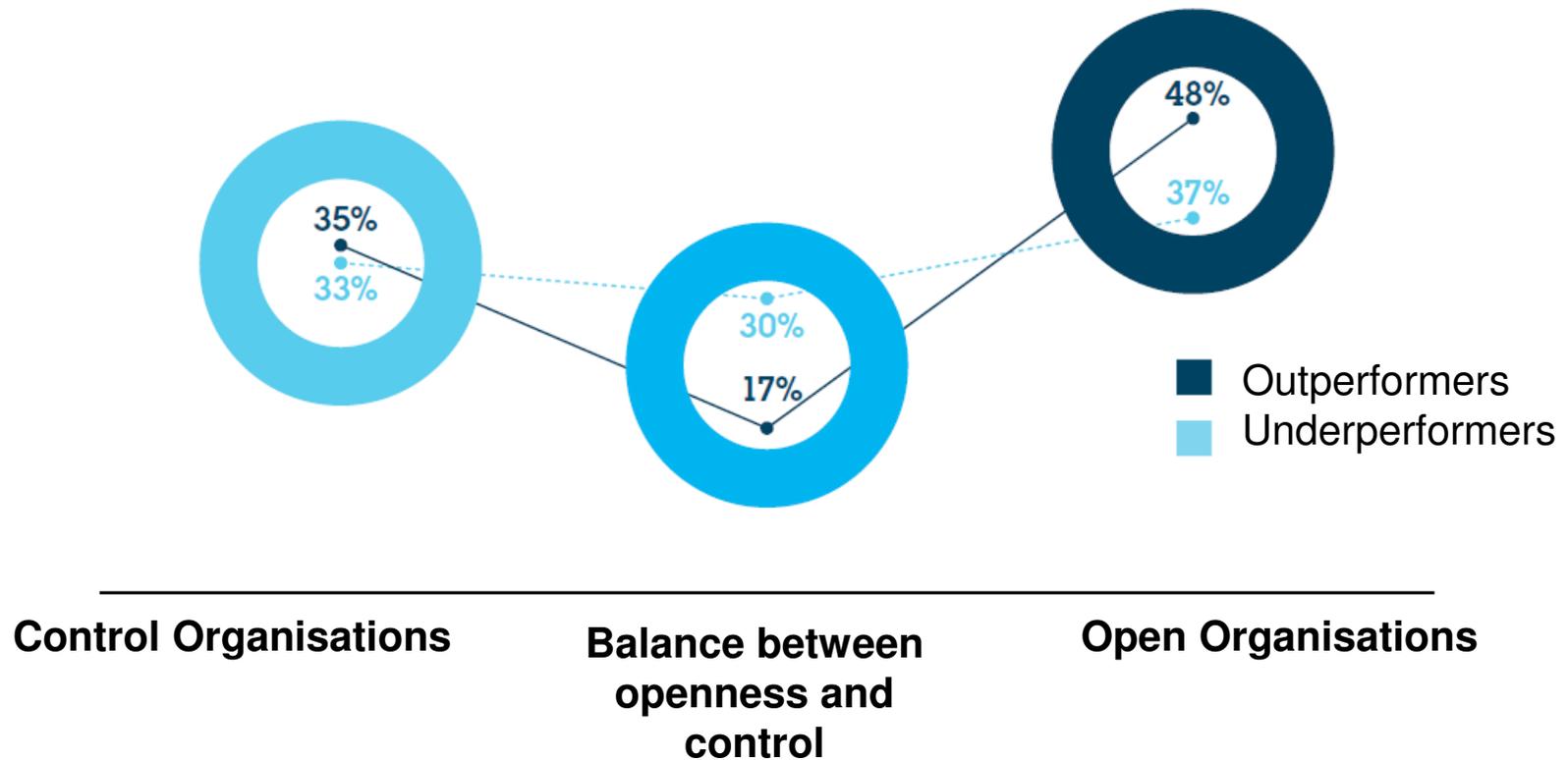
What does this mean for defining performance?

Behaviours   **Impact and Outcomes**

Control Organisation
Prescriptive

Open Organisation
Judgement & Trust
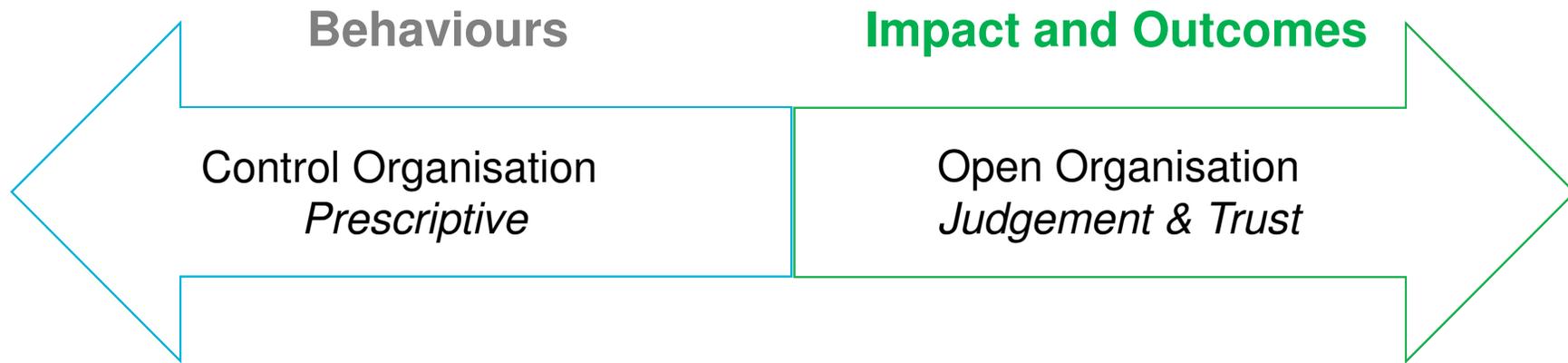
The day to day actions that you take to achieve

What has to be achieved in line with the Organisations Values

7

How are your clients reacting to the VUCA world?
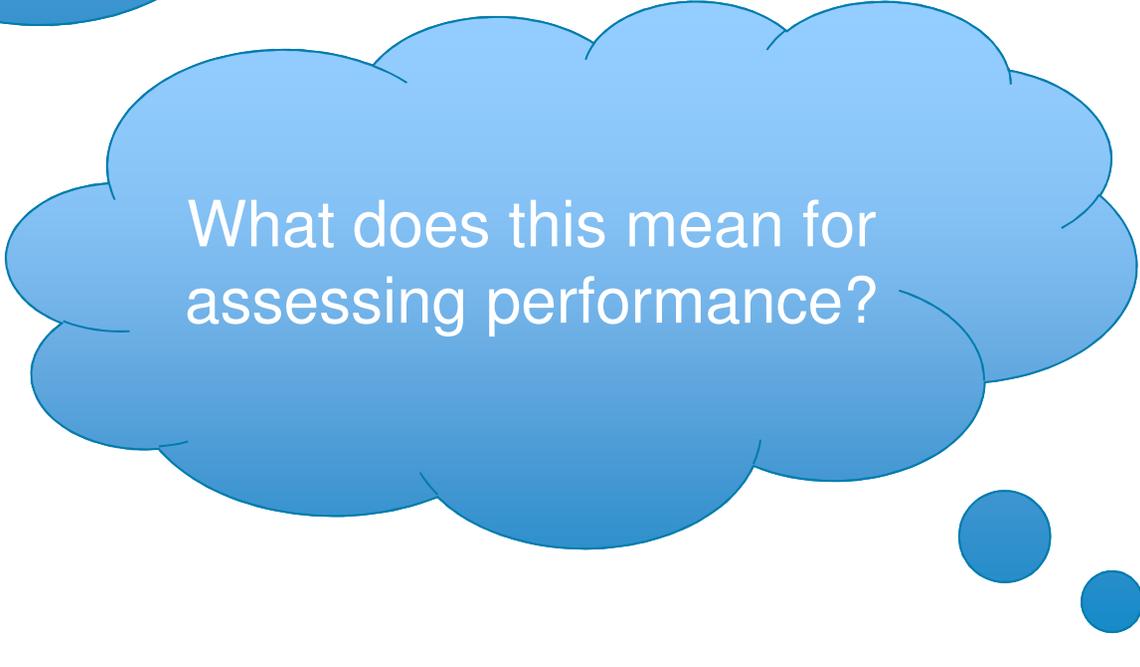
What does this mean for assessing performance?

GSK Case Study

Introduction of GSK Expectations

Set direction & inspire	Work across boundaries	Release energy	Develop capability & talent	Drive performance	Live our values

What are we measuring?

Control
Organisation

Guiding
Principles

Open
Organisation
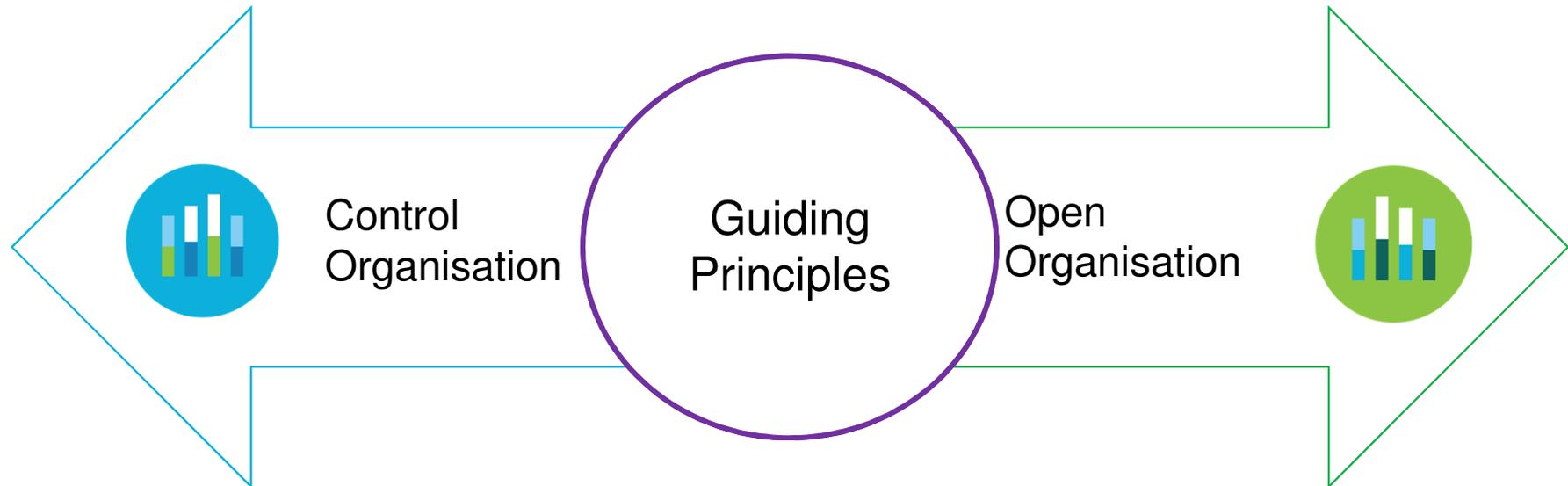
Competencies = BARS

How would you expect someone
high performing to behave?

Expectations = Impact Rating Scales

What would you expect someone
high performing to achieve?

Writing the IRSs

Set Direction and Inspire:
Using sound judgement to set a clear and compelling vision that shows your people how their work contributes to delivering our strategy and mission

Guiding Principles	Exercise Scenarios	Impact Rating Statement
Alignment: Goals contribute to the wider team/ organisational strategy	Role Play	Lee understood how the changes related to the regions strategy
	Product Proposal	Links between the proposed product and the pharmaceutical strategy were clear
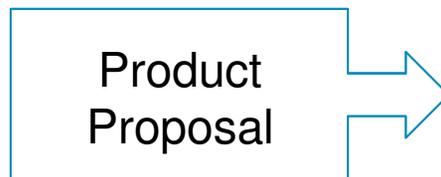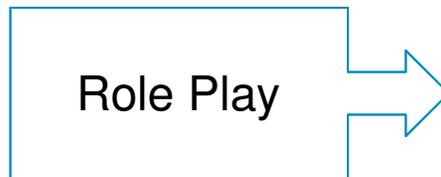
Where did IRSs feel most different?

Group Exercises

- The candidate's inputs enabled the team to…..

Role Play

- Impact to the character
- Impact to the issue

Our Learning

- Unlearning and re-learning for Design
- Unlearning and re-learning for Assessors
- Simplification can be complicated
- Feedback from assessors has been that the IRSs are simple and easy to use
- Inter-rater reliability is high

Questions