

4x4 Conversations

An Innovative Performance
Review Process



About Zelle

Zelle is a Human Resources outsourcing company that specializes in:



Recruiting



Training & Development



Employee Relations



Wellness

Case Study: Local Organization

- 900 employees
- Traditional review process

Case Study: Traditional Performance Reviews

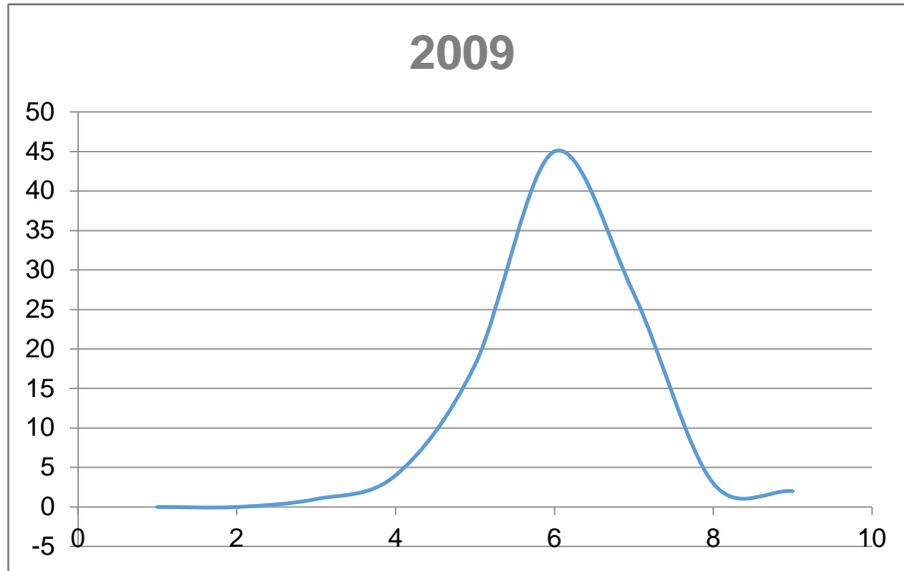
2009

- 426 reviews in HRIS System
 - 50% of employees completed reviews
 - 48% of managers completed reviews

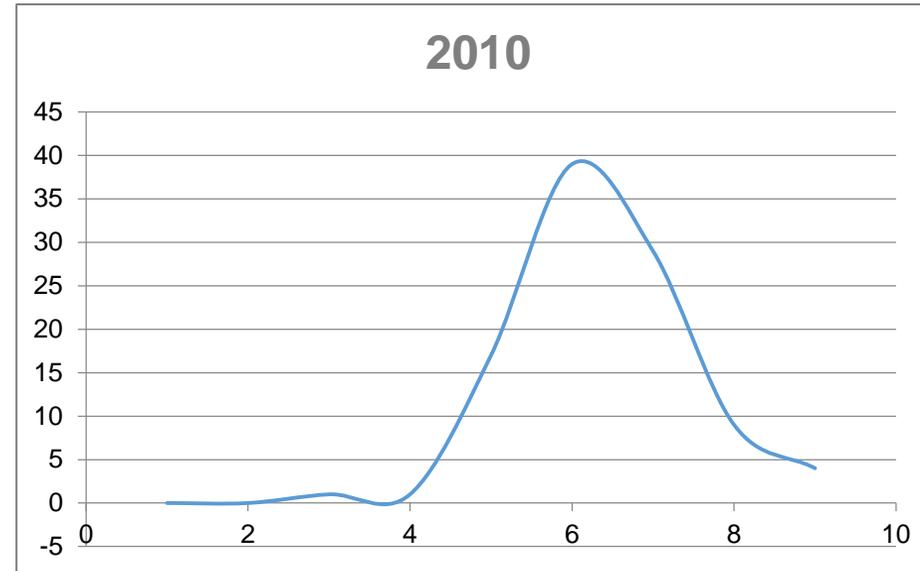
2010

- 441 reviews in HRIS System
 - 59% of employees completed reviews
 - 49% of managers completed reviews

Employee Statistics

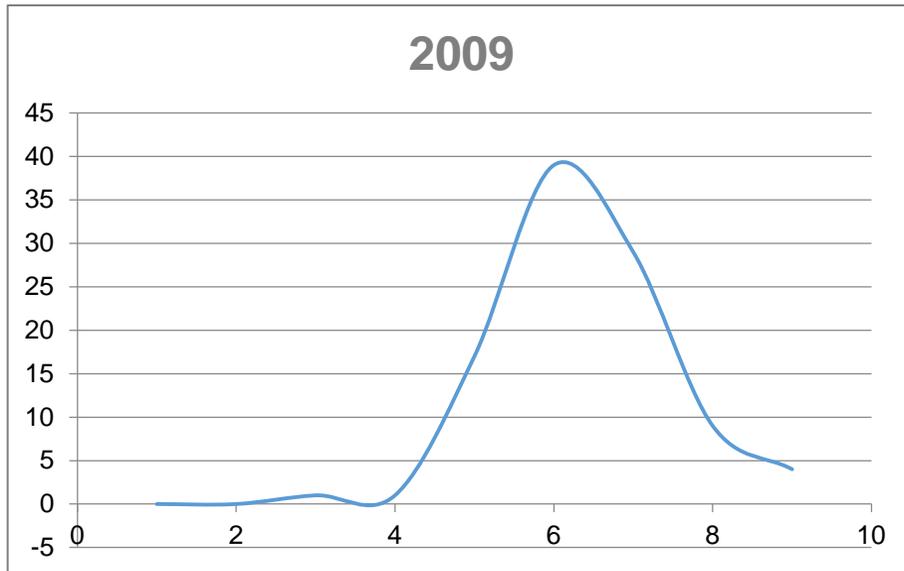


- 0% Unsuccessful
- 5% Developing
- 90% Successful
- 5% Outstanding

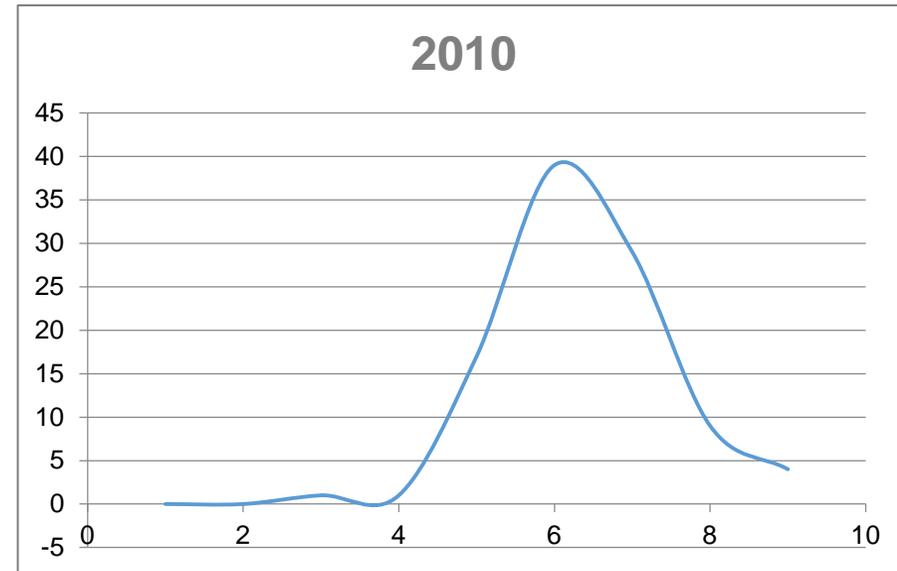


- 0% Unsuccessful
- 7% Developing
- 86% Successful
- 7% Outstanding

Manager Statistics

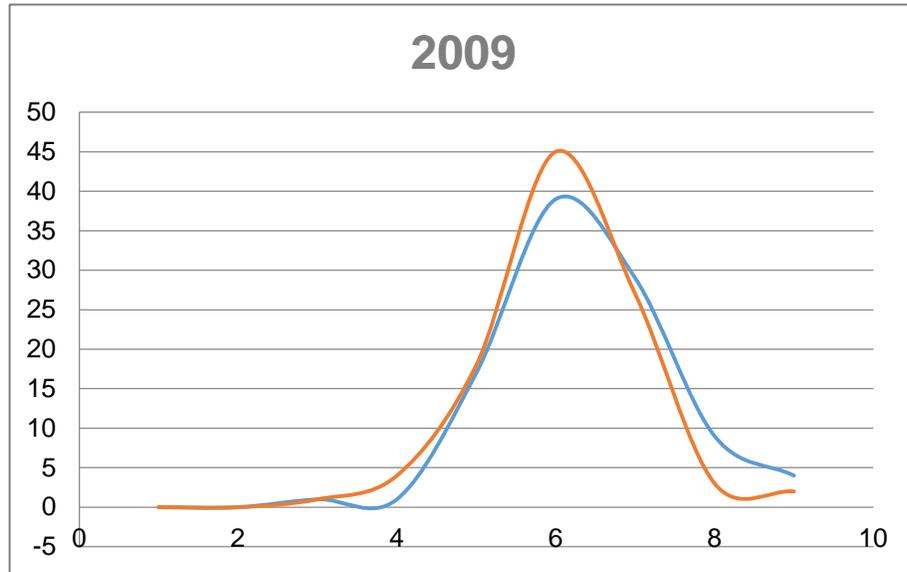


- 0% Unsuccessful
- 2% Developing
- 85% Successful
- 13% Outstanding

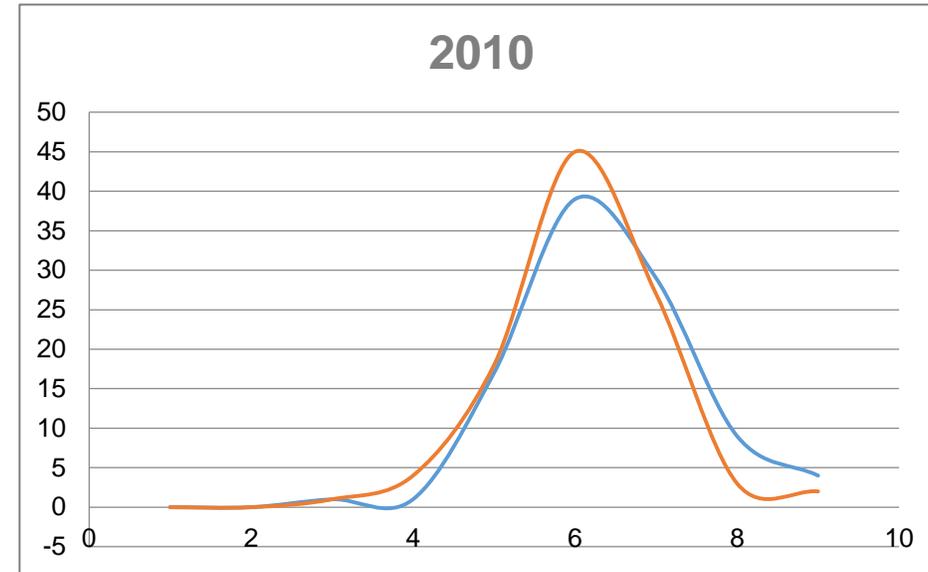


- 0% Unsuccessful
- 6% Developing
- 72% Successful
- 22% Outstanding

Manager / Employee Overlay



- 0% Unsuccessful
- 17 involuntary employee terms total



- 0% Unsuccessful
- 11 involuntary employee terms total

Benchmarking Results

Researched and compared hundreds of companies:

- Some used a balanced scorecard approach
- Very few used a coaching guide
- Most used a traditional performance review process

Informal Survey Results

What peers liked about traditional performance reviews:

- Tool for feedback
- Provides a roadmap for goals and expectations

What peers disliked about traditional performance reviews:

- Form and process in general
- Time consuming
- Routine for long-term employees
- Inconsistency
- Not based on merit
- Fear of proper rating
- Training is needed
- Feedback is untimely

Traditional Performance Reviews: A Universal Problem

“Second only to firing an employee, the thing managers dislike the most is performance appraisals. This is understandable given that the process of the performance appraisal, as traditionally practiced, is fundamentally flawed.”

- Susan M. Heathfield, Performance Appraisals Don't Work

“It is one of the most pretentious and worst practices taking place at companies today. HR professionals need to seize every opportunity to rid themselves of this practice and create a solution that truly drives change, engagement and productivity.”

- Erin Conroy, Associated Press, 4/20/2010



Case Study: Conclusive Results

- Everyone seemed to strongly dislike performance appraisals
- Value was not seen for time and effort put into the review process
- No evidence that reviews were affecting performance
- Managers were avoiding reviews

Overall, the traditional performance review approach doesn't work.

What is the Solution?

- Simple and efficient
- Creates a culture of transparency
- Promotes open communication at all levels
- Easy for managers
- Less consuming and structured
- Accountability for employees as they invest in your company
- Allows access to completed reviews at any time
- Keeps employees on track, motivated, and engaged

Our Solution: The 4x4 Process

- 4 conversations
- 4 times per year
- 4 questions

4x4 Conversations: Question 1

What accomplishments have you had since the last time we met?

This is your opportunity to highlight what you did over the last three months. Remember, you don't need to list everything you did. Focus on the tasks or projects that made the biggest difference.

4x4 Conversations: Question 2

What are the most important things you will accomplish before our next meeting?

Think ahead to the next three months. What are the things that you will be working on? Remember, you don't need to list everything that you will be doing. What tasks or projects are going to require the most of your time and have the biggest impact?

4x4 Conversations: Question 3

What challenges are you facing today?

Are there things that keeping you from performing at your best? What are they? Maybe you're having a tough time prioritizing. Perhaps there is an lack of communication between you and a group you work with frequently. It is important to let your manager know the challenges you are facing so that they can be aware and help you find a way to overcome them.

4x4 Conversations: Question 4

How can I help you be your best?

It's important to let our managers know what they can do to help us be our best. Do you need a little more guidance on a project that has been assigned to you? Do you need more frequent interaction with them just to touch base? If so, this is your chance to let them know.

Case Study: The Conclusion

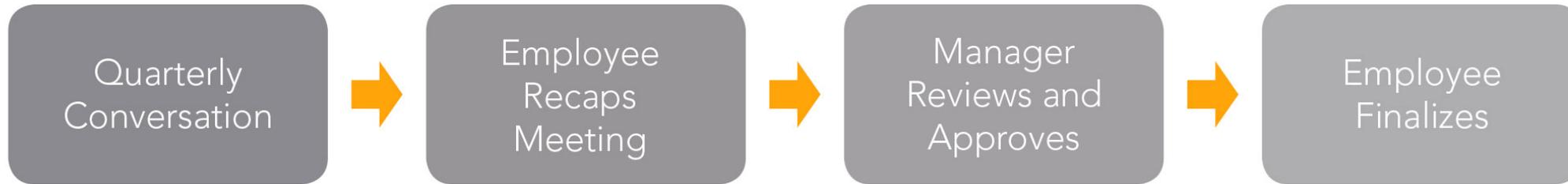
After adopting and utilizing the 4x4 review process, results showed:

- 100% participation
- Increase in employee/manager communication*
- Increase in employee engagement in the workplace*
- Employees have stated that they look forward to the conversations and receiving feedback from their managers.
- Managers have stated that they look forward to the process because it is simple and easy to complete for each employee.

** Based on Engagement Survey Results*



4x4 Process



4x4 Process Demo

Why use the 4x4 process?

- Innovative and refreshing
- Differentiate your company from the competition
- Increase communication
- Employee ownership and accountability
- Reduce time commitment
- Simple and informal process
 - No rating system
 - No “final” appraisal
- Works for metric and non-metric driven departments
- Creates transparency
- Informal track record of progress
- Increase motivation and engagement

Questions

4x4 Performance Review Process

Contact Zelle

If you would like to implement the 4x4 process but don't know where to start or are interested in additional human resource solutions, please contact us.

We live for this stuff. We're energized by the opportunity to help your business grow, maximize efficiencies, and solve problems before they ever surface.



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