

**FIVE 'LIGHTBULB MOMENTS'
FOR GROWING SMEs. MADE SIMPLE.**



ORGANISATION STRATEGY/PRIORITIES

Lightbulb Moment No 1

What We Do Now

- Strategy/priorities documents are often big on activities but low on what the results would look like - people struggle to articulate the non-financial outcomes!
- Key performance indicators (KPIs) often give 'lagging' information that is 'after the event'
- Strategy at organisation level does not always translate well or relate down to what happens in each team

What We Should Do

- Each strategic priority needs a clear result you aim to 'see or hear' – steer away from just relating things to generic, broad goals that are too far away from the priority
- Separate metrics/KPIs into those that address one-off strategic priorities and those that deal with day-to-day efficiency/best practice/ what we do every day
- Consider metrics/KPIs that give you an 'early warning system' so that activities can be changed *now* rather than metrics that tell you things when it is too late!

PEOPLE STRUCTURE/JOB DESCRIPTIONS

Lightbulb Moment No 2

What We Do Now

- Titles are often confusing or meaningless and built around a particular person and the title they wanted!
- Org charts can therefore often look confusing
- Everyone has a job description that is written in corporate-speak and often feels like a formal, legal document
- Many people don't read them until they are told to or until it's time for appraisals!
- Managers do not use them day-to-day when reviewing performance

What We Should Do

- Don't always fit jobs around people: the 'org chart' should look logical and clean to an observer
- Lose the 'management-speak' in job descriptions
- Be clear on the expected results wanted from the role rather than just describing activities and responsibilities
- No need to state the obvious on them eg 'Work well within the team'!
- Be clear on differences between roles so that a career ladder can be built that lets me tangibly know how I can get to the next role

COMPETENCY GUIDES

Lightbulb Moment No 3

What We Do Now

- Many organisations have behaviour guides that show 'what good looks like' around here
- Often, they are very jargon-laden and are subjective and difficult to interpret: what does 'dynamic' and 'energetic' actually mean?!
- In many appraisal systems everyone is rated against each competency/behaviour – why??!!
- Implies that everyone has to 'fit in' against a type rather than accepting people's unique factors/qualities

What We Should Do

- Guides should be written in plain-English 'see/hear' language so no room for subjectivity/difference of opinion
- They should be used for *specific* purposes eg talent succession, developing underperformance rather than everyone being reviewed against every competency 'appraisal style'!
- They should be used to aid conversations rather than expecting people to have to 'tick a box' and exactly 'fit' what the competency is asking for

PERFORMANCE APPRAISAL

Lightbulb Moment No 4

What We Do Now

- An annual or six-monthly one-size-fits-all system
- Bureaucratic paper, processes and use of ratings that often puts managers off
- Poorly worded, jargon-ridden 'objectives'
- Subjective links to pay/bonus in many cases
- Completed mainly for compliance purposes and then forgotten until next appraisal!

What We Should Do

- Make managing performance and development more flexible so that under-performers are not getting same approach as over-performers!
- Approach it as we do with 121s: As and when needed
- Lose much of the paperwork and process
- Abandon use of ratings
- Separate money decisions from the 121 process
- Agree performance and development objectives that are results-focused and in plain-English

EMPLOYEE SURVEYS

Lightbulb Moment No 5

What We Do Now

- An annual survey in many cases
- Suffers from 'recency effect' in that people respond according to how they feel now – they may have been happy months before!
- Lots of questions
- Action plans post-survey are variable in terms of quality of follow-up
- Employees demotivated when they don't see their feedback being acted on

What We Should Do

- Move to 'pulse' surveys for better info and higher response rates
- Fast and frequent approach with fewer questions
- Be obsessive around following up on post-survey action plans
- Communicate little and often when action has been taken following feedback
- Use technology for the surveys as much as possible



Growing Pains At Work?

People 360 for Growing SMEs Is The Cure!

- “The business is growing and what was working when we were smaller won’t necessarily work in the future!”
- “Our priorities aren’t always clear; we’re all busy but is it on the right things?”
- “The people structure is looking a bit all over the place and difficult to scale up!”
- “We don’t want loads of admin, process and bureaucracy and want to keep things simple”
- “We want to attract, develop and retain good people but still need to be great at managing performance”
- **People 360 will help** – Take all of it or just what you need – Free diagnosis & recommendations around what you are currently doing.
- **People 360:**
Performing, Developing & Happy At Work. Made Simple.

'People 360'

The Complete Solution For Growing SMEs



- **Performing, developing and happy at work: Made simple**
- **Start at any point or take the complete six-step solution**
- **Check us out at lightbulb.work**