



HOW CAN ORGANIZATIONS
THRIVE AMIDST CONSTANT Δ ?

SNAPSHOT OF PREVALENT PERFORMANCE MANAGEMENT PRACTICES

ABUNDANCE = FORCED RANKING

THE MAJORITY OF FORTUNE 500
COMPANIES USE SOME FORM OF
FORCED RANKING

125

100

75

50

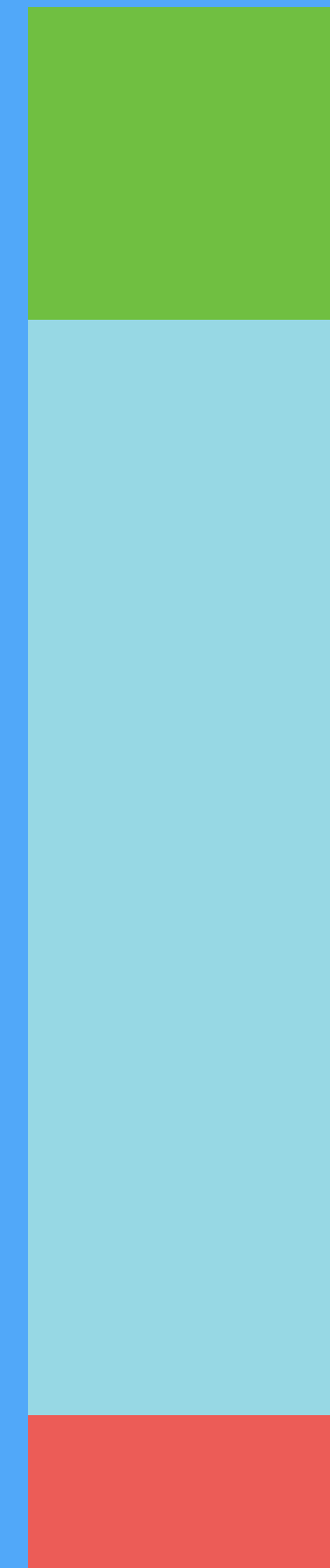
25

0

TOP 20% = A

MIDDLE 70% = B

BOTTOM 10% = C



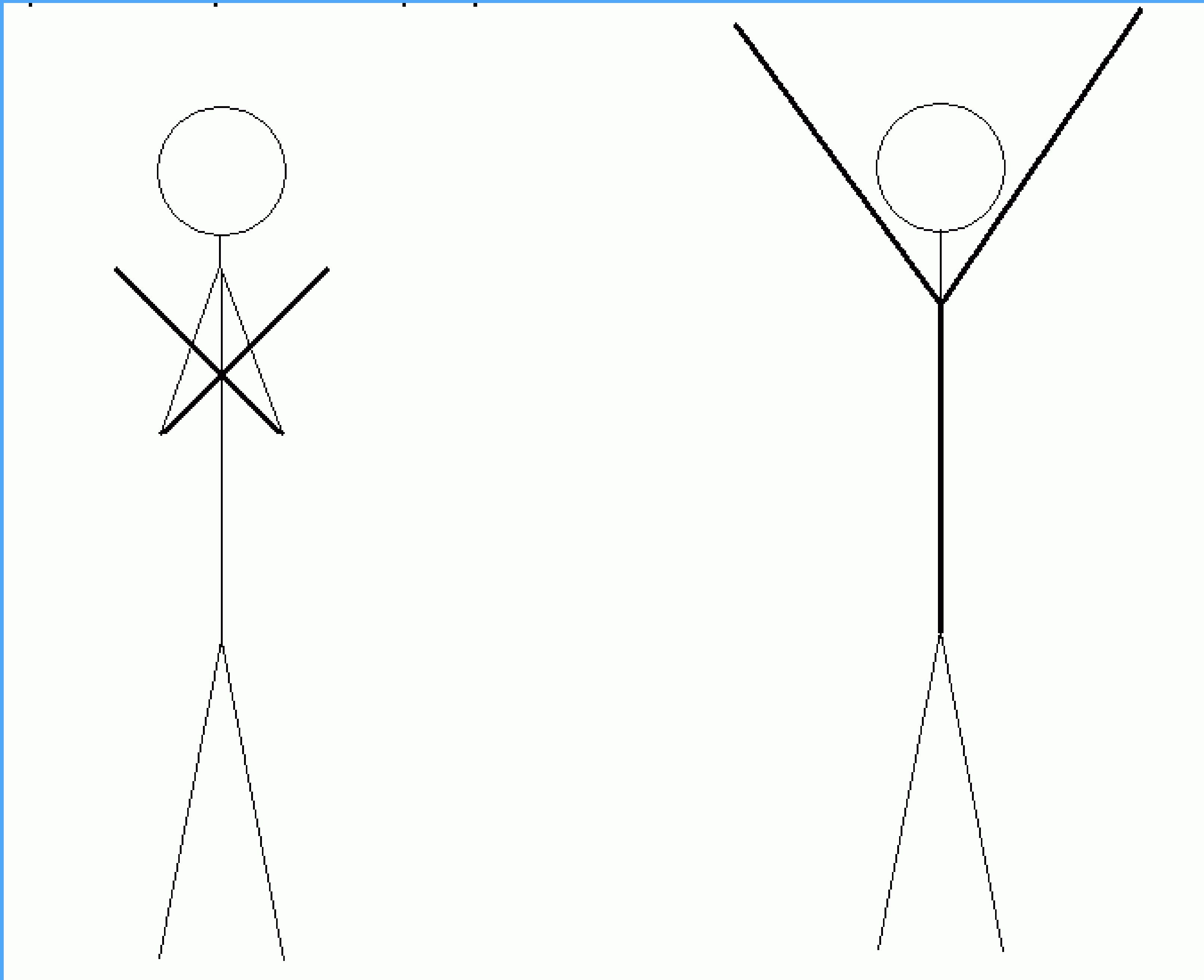
ALMOST ALL **EMPLOYEES** ARE DISATISFIED WITH THEIR REVIEW PROCESS

ALMOST ALL **MANAGERS** DISLIKE THEIR OWN REVIEW PROCESS

HR LEADERS SAY REVIEW SYSTEMS DON'T YIELD ACCURATE RESULTS

WASTE! THE AVERAGE MANAGER SPENDS SEVERAL HUNDRED HOURS A YEAR ON REVIEW RELATED ACTIVITIES

SCARCITY = DEVELOPMENT



DEVELOPMENT PRACTICES SCALE
WITH LOW/NO COST THANKS TO
TECHNOLOGICAL ADVANCES

HYBRID APPROACHES FLOURISH

DEVELOPMENT
+
FORCED RANKING
+
360 FEEDBACK

THE SCIENCES

Culture Speeds Up Human Evolution

Analysis of common patterns of genetic variation reveals that humans have been evolving faster in recent history

By David Biello on December 10, 2007  6

HOW CAN YOUR CULTURE
ORIGINATE FROM YOUR
BELIEFS?

We believe in improving lives through
design and technology

~~PRIDE IN OUR WORK~~

~~PUSH THE ENVELOPE~~

IMPACT PEOPLE'S LIVES

HAVE FUN WORKING AS A TEAM

EXCELLENCE IN OUR WORK

SHOW INITIATIVE

IMPACT PEOPLE'S LIVES

HAVE FUN WORKING AS A TEAM

SUB VALUES - EXCELLENCE

EXAMPLE

- Approaches all things with a high degree of integrity
- Strives for excellence in all that they do
- Demos their work and freely accepts feedback
- Fixes things that are broken
- Produces high quality work

GATHER FEEDBACK

Core Value #1: Excellence in our work

How well do each of the sub values below describe your teammate based on your experience, interactions and observations? Please select one for each of the following sub values:

- Extremely well
- Very well
- Somewhat well
- Not very well

Produces high quality work *

- Extremely well
- Very well
- Somewhat well
- Not very well

Strives for excellence in all that they do *

- Extremely well
- Very well

Core Value: Excellence

Feedback: Solid

Self Assessment: 2.80, Team: 3.08

The team rated you higher than you rated yourself.



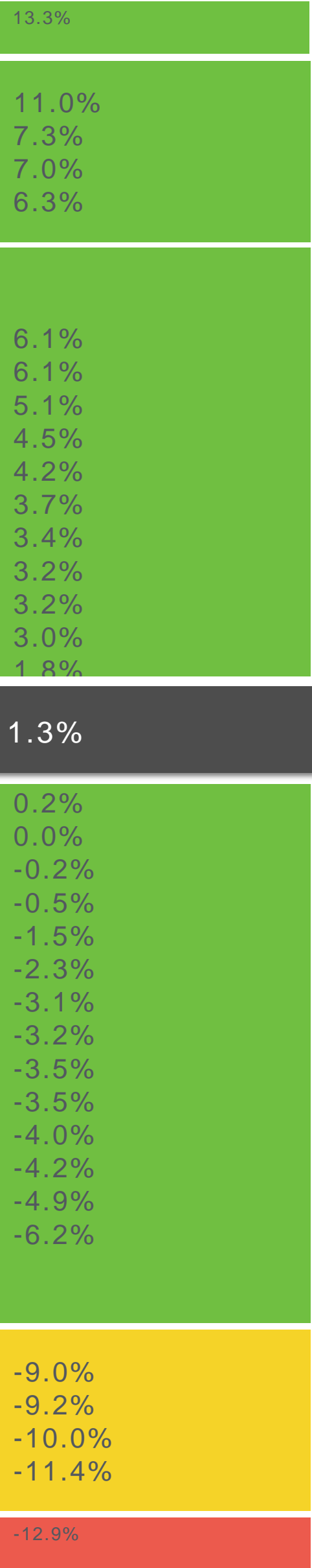
Sub-Values	Feedback
Excellence: Produces high quality work	+1
Excellence: Fixes things that are broken	+1
Excellence: Approaches all things with a high degree of integrity	+1
Excellence: Strives for excellence in all that they do	•
Excellence: Demos their work and freely accepts feedback	•

Comments

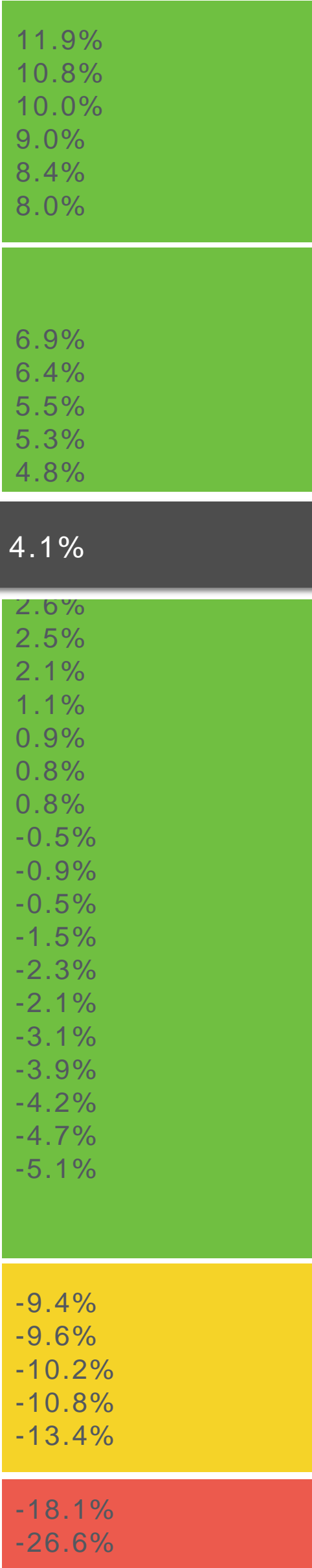
Keep: Keep delivering excellence! You have great attention to detail and clearly care about the quality of your work. Thumbs up.

SAMPLE TREND UPWARD

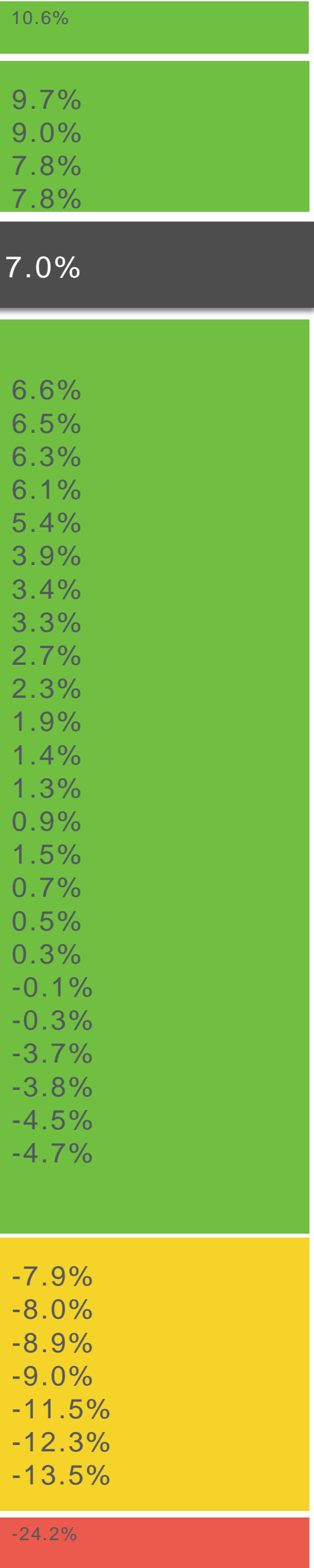
Q1



Q2



Q3



FIND YOUR CULTURAL NORTH STAR
AND THRIVE DURING CONSTANT Δ



PRESENTED BY JASON PETRALIA

EMAIL QUESTIONS TO JASON@RAIZLABS.COM