

April 1, 2025

Performance Management

Navigating the Aches and Pains



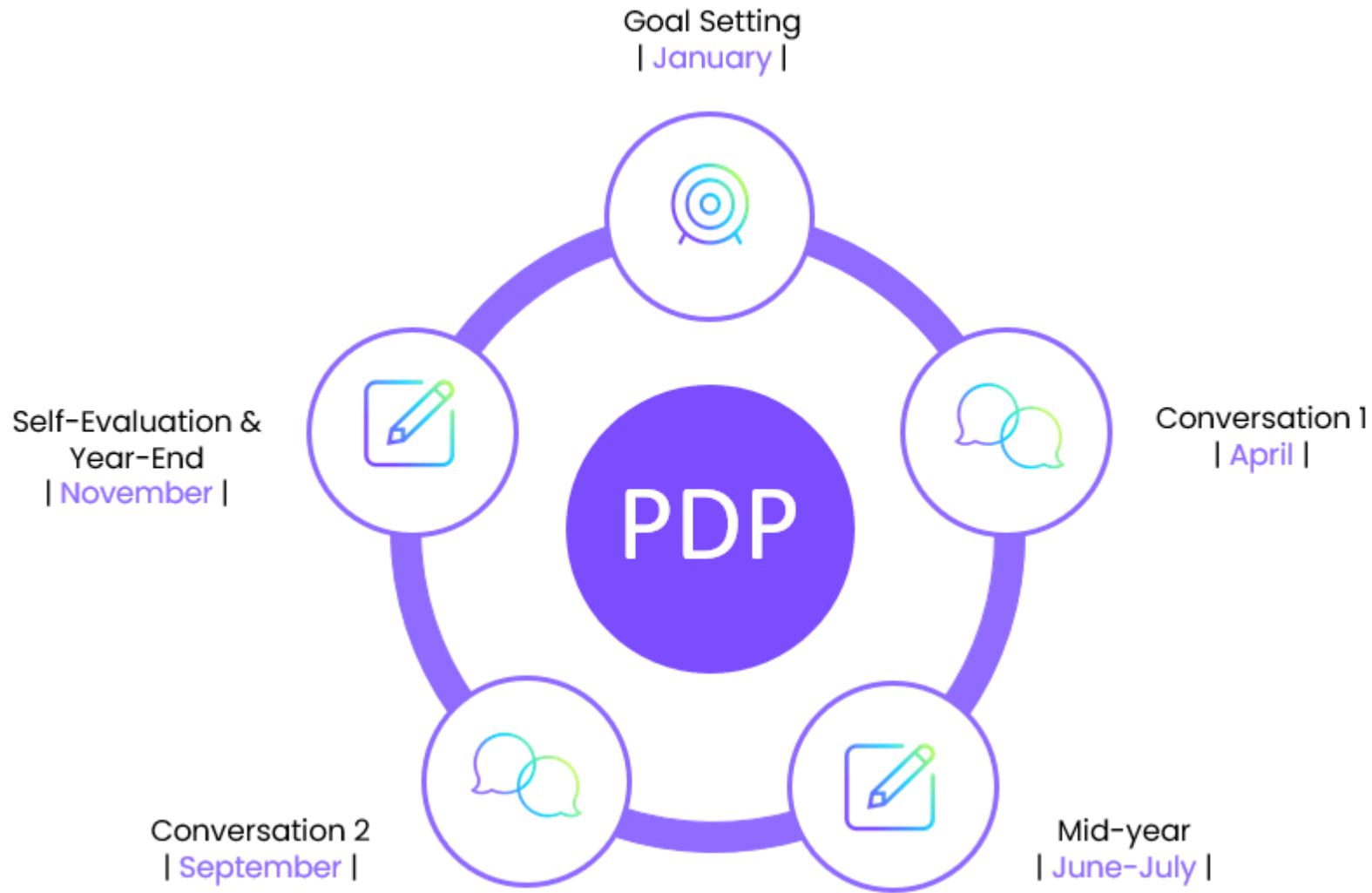
Let's Explore

1. Gracefully accepting the pitfalls that we all face
2. Adapting to what the business can manage
3. Building foundational capabilities among leaders and employees









The Intent

Focus on the value of having conversations.

More touchpoints generate more connection.

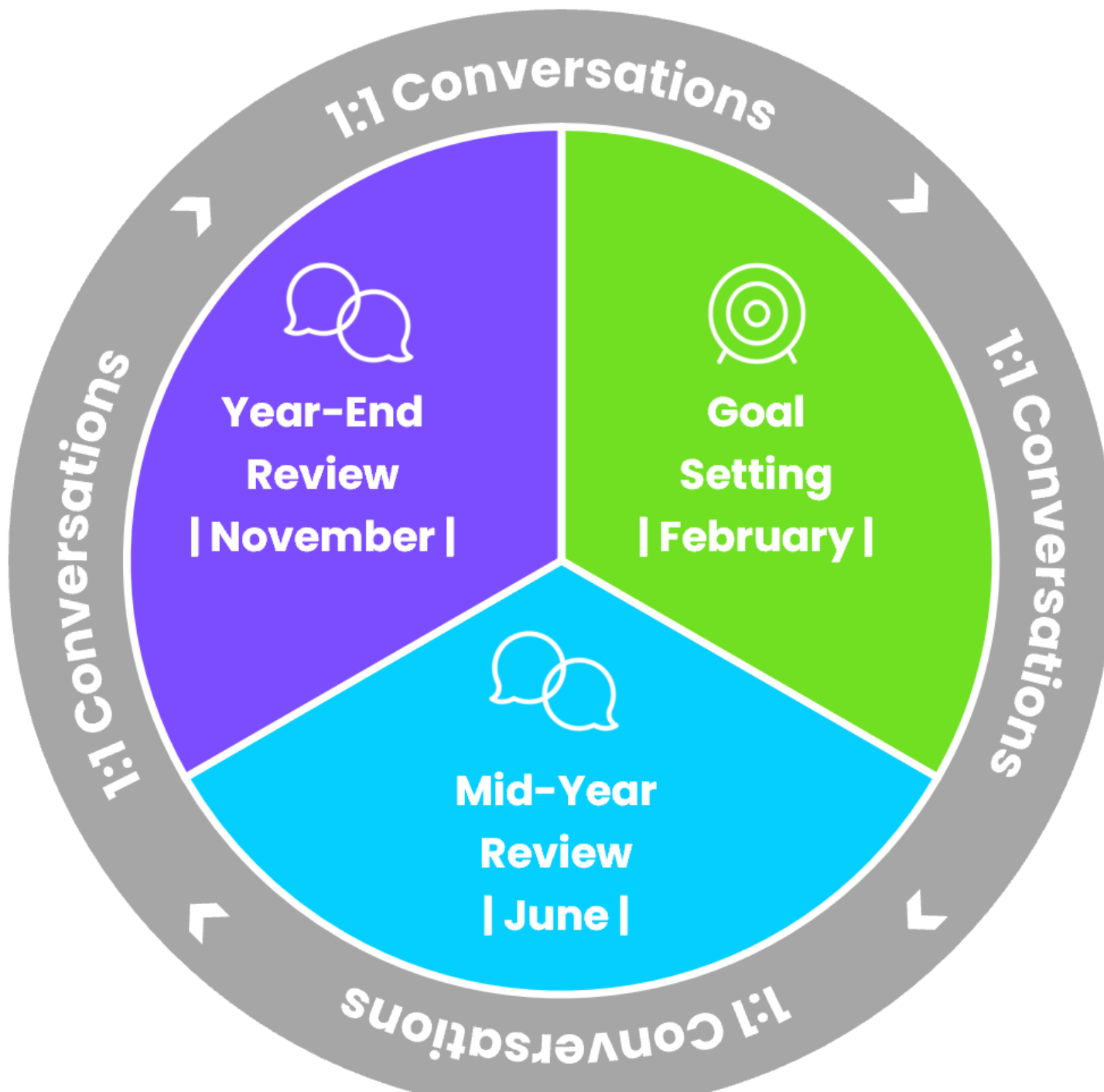
Use the system to the fullest.

Link completion to the company scorecard.

Document so that tracking and reporting can happen.

Support self-learning with a robust library of learning aides.





Lessons Learned

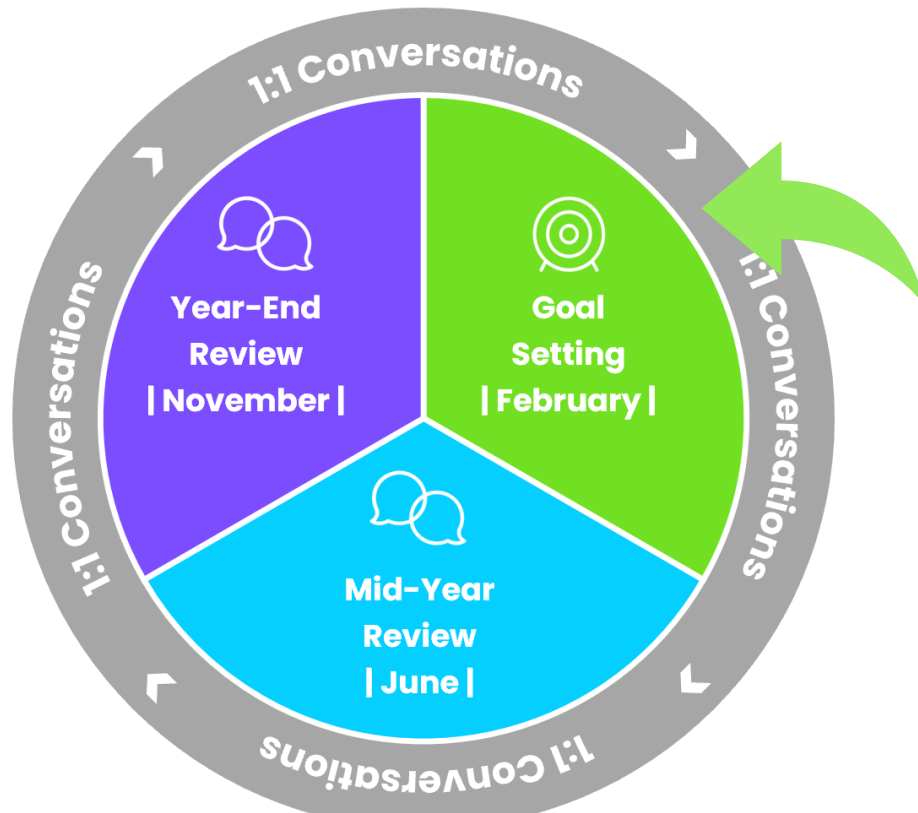
Leaders don't want to document conversations in a system.

Linking completion to company scorecards gets it done but not done well.

Leaders are more open to guidance, feedback, and learning than we think.

Well articulated goals are essential to the process.

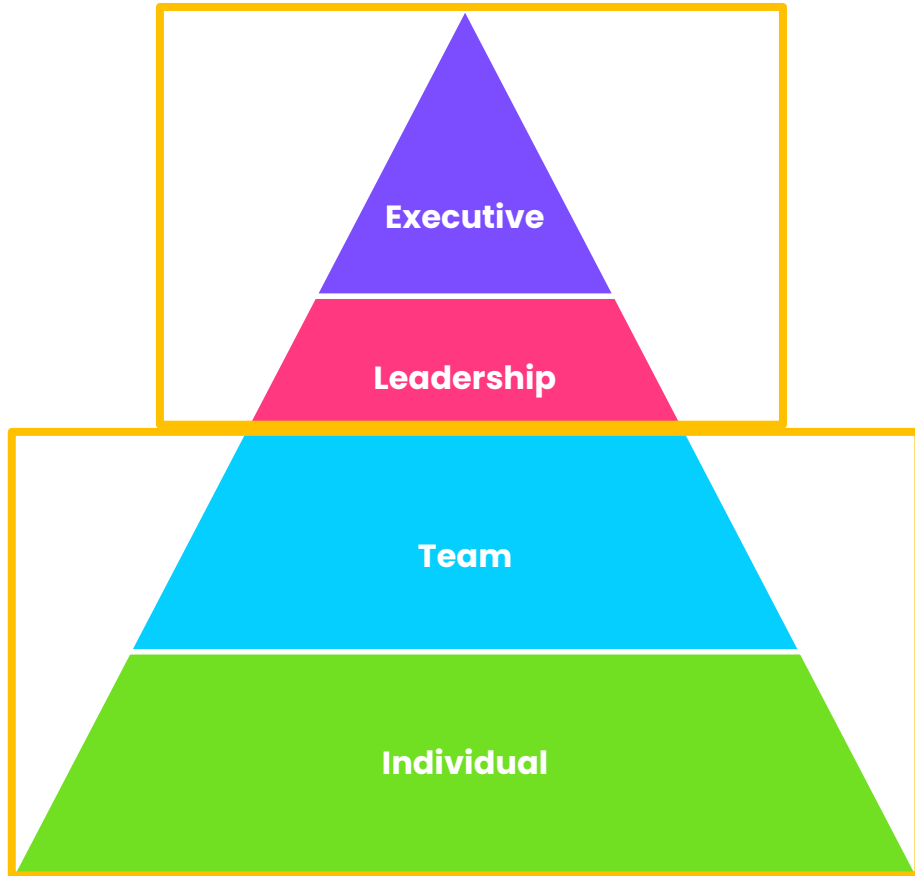
Goals are Essential



- Leader and Employee sessions
- Goal alignment that starts at the top
- Workplans that drive conversation and collaborative execution
- Outcome-based vs task-based
- Clear descriptions and metrics for 'Achieved' and 'Exceeds'
- Goal reviews with actionable feedback



Drive Alignment of Goals While Recognizing Differences



Level	Executive	Leadership	Team	Individual	Total
Regional/Utility Presidents	X	X			5-7
(Sr) Vice Presidents	X	X	X		5-7
(Sr) Directors	X	X	X		4-6
(Sr) Managers			X	X	3-5
Individual Contributors			X	X	3-5





Top 3 Takeaways

1

Don't stress over the elusive 'best practice'

2

Teach, don't preach

3

Develop an organizational understanding and skill for crafting well articulated and aligned goals



Let's Connect!



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