CASE STUDY · PEOPLE PERFORMANCE CYCLE

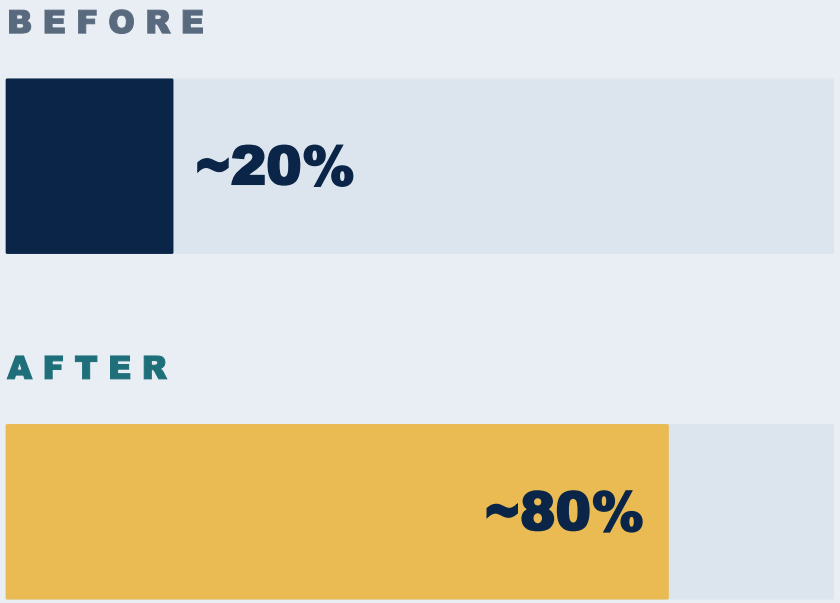
The conversation takes an hour.

Earning it takes a year.

Every year, managers set objectives with their people and review how the year has gone. That conversation is only as good as the year behind it — the feedback in both directions, the time made, the attention paid.

How a national energy company shifted the focus **from completing the review to being ready for it.**

SWIPE →



of people beginning the year with clear, measurable objectives

THE SITUATION

A whole year, compressed into a single meeting

- **Objectives were written to satisfy a form.** Nothing tied them to a functional or corporate priority, so the link to what the business needed, combined with personal development requirements was not there.
- **The annual meeting was carrying more than one meeting can.** Where little had been said during the year, there was little to draw on — so feedback defaulted to the general.
- **Spans of control ran from four people to more than twenty.** The same expectation applied across that range, with the same time set aside for it.
- **And a pattern found well beyond this organisation:** roughly half of these conversations took place after ranking outcomes had already been decided.

WHAT THE CONVERSATION IS FOR

To be specific about what worked and what did not · to be honest about the strengths worth building on and the gaps worth closing · to connect a person's work to what the organisation is trying to achieve · and to drive feedback in both directions.

~1 in 5	people who began the year with clear, measurable objectives
~190	managers and supervisors, across a workforce of around 1,700

THE RESULT

~80%

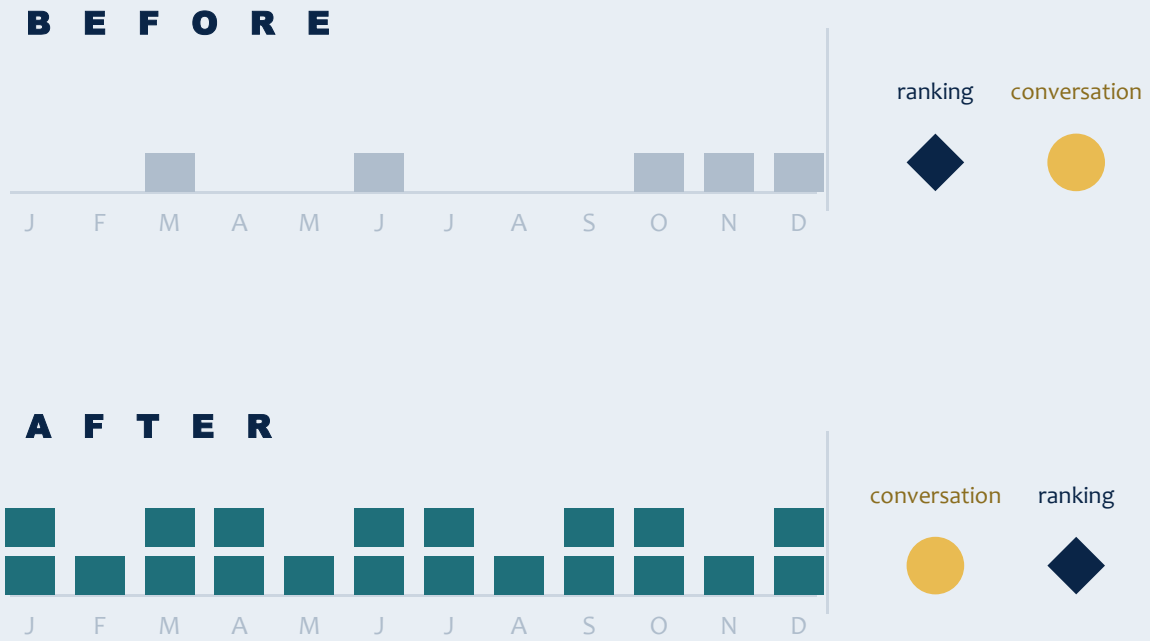
of people beginning the year with clear, measurable objectives

BEFORE	AFTER
~20%	~80%

conversations held before ranking outcomes were decided

~50%	~90%

One year of attention, before and after



Eighteen months to embed — and sustained only by keeping the attention up.

THE APPROACH

Three of the changes that mattered most

01

Time with the team became part of the role

The question stopped being whether the paperwork was submitted and became **how much of a manager's week genuinely goes to their people** — time then protected and better used.

02

Business goals, translated into people goals

Objectives were connected to what each function is already measured on. More importantly, managers were shown how to **make that translation themselves** — from business goal to individual work.

03

One calendar, built around how teams work

Functional calendars became a single cycle, with room for the differences that matter. A manager with twenty people **needs more weeks than a manager with four**, and the calendar finally said so.

WHAT IT TAUGHT

A manager's performance is their team's performance.

An organisation can set the standard and hold the calendar. What happens in the room depends on whether managers regard **developing their people as the work itself**, or as an interruption to it.

Measure a manager on their own output, and that is what they will protect. Measure them on **what their team delivers**, and the week starts to look different.

Deciding about someone before speaking to them is efficient, and a great many organisations do it. It also tells that person what the conversation was worth. ***The order says more than any policy statement does.***

IF THIS RESONATED

→ A cycle that runs on time but changes very little? Let's talk.

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