



LEADERSHIP



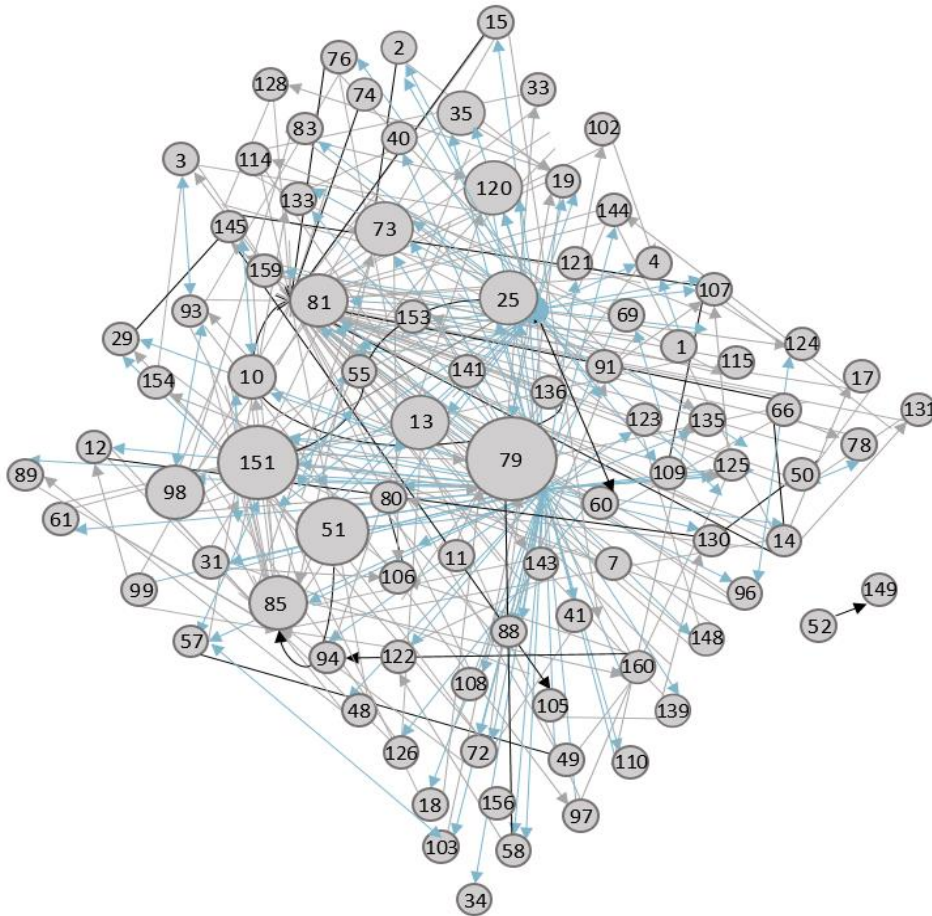
CULTURE

Key People Indicator



360 Feedback

What is the Key People Indicator?



KPI is a metric-driven approach to identifying the key players in an organization so you can:

- ✓ Connect the right people to each other
- ✓ Understand organizational skills and capabilities
- ✓ Break down the silos that limit communication

Consider an Example

Situation

An organization wants to know which managers have the most impact and influence.

Action

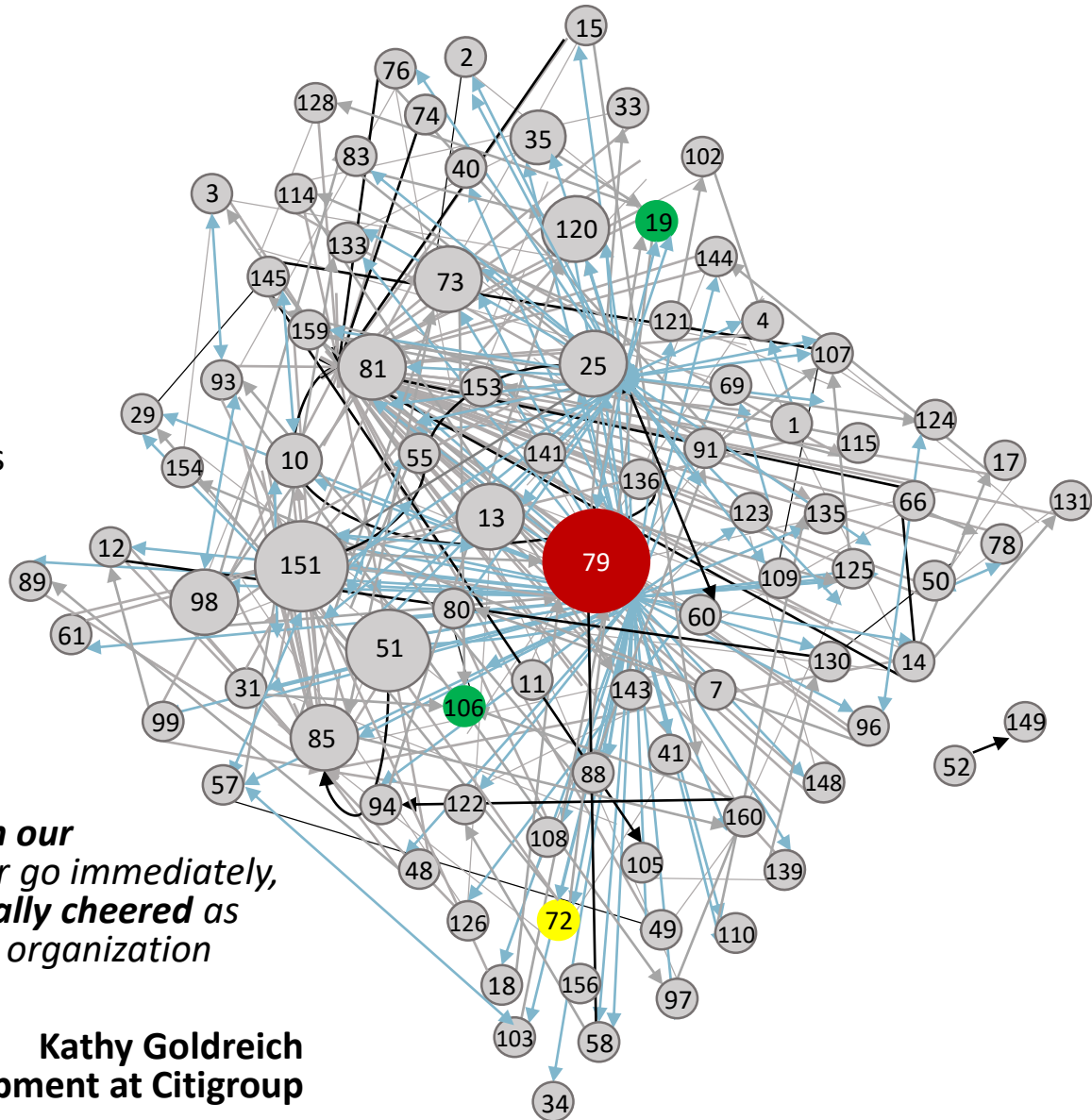
Using KPI's survey platform, reviewers provided feedback on the following item:

"Positively motivates team to achieve superior results"

Result

*"Your results had **definite impact with our management** as they let this manager go immediately, and everyone in the department **verbally cheered** as this person has been cancerous to the organization for **over 20 years.**"*

Kathy Goldreich
SVP Learning & Development at Citigroup



Challenges Organizations Face

Connecting the
Right People

Getting newcomers up to speed by connecting them with the right people

Making Effective
Personnel Decisions

Making informed decisions about which groups/personnel to move around

Assessing Org.
Capabilities/Skills

Identifying experience and skill gaps for effective development planning

Identifying Key
Influencers

Figuring out who really drives performance in the organization



Case Study

Who are the key influencers that must be included in a major change initiative?




Implementing Change

Situation

An organization wanted to know which people most influence change, so they could be included in the key components of an upcoming initiative. These people must fit the following criteria:

- ☐ be open to change
- ☐ be a subject matter expert
- ☐ be able to transfer knowledge to others

Desired Outcomes

-  Reduce iterative enhancements
-  Lower resistance from stakeholders
-  Increase the rate of change

Implementing Change

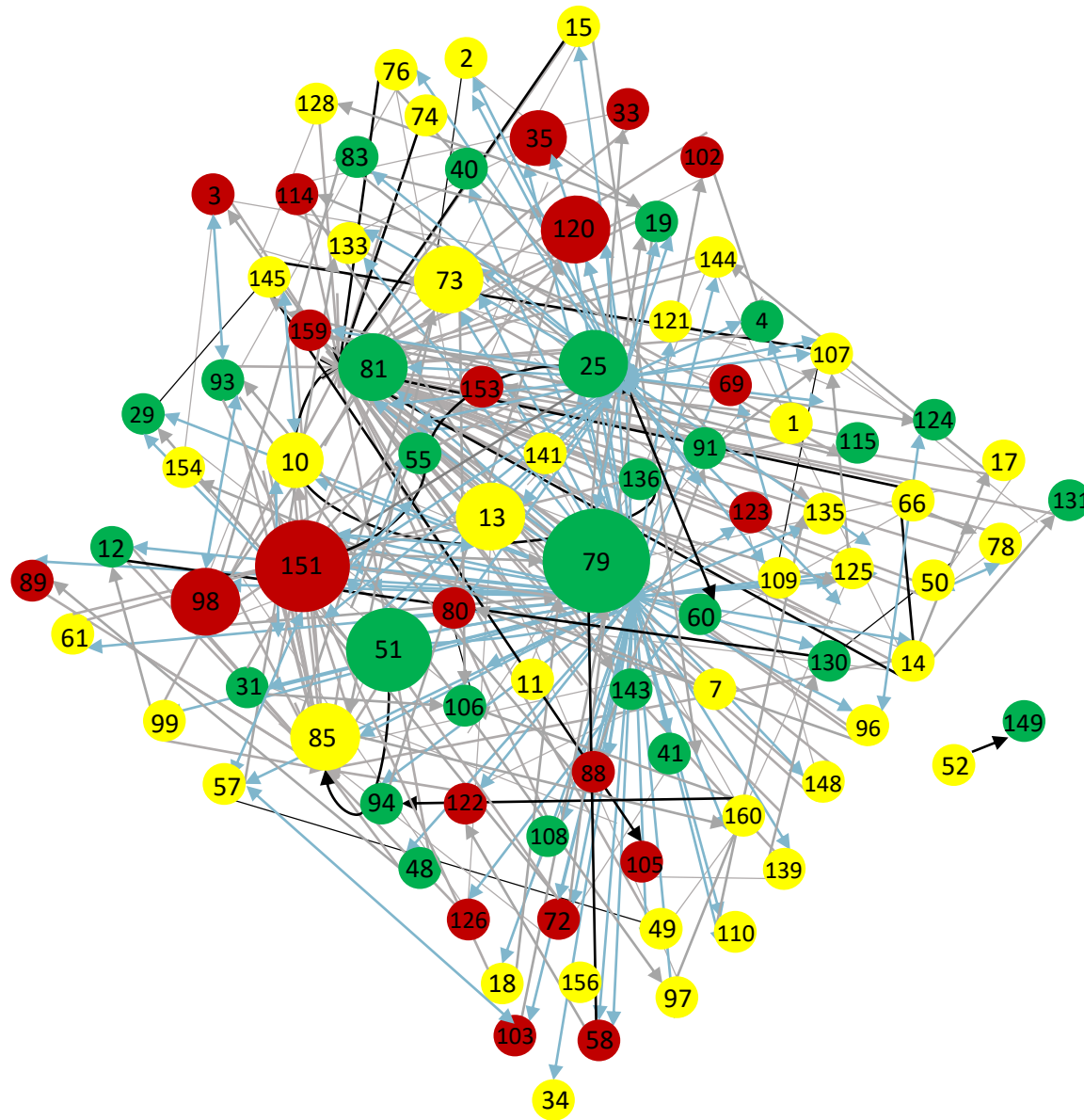
Action

Key People Indicator was used to collect rater-driven (unsolicited) feedback:

Items Included in the Survey	Why This Matters
How open is this person to new ideas?	This tells us who the “early adopters” and “resistors” are (those who drive the success or failure of the initiative)
Is this person a subject matter expert?	This tells us who possesses the knowledge and information needed to guide the initiative
Does this person assist others in learning?	This tells us who the <i>real</i> teachers and trainers are, so we can roll out change more effectively in the org.

The KPI dashboard allows us to view item-specific scoring, so we can find the right people to include in this change initiative!

How open is this person to new ideas?



Larger circle = more feedback!

Green = more positive feedback

Red = less positive feedback

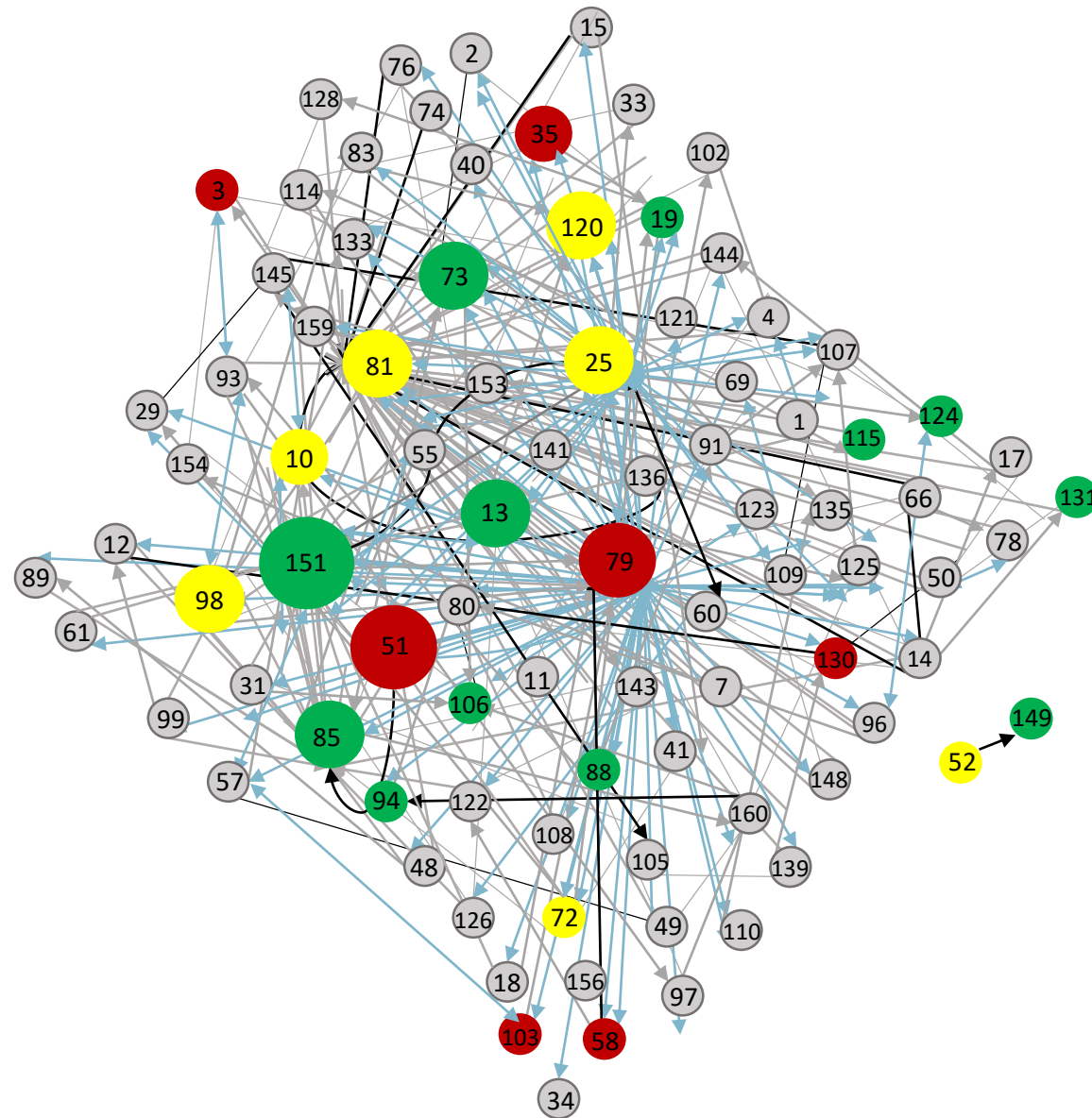
Who are the early adopters?

- 79
- 51
- 25
- 81

Who are the key resistors?

- 151
- 120
- 98
- 35

Is this person a subject matter expert?



Larger circle = more feedback!

Green = more positive feedback

Red = less positive feedback

Who are the experts?

- 151
- 85
- 73
- 13

Does this person assist others in learning?

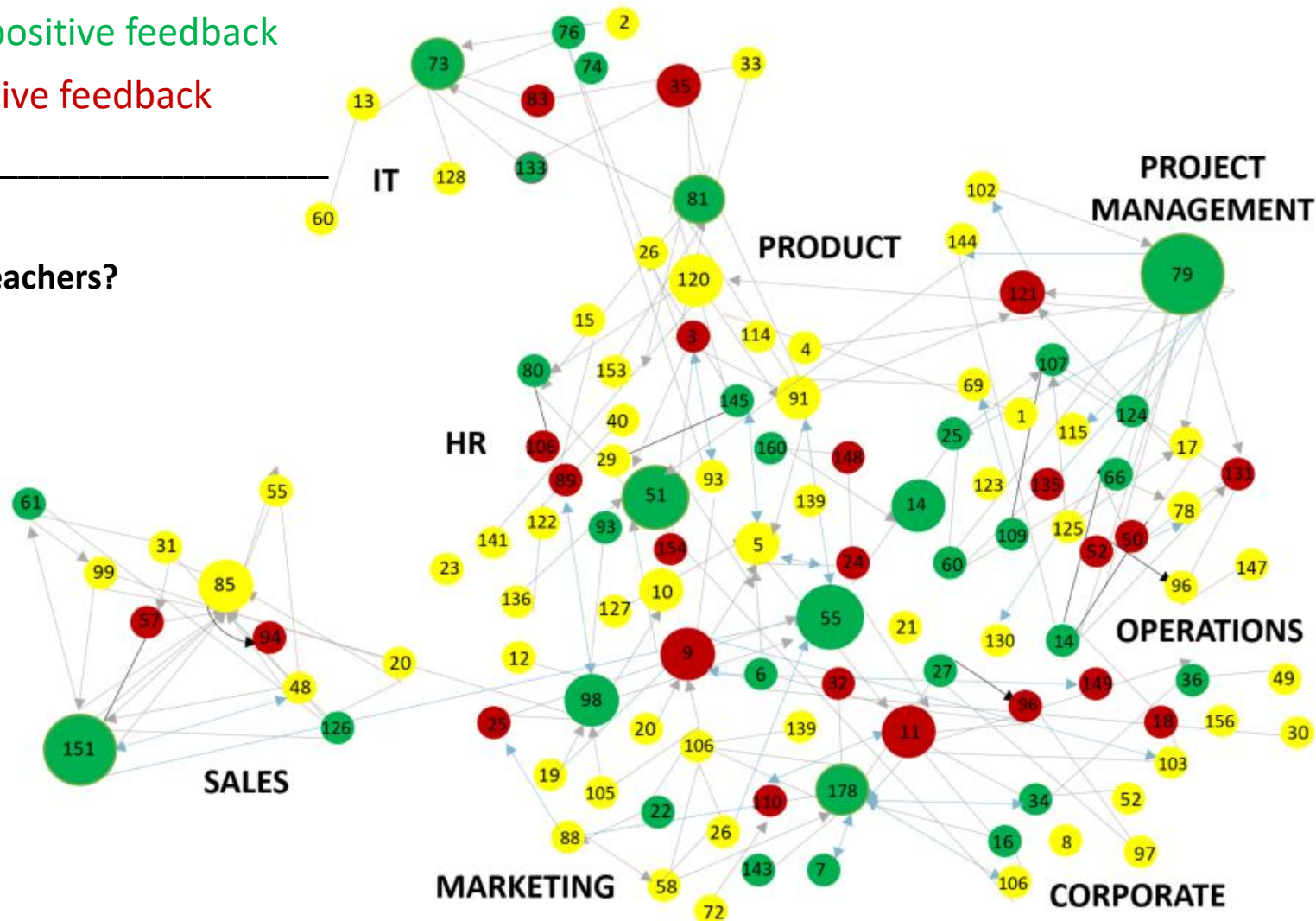
Larger circle = more feedback!

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Who are the teachers?

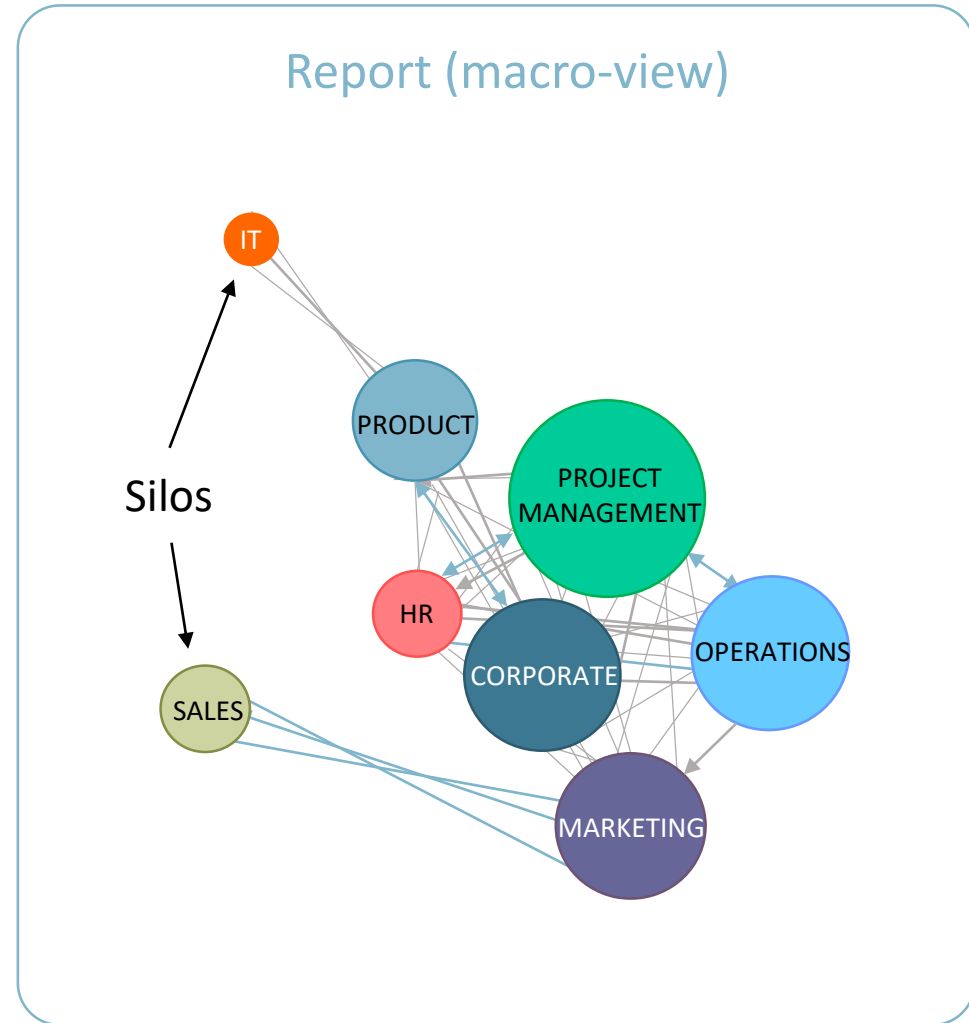
- 79
- 51
- 55
- 151



Identifying Silos- Macro view

- Report shows which teams received feedback
- Project Management received a lot of feedback
- Sales and IT are both highly siloed groups
- **Sales** and **Product** teams don't share feedback

Based on this report, which silos are most significant in this organization?





Challenges Organizations Face

Strategic Applications of KPI

Change Agents

Succession Planning

New Executive

Product Development

Visiting Executives

Find the Silos

Skill Inventory

Mentoring

Organizational Design

Training Needs









M&A





The KPI Difference

How KPI Works

-  1. Organization's Challenge(s) Identified
-  2. KPI Survey Items Designed
-  3. KPI Survey Platform Opens
-  4. Raters Complete Surveys Anonymously
-  5. KPI Survey Platform Closes
-  6. Individual Feedback Reports Shared
-  7. Organizational Insights Delivered
-  8. Organization's Challenge(s) Resolved

Process Comparison

Typical 360 Process	Key People Indicator Process
1. Invitation to select raters	1. Rater invitation to provide feedback
2. Rater selection reminders	2. Provide feedback reminders
3. Selection of raters	3. Survey cut off
4. Rater invitation to provide feedback	
5. Provide feedback reminders	
6. Survey cut off	

4-6 weeks

Purposed for individual performance or development

✓ Cycle time reduced to 7-10 days

✓ Organizational level insights and individual feedback



WORKEFFECTS

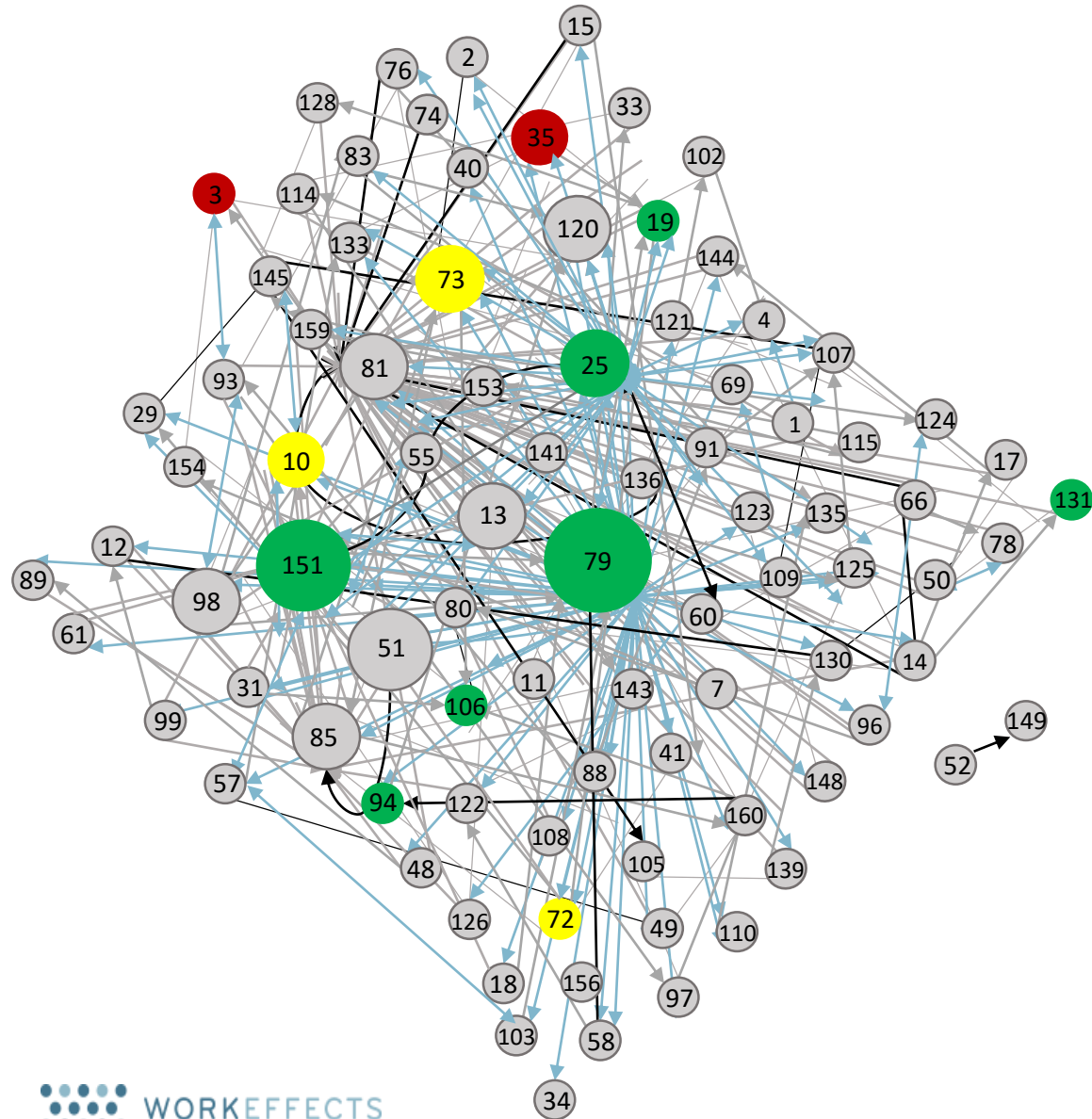
LEADERSHIP & CULTURE ALIGNMENT

KPI Scoring

- Each item is independently scored
- +1 = highest overall ratings given by raters
- -1 = lowest overall ratings given by raters
- 0 = all other ratings
- Individual scores are averaged across related raters (+1, +1, 0,0,0 = 0.4)
- Normalized distribution used to determine cutoff (+/- 0.3)

- Green = < 0.3
- Yellow = -.0.3 - +0.3
- Red = > -0.3

Report (micro-view)
each # is a person who received feedback



Dynamic Items

KPI doesn't take a "one size fits all" approach. Instead, KPI is designed to leverage dynamic combinations of general and customized items:

- **Executives** and **Managers** shouldn't receive feedback on the exact same items!
- **Finance** and **Sales** professionals shouldn't receive feedback on the same items!

Here's an example of a 6-item survey. Everyone gets feedback on the same 2 *Overall* items, but the remaining 4 vary by level and function:

Item Types				
General (or Overall items)		Overall Item 1		
		Overall Item 2		
Custom (that vary by level and function)	By Level	Executive Item 3	Manager Item 3	Individual Contributor Item 3
		Executive Item 4	Manager Item 4	Individual Contributor Item 4
	By Function	Finance Item 5	Sales Item 5	Tech Item 5
		Finance Item 6	Sales Item 6	Tech Item 6



How Would This Change Your Organization?

Work Effects

Since 1997, Work Effects has helped organizations transform their leadership and culture into a competitive advantage. We provide best-in class service and quality through our commitments:

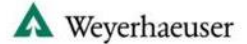
- Build collaborative relationships
- Pay attention to details
- Provide a positive experience
- Meet timelines and budgets
- Are responsive and innovative



Clients



Banner Health



Kaleida Health



Boston Scientific



A'viands

FOOD & SERVICES MANAGEMENT



Centura Health



the Ounce



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