

**Case** **Performance Mgmt**

*Roll Out of a Performance Management System*



# Roll Out of a Performance Management System



## Context

As part of a transformation project, Vernalis designed a new Organisation Structure for a client in the knowledge industry, with an accompanying Performance Management System. The design had been consensual with participation across managerial levels. Thereafter, the nation-wide roll-out to 1,200 knowledge workers across 4 SBUs in 3 months (before the next appraisal cycle), was crucial for several reasons.

The new system was a significant departure from the old: several layers had been eliminated, and distinct & value-adding roles evolved with specific Measures of Performance. It called for a new way of functioning: moving to a flat structure, with significant delegation, and addition of many previously overlooked A-category [Important & Challenging] activities to all managerial positions.

## Intervention

Vernalis Communication Packs designed for the Roll-out focused on providing clarity (the Purpose, expected behaviours, addressing key concerns and key changes with regard to the new system). Exhaustive FAQs were generated. A set of Facilitators (from three key managerial levels across the 4 units) were trained to facilitate the Roll-out Sessions in a standard, transparent and focused manner. The Facilitators were also involved in further enhancing the Communication Packs, and in detailed planning and logistics, to ensure a focused and quick Roll-out. The actual roll-out was done in a cascaded manner, each level being active in rolling out the new system to the next. A high degree of transparency was maintained with regard to existing issues, and implications of the new system.

The empowered Facilitators conducted engaging Roll-out sessions, empathetically addressing the concerns raised. With a high degree of internal ownership and visibility of client personnel throughout the roll-out, strong buy-in of the organization was created for the new system.



## Outcome

The transition to a radical new performance management system was smoothly handled. Within one quarter, there was a clear vote of appreciation for the new system. Employees found the new roles enriching. Over the next three quarters, performance orientation increased markedly. Appraisals became more differentiating, managers began to play a value-adding role in managing their team. Attrition dropped by half.

## Testimonial



### Sridevi Rao

HR Director  
Kantar - IMRB

*Vernalis brought objectivity, clarity, transparency, fairness and completeness into the performance mgmt. culture, as also goal orientation. Also, the implementation plan was very well thought out and worked brilliantly..*



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