



RESEARCH RESULTS—CLIENT

MAXIMIZING PERFORMANCE

RESEARCH RESULTS BY:

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REALIZATION RESULTS:

Employees rated Maximizing Performance considerably higher than their previous performance management system.

Employees rated their understanding of their performance management system as 20 percentage points higher with Maximizing Performance.

Employees are making better use of their performance plans with Maximizing Performance.

With Maximizing Performance, employees report being able to achieve 3 percent more of their stated performance plan objectives.

INDUSTRY

Sports and Recreation

DDI PRODUCTS USED

Maximizing Performance®

BUSINESS NEED

This sports agency wanted to create an engaged, productive culture that would align with its corporate strategy. Building an agile team and implementing effective, innovative business processes are top priorities in the organization's commitment to excellence. The agency also realized the need to maintain trust and engagement among its employees. To do this, it would need a performance management system that would create a highly involved workforce with shared ownership and aligned goals.

This agency partnered with Development Dimensions International (DDI) in 2005 to implement a performance management system. In response, DDI introduced Maximizing Performance®, which helps employees focus their performance and provides organizational clarity by linking individuals' performance to the organization's goals and values. It also creates a highly involved environment by placing responsibility for performance on every individual and holding them accountable. Employees are fully involved in creating their own performance management objectives as well as tracking and reviewing their progress.

RESEARCH DESIGN

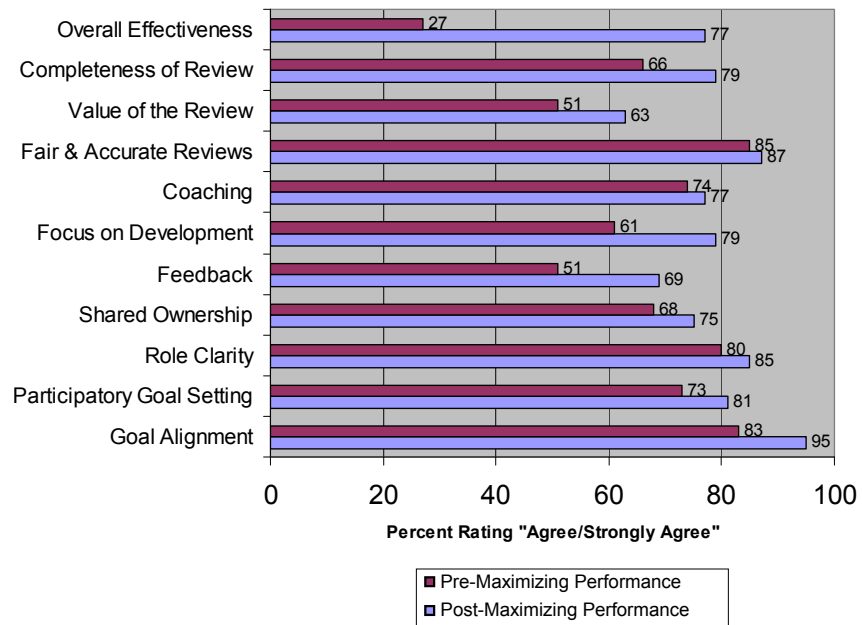
To gauge how employees felt about their old performance management system and to identify areas for improvement, 54 employees responded to a survey about issues such as goal alignment, role clarity, feedback, and the value of their current performance reviews.

Questions were rated on a 1-to-4 Likert scale (i.e., Strongly Disagree, Disagree, Agree, Strongly Agree). A follow-up survey was conducted a year later, after Maximizing Performance was implemented, in which 57 respondents answered similar questions, and the variances in their responses were tracked.

RESULTS

Employees rated Maximizing Performance considerably higher than their previous performance management system.

Respondents rated multiple aspects of their performance management program before and after Maximizing Performance was implemented (see **Figure 1**). The results show an overall improvement in effectiveness over the previous system by 50 percentage points. More specifically, with Maximizing Performance their ratings of the value of goal alignment and the performance review both increased by 12 percentage points. Almost all (i.e., 95 percent) agreed that goals are now aligned, compared with 83 percent who had thought so with the previous system. With Maximizing Performance, ratings of the value and quality of feedback and of developmental focus increased by 18 percentage points. On average, employees rated their performance management system as 13.5 percentage points higher with Maximizing Performance.

Figure 1: Ratings of Performance Management System Characteristics

Employees rated their understanding of their performance management system as 20 percentage points higher with Maximizing Performance.

Comparative ratings specific to the clarity and importance of performance management show vast improvements from the previous system to Maximizing Performance (see **Table 1**). For example, only 29 percent of respondents thought their previous performance management system was explained to them thoroughly; after Maximizing Performance was

in place, 79 percent of respondents—a 50 percentage-point improvement—agreed that their performance management system was explained to them. Furthermore, with the previous system, only 62 percent of employees understood their particular role in making the performance management system work; with the implementation of Maximizing Performance, 97 percent of respondents understood their role—a 35 percentage-point improvement.

Table 1: Ratings of Understanding Performance Management Process

Total % Agree		
Pre-Maximizing Performance	Post-Maximizing Performance	
29%	79%	My organization did a good job of explaining how to use the current performance management system.
62%	97%	I understand my role and responsibilities in making the performance management system work.
81%	92%	I understand why the performance management system is important for our success as an organization.

Employees are making better use of their performance plans with Maximizing Performance.

Before Maximizing Performance was implemented, only 6 percent of respondents were reading, reviewing, or referencing their

performance plans monthly; afterward, 37 percent of respondents were doing so. Overall, employees are using their performance plans more regularly now than when they were under the previous system (see **Table 2**).

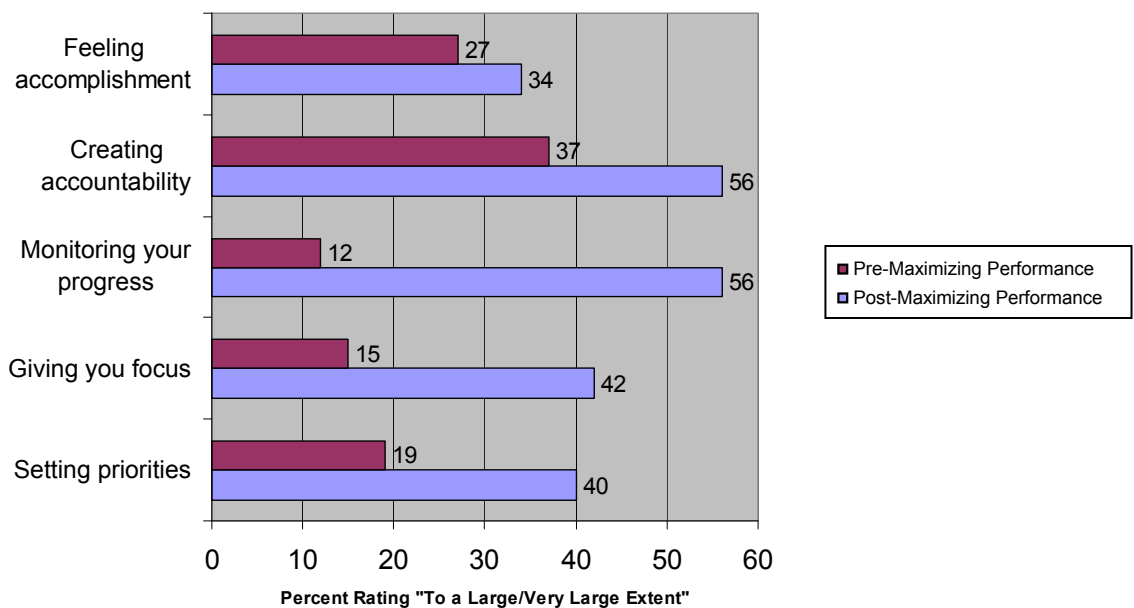
Table 2: How Often Performance Plans Were Read, Reviewed, or Referenced

Pre-Maximizing Performance	Post-Maximizing Performance	
6%	37%	Monthly
37%	33%	Several times a year
28%	8%	Once or twice a year

Regarding the usefulness of Maximizing Performance at work, respondents clearly agreed that it is useful for many reasons (see **Figure 2**). The system is particularly useful for providing employees focus in their work and for helping them monitor their progress toward

goals. Maximizing Performance was 44 percentage points more useful in monitoring employee progress and 21 percentage points more useful in setting priorities compared to the previous performance management system.

Figure 2: Effects of the Performance Management Process



With Maximizing Performance, employees report being able to achieve 3 percent more of their stated performance plan objectives.

In terms of achieving the goals set in their performance management plans, respondents reported being able to achieve more with the Maximizing Performance system. They stated that, in their previous system, they could achieve approximately 82 percent of their stated performance goals; with Maximizing Performance, they said they could achieve about 85 percent of their goals. At first glance, this might appear to be an insignificant result. But to illustrate what a 3-percentage-point improvement would have on an organization, consider the following scenario. An employee has a goal of creating \$1,000 worth of products a day. A 3-percentage-point improvement for this employee would indicate that he or she would create \$30 worth of extra products per day. In a week that employee would be creating \$150 extra, and in a month, the improvement would create \$600 in extra revenue. Further, if an organization had 100 employees, then the 3-percentage-point added value from each employee using Maximizing Performance would amount to approximately \$60,000 more per month.

CONCLUSIONS

The results of these evaluations show the impact that Maximizing Performance has had on this sports and recreation organization. After using this system, its employees not only have a better understanding of performance management, but also are more diligent and

effective at utilizing their performance plans. Being more knowledgeable about their development plans allows employees to take responsibility for their own development, for their particular role in the organization, and for achieving their objectives. After implementing Maximizing Performance at this organization, employees reported being able to achieve more of their performance objectives. And, 28 percent more employees agreed that Maximizing Performance made them more productive than the previous system the organization used.

The employees believe Maximizing Performance helps them align their individual performance objectives with organizational goals. Having a consistent organization-wide framework is critical to maintaining a shared ownership across the company and ensures that everyone is working toward the same goals. An engaged workforce that understands how they each fit into organization-wide objectives is important for a sustained, productive culture.

Performance management is not a self-contained effort. Factors such as culture and supervisor support can facilitate or inhibit the integration of solid performance management practices in any organization. To ensure that the benefits of this system continue to be reaped, the organization should ensure that supervisor involvement remains high and development opportunities continue to improve. With these initial results in mind, this organization is well on its way toward continued excellence with a more engaged, aligned, and accountable workforce.

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