



FOCUS **DRIVE INNOVATION** **CREATE A HIGH-**
FORWARD **CONNECT WITH CONSUMERS** **PERFORMANCE**
DELIVER LONG-TERM PROFITABLE GROWTH **ORGANIZATION**



Raising the Bar for Performance Management

April 2013

Why are changing the Perf Mgmt Process

- **The marketplace is demanding higher performance levels in order to remain competitive (and win)**
- **In order to reach our organizational/business objectives we need higher levels of performance from every employee**



The New Performance Management Approach Focuses on 4 Key Elements

- How we set ambitious objectives to achieve optimal performance aligned to strategy

FOCUS Objectives

Contribution Rating

- Increased quality of interaction throughout year
- Ability to elicit broader feedback within TalentLink

- Performance assessment based on individual, team and company contribution
- Guided distribution and DIME scale eliminated

Feedback & Coaching

Accountability

- Manager quality remains key in building the talent and culture required for delivering performance results



How individuals set objectives

FOCUS objectives: Top priorities that drive high performance and enable us to achieve great things. They inspire us to look beyond what we think we can realistically achieve and aim for goals that take us outside of our comfort zone and rethink possibilities.



Focus	Outcome	Contribution	Upside	Scope
<ul style="list-style-type: none"> Aligns clearly to top strategic priorities 	<ul style="list-style-type: none"> Defines achievement and success using metrics and guidelines – differentiates “good” vs “great” 	<ul style="list-style-type: none"> Impacts results of the team, function/business, company or customer 	<ul style="list-style-type: none"> Provides the opportunity to learn, develop, and/or challenge oneself (WIIFM) 	<ul style="list-style-type: none"> Extends, builds upon or reaches outside of job responsibilities



FOCUS Objectives

- **Align with Strategy Plan, Business Objectives and Scorecards**
- **Categorize objectives in Talent Link by types in Scorecard:**

- Strategic
- Financial
- Operational
- Marketplace

Note: Not all employees will have objectives in all categories

- **Limit to 7 objectives**

- To drive clear focus
- Roll up as needed

- **Create organizational alignment across the matrix**
- **Clarify difference between objectives and core job responsibilities**



How will we rate Contribution?

In today's competitive world, it is not sufficient to simply perform basic job duties. We need employees to focus on achieving great things and then differentially reward them for the contributions they make to their team, the business or function, and the company overall.

**We will set
ambitious
objectives**

**We will assess
achievement
of objectives**

**We will rate
overall
contribution**

**We will
differentially
reward top
contributors**

- FOCUS objectives
- Ongoing feedback, appraisal commentary
- 3 Pt. Overall contribution rating
- Compensation direction setting



We will use a 3 point Contribution Rating

Focus Objectives

Contribution Rating

Feedback & Coaching

Accountability

Contribution has enabled **breakthrough performance results** for the company, business unit, function or team

Contribution has enabled **important, measurable results** for the company, business unit, function or team

Contribution has had **minimal impact** on the performance of the company, business unit, function or team



- **Contribution Slides**



Reinforce Feedback, Coaching and Conversation

Focus Objectives

Contribution Rating

Feedback & Coaching

Accountability

- Reinforce continuous performance feedback and coaching conversations
- Leverage existing models (SBI & GROW) – Making it Stick
- Introduce optional “Get Feedback” for all employees at Mid-Year
 - To be supported by Talent Link



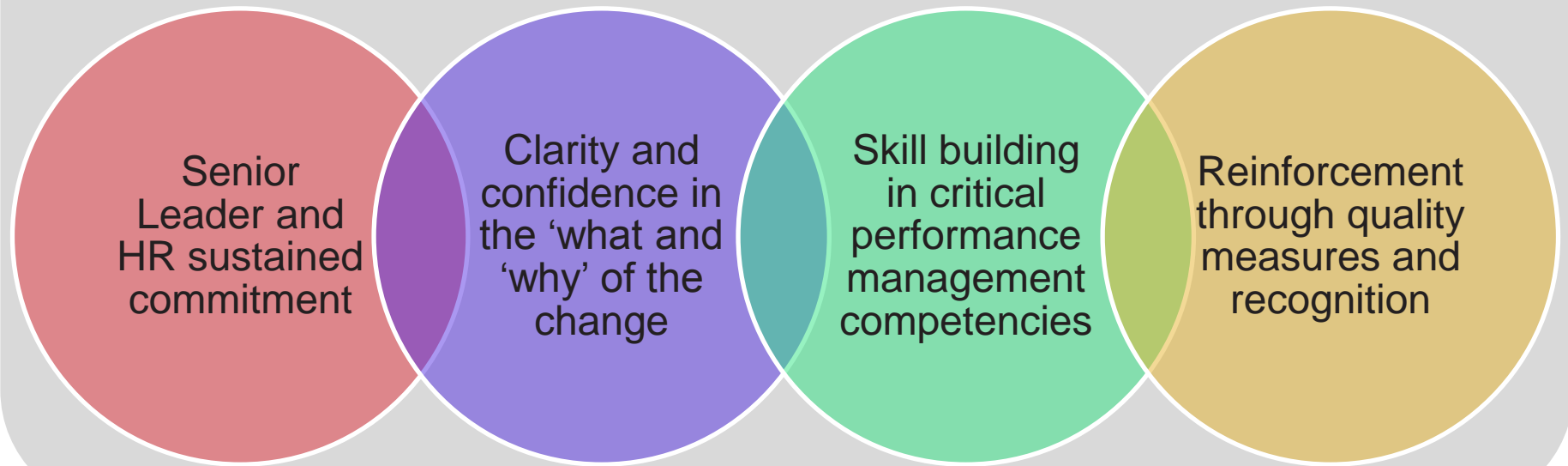
Key Driver: Accountability

- **All Managers measured on people management**
 - Assessed through Spot Surveys
- **Managers held accountable for results – linked to Scorecard**
 - Financial, Strategic, Operational, Marketplace
- **Managers make judgments about performance and contribution**
 - Relative to objective attainment
- **Employees responsible as well, for:**
 - Creating FOCUS objectives
 - Learning new skills
 - Taking risks with integrity
 - Working with manager to optimize contribution

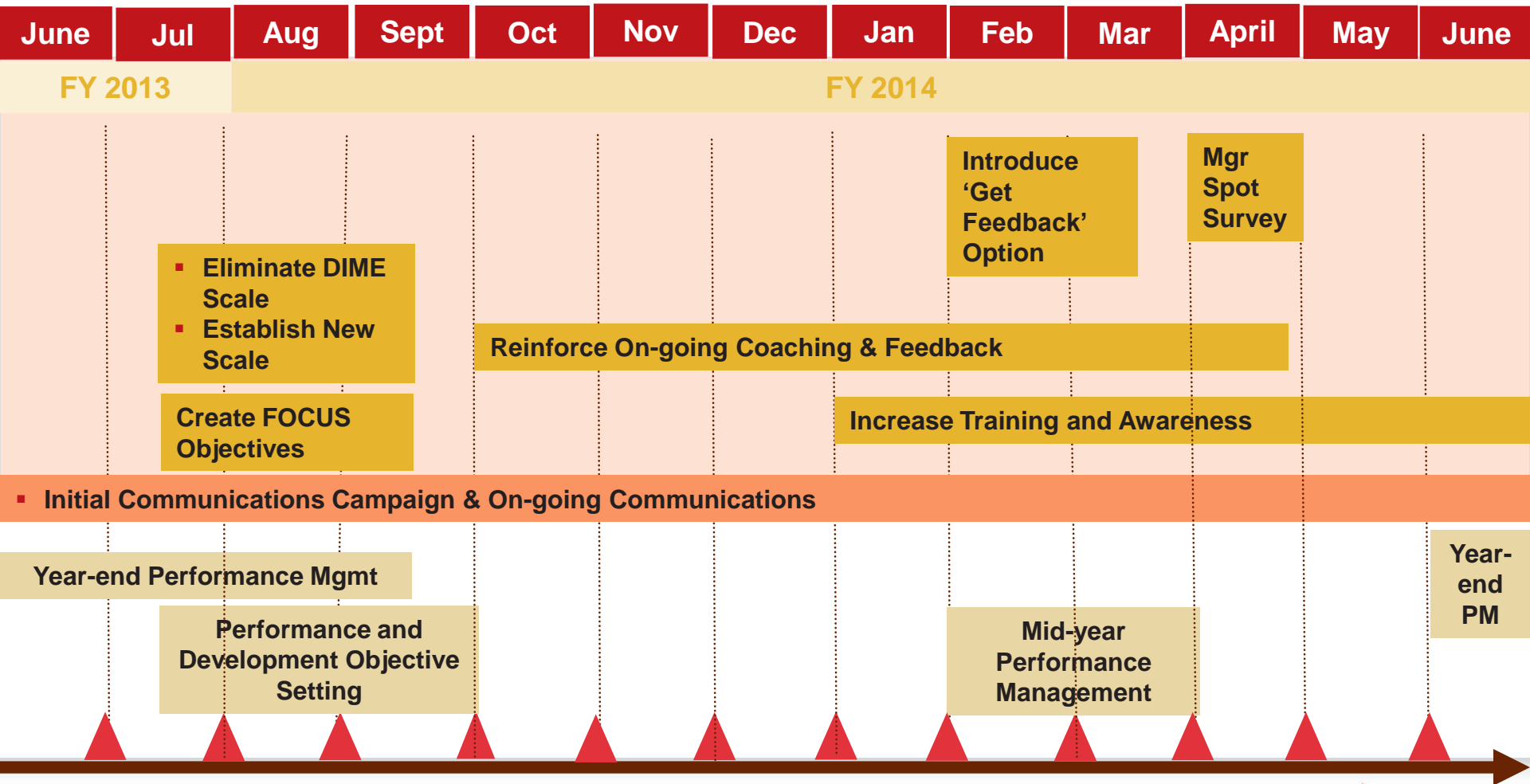


Our change management strategy to win over the “hearts, minds and hands” of our people

Raising the Bar in Performance Management



Timeline



Simple but Impactful: Performance Management

What's Staying the Same

- Continuous focus on process improvement based upon leadership feedback
- Timing for objective setting, mid-year and year-end
- TalentLink user experience for entering objectives
- Mid-year focus on development and career continues
- Importance of ongoing feedback and coaching – using already socialized models
- Manager expectation to differentially reward top talent

What's Changing

- FOCUS objectives with no more than 7 objectives in TalentLink
- Objective categories that mirror company scorecard (vs. Winning in the Workplace and Marketplace)
- 3-point contribution scale with no guideline distribution
- Removal of individual ratings on objectives and leadership behaviors at year-end
- Managers Spot Surveys to assess manager quality and increase accountability



Performance Management Change Plan: Overview

Strategy

Leverage business leaders & HR partners to educate & prepare organization

Impart blended learning, teach new skills, reinforce accountability

Ongoing focus, recognition & metrics

A

Awareness

D

Desire

K

Knowledge

A

Ability

R

Reinforcement

Communication

- Communicate, embed new approach thru team meetings with HR & leaders
- Tell story via Campbell Today, desk drop, email campaign, plasma screens, blog, video from Denise

- HRGs spot check objectives & coach managers
- Manager spot surveys 2x/year
- Quarterly conversation tools for reinforcement
- Create recognition program

Training

STAKEHOLDER/AUDIENCE	PROCESS & TECHNOLOGY
• HR	Deliver "in-person" training
• CLT/GLT	Workshops and objective setting sessions
• All Managers	Deliver bite-sized, regional, required training. Supplement with quick reference, guides, eLearning
• Employees	Deliver regional open enrollment training, supplement with quick reference, guides, eLearning



- **What's Next?**

