

## IMPACT

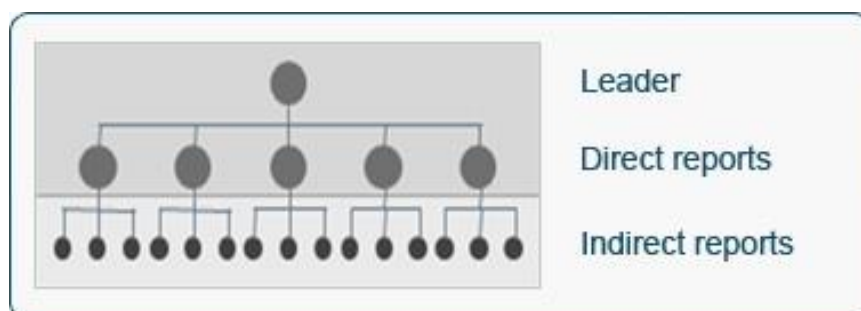
- Enforces accountability of performance ratings
- Provides a dynamic and objective overview of the organisation's ready-now talent
- Enables the organisation to establish reliable succession plans

## OVERVIEW

The People Review is an annual recurrent event that provides the business unit with a dynamic and objective overview of the performance of the individuals in the organisation and the ready-now talent.

On an annual basis the leader gathers direct reports for a People Review where they discuss performance and potential of the leaders' indirect reports.

The People Review concept adds value as a company initiative executed on an annual basis at each leadership level or as a one-off event for a newly appointed executive who wants to have an instant insight into their top tiers of leaders.



### ENFORCES ACCOUNTABILITY OF PERFORMANCE RATINGS

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Consolidated performance distributions are often skewed towards the high end. Leaders are challenged when assessing direct reports and there is a concern that a performance rating that is not on the high side will de-motivate. Also, it may be easier to confront people with good news than with bad news.

People Review work as a safeguard to ensure proper calibration of ratings across teams. At a People Review each leader is held accountable towards their direct manager and their peers for the performance ratings they have given. This fact in itself will encourage leaders to be more objective and evidence based in the ratings of direct reports.

### PROVIDES A DYNAMIC AND OBJECTIVE OVERVIEW OF THE ORGANISATION'S READY-NOW TALENT

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The People Review concept is a key vehicle in the organisation's approach towards selection of talent. It makes out the basis for both an elitist approach and a broad inclusive approach towards talent management.

You get a detailed and consolidated overview of people who are ready for promotion within the next 12 months. At the same time you are provided with a tool for evidence based selection of long term talent.

### ENABLES THE ORGANISATION TO ESTABLISH RELIABLE SUCCESSION PLANS

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People Review significantly increase you success ratio on succession plans. Succession plans can be very effective tools when created with clear intention. Planning development initiatives for talents and managing the risk of resignations of executives in key positions are some of the benefits. However, the value of succession plans depends heavily on the quality of the successor planning process.

Often, succession plans are merely pieces of papers with lists of names. In reality when a vacancy emerges no one on the list are selected for the position. Most often, this is because people on the list never really qualified to be on the list. People Review secure a more objective evaluation of people performance and it discloses true promotability.

