Today's Session
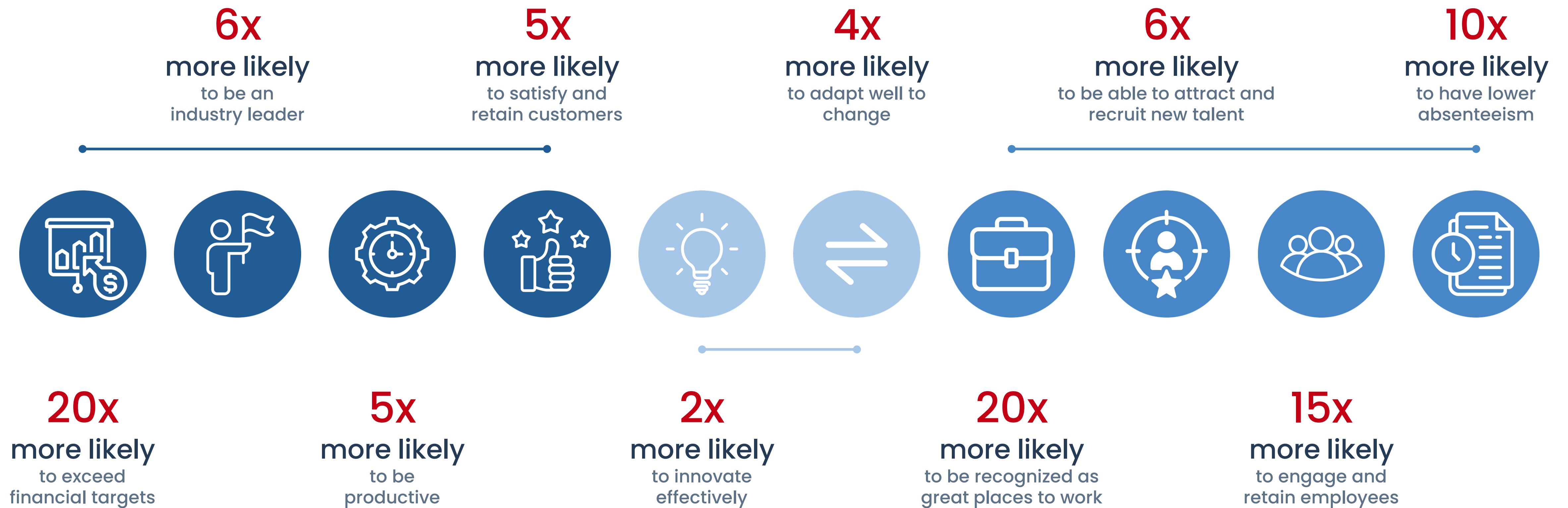
How are companies creating a high-performance culture?

What is preventing companies from building these pillars?

What is the way forward with today's technology?

Culture isn't just one aspect of the game; it is the game. – Lou Gerstner, IBM

Bersin: "Companies leveraging the right culture elements achieve:

Business Outcomes

People Outcomes

6x
more likely
to be an
industry leader

5x
more likely
to satisfy and
retain customers

4x
more likely
to adapt well to
change

6x
more likely
to be able to attract and
recruit new talent

10x
more likely
to have lower
absenteeism

20x
more likely
to exceed
financial targets

5x
more likely
to be
productive

2x
more likely
to innovate
effectively

20x
more likely
to be recognized as
great places to work

15x
more likely
to engage and
retain employees

Bersin 2023, The big reset playbook, Organisational Culture and Performance
McKinsey 2023, The State of Organizations 2023: Ten shifts transforming organizations

beqom. WorldatWork® Total Rewards Association

We are in a people-first economy

The way we engage and motivate our employees has changed. We need to rethink how we manage high performing teams in an entirely different business context.

Leading organizations are redefining their human capital strategy around people-centric core principles to achieve a high performance culture.
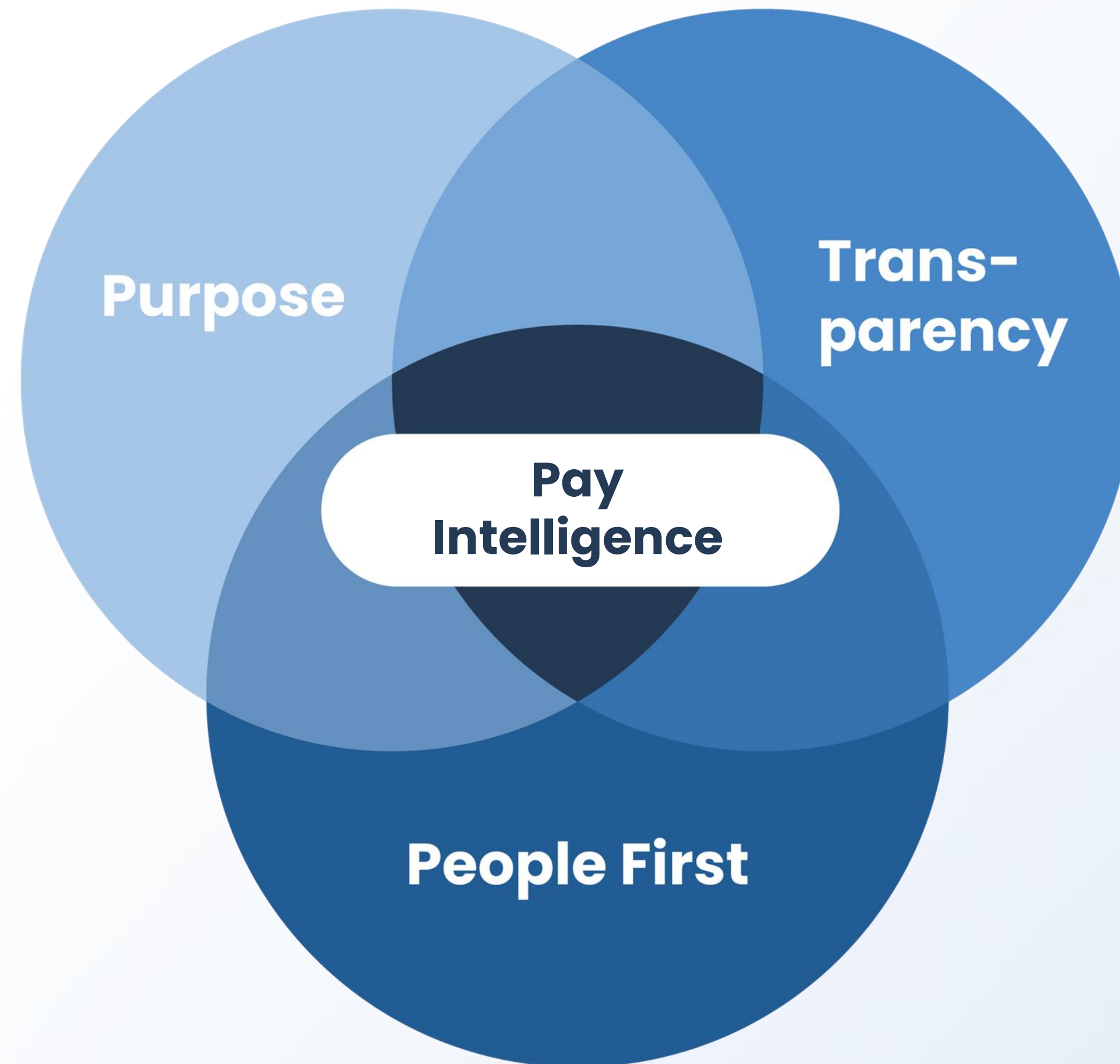
Companies that have a sense of purpose

embedded into their culture are

6x more likely to have

high engagement and retention

Bersin 2023, The big reset playbook, Organisational Culture and Performance

beqom. **WorldatWork**®
Total Rewards Association

- Employees need to understand the "Why" of what they do;

- Goals should be aligned with **organization** objectives;

- Goals should support employee **development & skills**;

- Goals should also be agile, flexible, adaptable;

- Progress against goals, and effect on compensation, should be visible;

- Company values should be part of an employee's daily experience.

Why

How

What
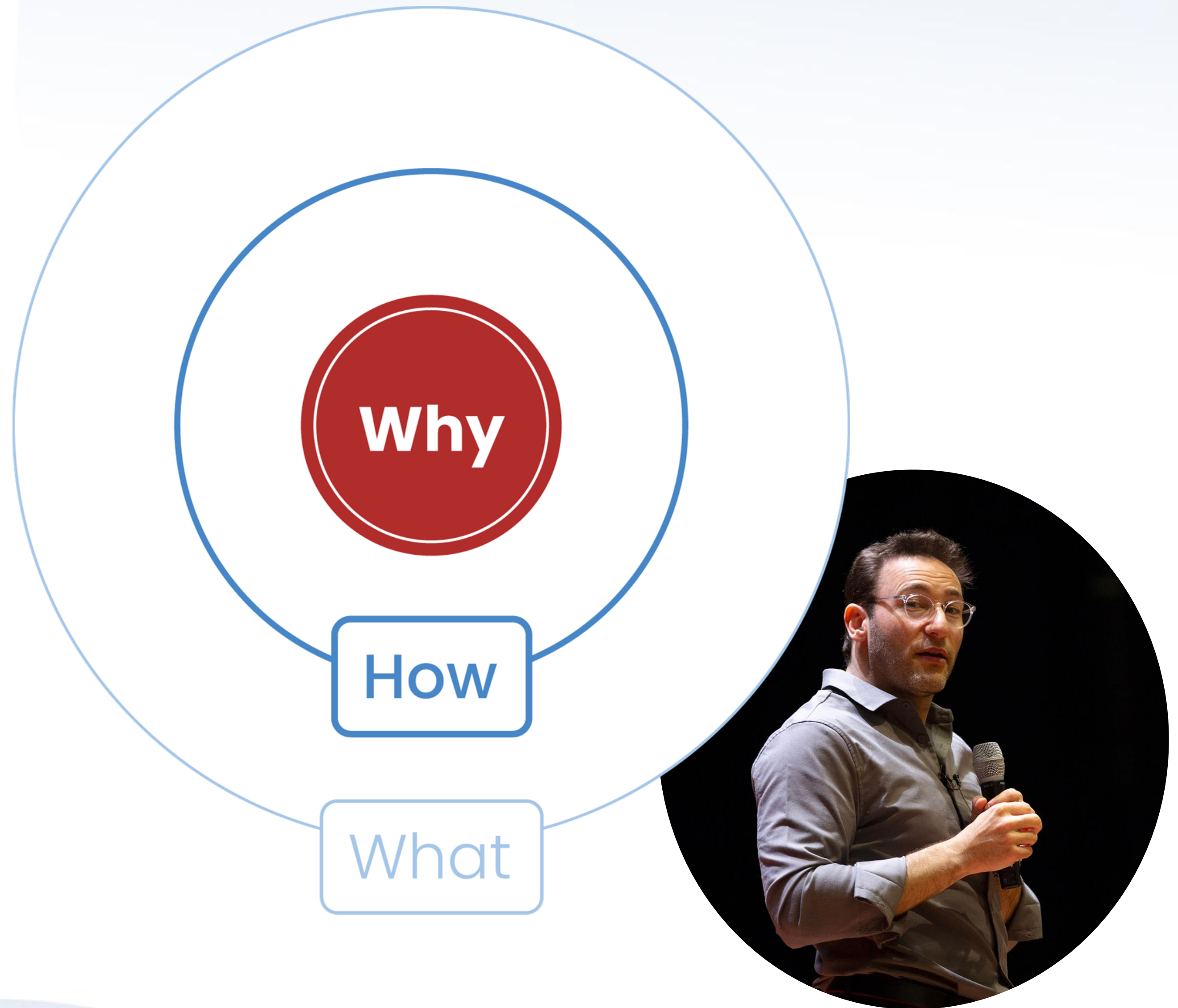
"Nothing **alienates** people more

than getting a sense that

their pay is unfair, behind, or

unrepresentative of their achievement

and contribution."

Bersin, June 2019, We Wasted Ten Years Talking About Performance Ratings. The Seven Things We've Learned,

McKinsey, 2018, Straight talk about employee evaluation and performance management

- See how **total comp** was calculated;

- Moving beyond **governance & compliance**;

- Ensure pay equity & keep stubborn gaps closed

- **Reduce risk** (attrition, reputation, legal, motivational / engagement);

- Get data clarity for performance and rewards;

Companies that adopt a human-centered approach to business see a **32%** lift in revenue, deliver outcomes to their market **2x** faster, and ultimately outperform the S&P by **211%**

IBM, 2022 - Building a Human-Centered Organization

- Employee-centric, tailored, **meaningful** rewards;
- Pay that is fair and competitive;
- Regular peer **feedback** to guide continuous self-improvement;
- Focus on adoption;
- Performance reviews that are **useful** to the employee, flexible and timely.
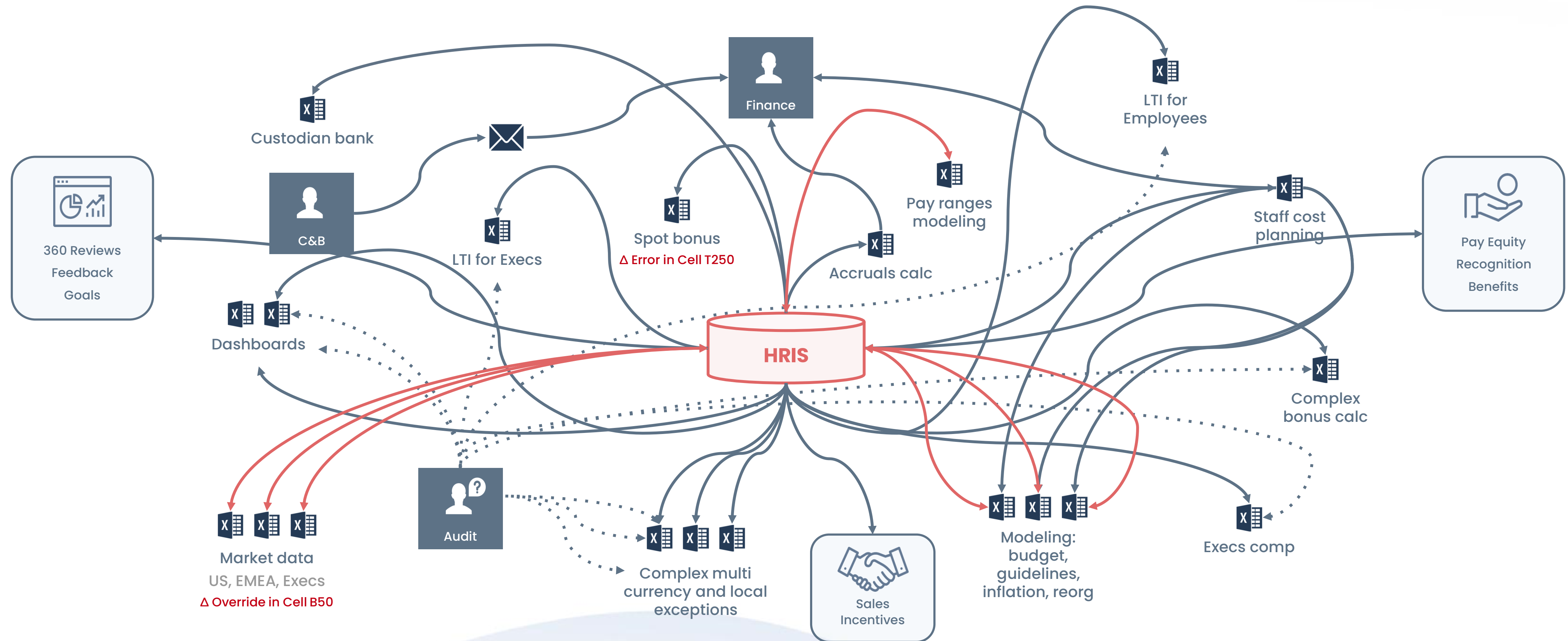
Mercer, 2022 - Inside Employees' Minds

But…

Houston, we have a problem
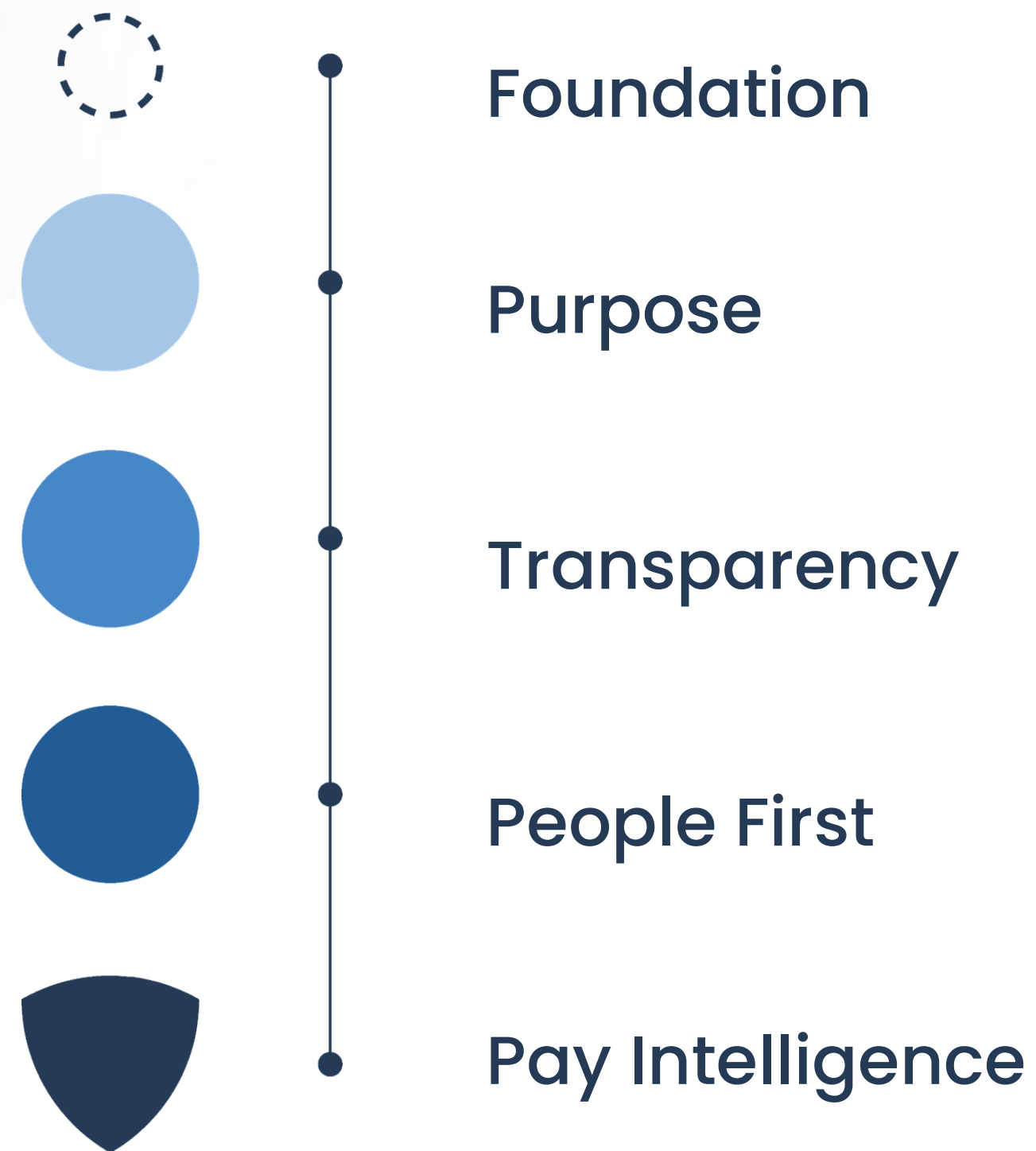
The Data Gap

Disconnected Processes
Lack of completeness across comp, perf, pay equity

Inflexible Data Model
Read-Only and Custom-fields challenges

Incomplete Strategies
Equity on Salary vs. Total Comp

Pay Intelligence

Pay Intelligence

Foundation

Purpose

Transparency

People First

Pay Intelligence

Foundation

- Bring all comp and performance data together
- Automate

Pay Intelligence

- Communication -> engagement, purpose, & transparency
- Reward the moments that matter
- Elevate "decision quality"
- Always-on Pay equity
- Deploy ML tools to predict pay & reduce bias

Success will be defined not only by attracting new talent;

It will be determined by inspiring & rewarding new levels of **engagement and motivation** in the existing team.

From "Rewarding the Moments that Matter: How to Build a High-Performance Culture" – beqom

Thank you!

> **Questions?**

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