MOS CHANGES &
PERFORMANCE MANAGEMENT

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ROLE OF TM

"*Predicting outcomes, diagnosing problems, and prescribing actions on the people side that will add value to the business.*"

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ROLE OF TM

get

KEEP

develop

achieve the organisational goals
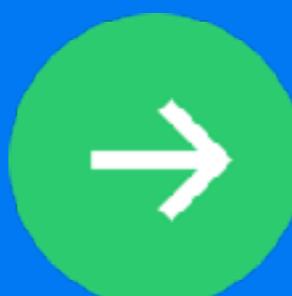
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What is changing with *talent management*?

ROLE OF TM

get

KEEP

develop

% of membership that is achieving their goals

→

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WHAT IS THE MOS OF TM?

TM is about getting, developing and keeping the right people in AIESEC to ensure achievement of the organisation's goals. Our Main MOS therefore relate to how our entity/membership are achieving the organisation's goals in TM areas of GET, KEEP and DEVELOP.

MAIN MOS:

% OF MEMBERSHIP THAT IS PRODUCTIVE/ ACHIEVING THEIR GOALS

MAIN SUPPORTING MOS:

Productivity
% RETENTION RATE
NPS OF MEMBERSHIP
% IXP
% Completion of Team Standards

GV

get

KEEP

develop

people analytics
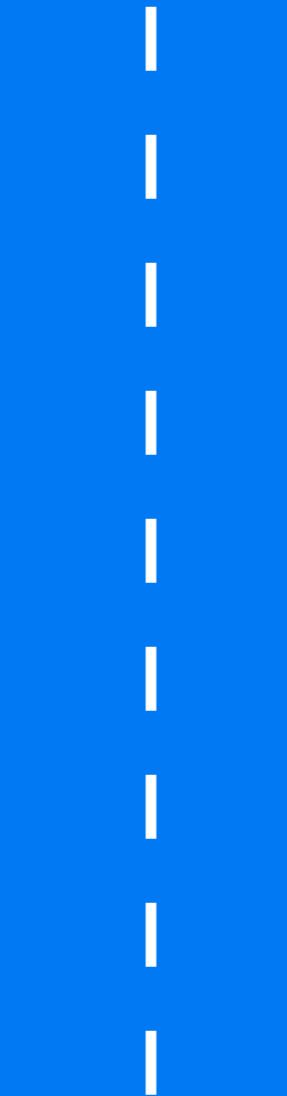
What are the **goals** you want to achieve in GV?

GV GET

I have the right amount of people in GV to achieve our goals.

I have the right profile of people in GV to fulfil our goals.

It is clear what each GV person/ member needs to do and achieve.

I have clear behaviours and criteria for what i need in GV people.

GV

KEEP

I know what are the biggest engagement issues of GV.

I know who are the low and high performers of GV.

I know which team standards are a struggle for our GV team leaders.

My GV team leaders are capable of delivering and living the team standards.

I have a clear plan and am executing on how to tackle the engagement issues

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GV

I know what is the knowledge, skill or attitude lacking for GV to perform.

I know what are the key mgmt/ leadership skill gaps needed in GV team leaders.

I have a clear plan and ability to ensure training delivery

GV and TM are co-working to ensure GV has the right knowledge, skills and attitude to achieve.

DEVELOP

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GV

GET

KEEP

DEVELOP

people analytics

*I have data to back up the answers to all the questions above.*

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how do you even measure % of **membership** *that is* **achieving their goals**

HOW CAN I MEASURE % OF MEMBERS THAT ARE PRODUCTIVE?

If your membership all has clear JDs with clear goals per MONTH - then on a MONTHLY basis you can assess the % of members that have achieved or not achieved their goals/ tasks.

This means that as an LCVPTM you need to:
- *Ensure that performance review as a process is happening (Every Team Member receives a Goal and Review of their Goals every Start and End of the MONTH).*
- *This information can be collected for your whole LC with a % of JD completed per member.*

LC level tracking:

Measurable plan for the month

Task based goals

PERFORMANCE REVIEW OF ASIA ☆

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	Name	Operation	MAY	ACHIEVED	% ACHIEVED
		# of Skypes	20		
		# of Matches	15		
		# of Realisations	5		
		# of Arrivals	5		
		# School Presen	12		
		# Sponsorships	1		
		# of Sponsors th	1		
		# Host calls	20		
		# IPS & Lead Pa	2		
	Burak	Productivity			
		# of Skypes	0		
		# of Matches	0		
		# of Realisations	0		
		# of Arrivals	0		
		# School Presen	0		
		# Sponsorships	0		
		# of Sponsors th	0		
		# Host calls	0		
		# IPS & Lead Pa	0		
	Eren	Productivity			
		# of Skypes	3		
		# of Matchs	0		
		# of Realisations	0		

CX oGV ▾ CX iGV ▾ Sayfa16 ▾ MKT ▾ Goal Achievements Intro ▾ BD & B2B GA ▾ CX iGET GA ▾ CX oGET GA ▾ CX oGV GA ▾ CX iGV GA ▾ MKT GA

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Number achieved in the end of the month

PERFORMANCE REVIEW OF ASIA

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Name	Operation	MAY	ACHIEVED	% ACHIEVED
	# of Skypes	20	10	50%
	# of Matches	15	12	80%
	# of Realisations	5	1	20%
	# of Arrivals	5	1	20%
	# School Present	12	10	83%
	# Sponsorships	1	0	0%
	# of Sponsors th	1	1	100%
	# Host calls	20	15	75%
	# IPS & Lead Pa	2	2	100%
Burak	Productivity			
	# of Skypes	0		
	# of Matches	0		
	# of Realisations	0		
	# of Arrivals	0		
	# School Present	0		
	# Sponsorships	0		
	# of Sponsors th	0		
	# Host calls	0		
	# IPS & Lead Pa	0		
Eren	Productivity			
	# of Skypes	3		
	# of Matchs	0		
	# of Realisations	0		

Tabs: CX oGV | CX iGV | Sayfa16 | MKT | Goal Achievements Intro | BD & B2B GA | CX iGET GA | CX oGET GA | CX oGV GA | CX iGV GA

% of achievement:

- Achieved/ Planned *100

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Talent Trackers:

Ankara Talent Tracker 2017

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			2017/2018						
			May	**June**	**July**	**August**	**September**	**October**	**November**
	BD - Team 1	Rüya Merve Doğru	50%	70%	40%				
					30%				
		Elif Su Cömert	70%						
		Umut Korkmaz	20%	50%	20%				
	BD - Team 2	İlkan Mutlu							
		Batu Yoruç Turgay							
		Ekin Naz Fidan							
		Begüm Özfidan							
		Merve Körneç							
	BD - Team 3	Ayşe Mutlu							
		Elif Tüfekçi							
		Efe Ergüleç							
		Şüheda Solmaz							
		İrem Bayram							
	Mkt - B2B	Simge Okur							
		Atakan Tokgöz							
		Sevgi Böke							
		Şeyma Nur Dede							
		Salih Kaya							
	Mkt - B2C	Emre Kazandere							
		Hacer Korkut							
		Kaan Demirtaş							
		İrem Sezer							
		Adarsh Udassi							

LC Overview | LC members | % performing members | Team Standards January 17 | Team Standards February 17 | Team Sta...

PLEASE DON'T FORGET:

▶ *You still need to update "LC members" and "Team Standards" for every month;*
▶ *We will still have monthly productivity reports;*
▶ *DDL is still 4th of each month.*

To summarise:

1

MAIN MOS FOR TM
% of members performing

THE REASON OF CHANGE

43%
OF MEMBERS
ARE NOT SATISFIED
FROM THEIR XP

PRODUCTIVITY
measurement gives
the success/failure
of the team, not of
the individual.

TM needs to go above and understand which members can actually perform properly.

And we need to know how to improve the ones that are not performing.

2

HOW CAN I MEASURE
% OF MEMBERS THAT ARE PRODUCTIVE?

Clear JDs With Clear Goals Per Month

Performance Review Every Month

Task Based Planning & Tracking System

Data Management For All Functionals

3

EXAMPLE OF MEASUREMENT

MARKETING TEAM

30% GOAL ACH.

80% GOAL ACH.

100% GOAL ACH.

TAKE THE AVERAGE.
RESULT : 70% MEMBERS PERFORMING.

Is this performance management?

Is this performance management?

NO!

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This is a monthly measurement but performance management is a quarterly project.

Why are we doing performance management?

The new MoS of Talent Management is shifting to % of members that are performing. How do we know if people are performing or not?

We need to implement performance management strategy.

What is performance management?

The fundamental goal of it is to promote and improve *members effectiveness*.

It is a continuous process where team leaders and team members work together to *plan, monitor and review* an employee's work objectives or goals and his or her overall contribution to the organization.

What can performance management and the MoS changes help you with?

Talent Capacity

The review will help you to identify if there is a **talent gap** in your entity. You can adjust your recruitment flexibility according to the insights.

Learning & Development

Not only can you analyze **which department is being effective** or not, for you to align or adjust your training timeline.

Reward & Recognition

Performance management helps you to **identify the highest performer and also the members with high potential of growth.**

Pipeline Management

By identifying members with high performance and motivation we can **better plan for our successors.**

Team leaders and team members work together to

plan

monitor

review

a team member's work objectives or goals and his or her overall contribution to the organization.

Step 1

Understand the basic logic
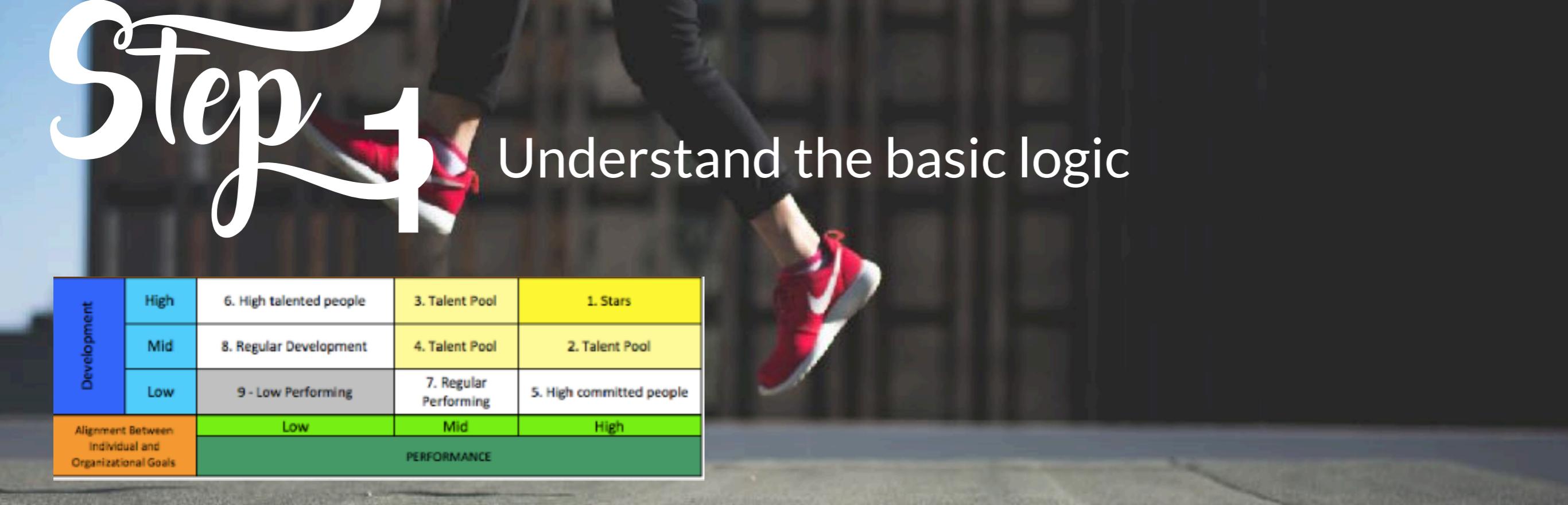
Development				
	High	6. High talented people	3. Talent Pool	1. Stars
	Mid	8. Regular Development	4. Talent Pool	2. Talent Pool
	Low	9 - Low Performing	7. Regular Performing	5. High committed people
Alignment Between Individual and Organizational Goals		Low	Mid	High
		PERFORMANCE		

You can see the basic logic of performance review on the chart above.

It consists of
Development: how much has someone developed?
Performance: how well has someone performed based on the last 3 months?

By evaluating a certain member in each of these 2 dimension using Low, Mid and High, we can place a member on a 3x3 matrix.

This is the basic logic of performance management. The catch is we do this every quarter for all our members.

This will require all members to have clear measurable target every quarter, so it can be tracked for performance.

Step 2

Plan - Make sure everybody has a GOAL and a DEVELOPMENT PLAN!

The basic two elements in performance reviews are the goals and the development plans.

Answering these 2 questions:

1) **How much of the goals the member has achieved in the last 3 months? (already answered in the pages above)**

2) How much the has member developed?

Some Call to Actions

- *Train your EBs on how to set smart performance goals!*
- *Train your TLs on how to set smart performance goals!*
- *Ensure everyone in your entity has a plan for development! (e.g. I would like to learn how to use Photoshop)*

Setting Development Plans

According to the people's analytics survey, we have identified the top 3 skills per functions.

oGV	Active listening	**Finance**	Accounting/ Budgeting	
	Working with others		Cash flow management	
	Cold calling		Data analysis	
iGV	Active listening	**BD**	Cold calling	
	Cross cultural communication		Critical thinking	
	Crisis management		Active listening	
oGT	Active listening	**TM**	Active listening	
	Working with others		Working with others	
	Time management		Coaching	
iGT	Cold calling	**Marketing**	Graphic design/ writing	
	Active listening		Critical thinking	
	Critical thinking		Public speaking	

You can set development plan for each of the member in this function according to these recommend skills. Setting development plan based on a same set of skills will allow you to cross check development in comparison, e.g. how many of my iGT members learnt closing technique?

Step 3

Educate your network why, how and what of Performance Management

Performance Management Education

Quite like this training you are getting right now, there should a desire from your entity to conduct performance management processes. As LCVP TM, understanding the context and communicating the same is the key to onboard people for the process.

When to conduct performance review?
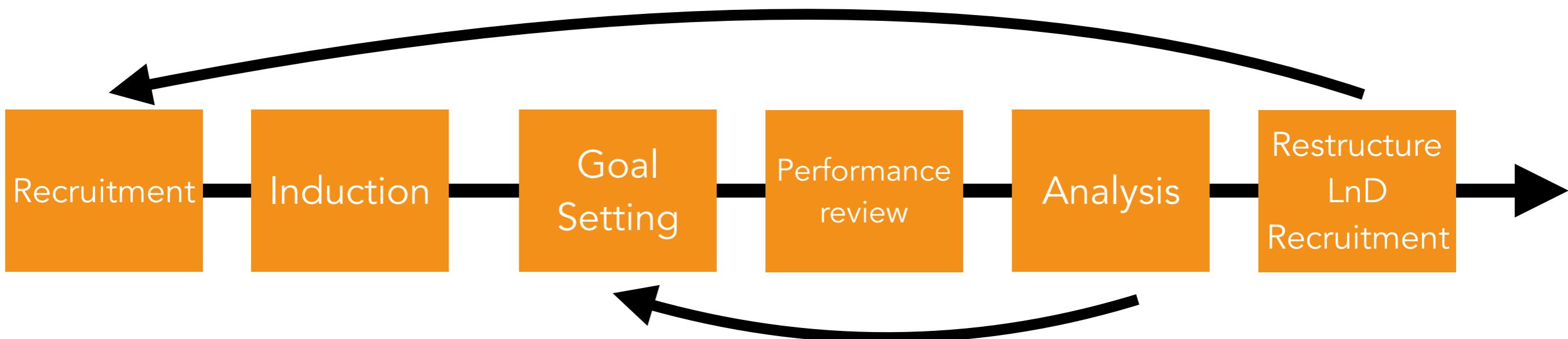
- A performance review should be conducted per quarter.
- Any performance review can only be done when a clear goal and a development plan have been set for each member.
- The analysis of the performance review can be used for shaping the recruitment, Learning & Development and Restructuring of the team. It can also influence the goal setting of the team.

Implementation Flow

Team Leader for Each Member

LCVP to Team Leader

LCP to LCVP

LCVP TM Analysis

MCVP TM Analysis
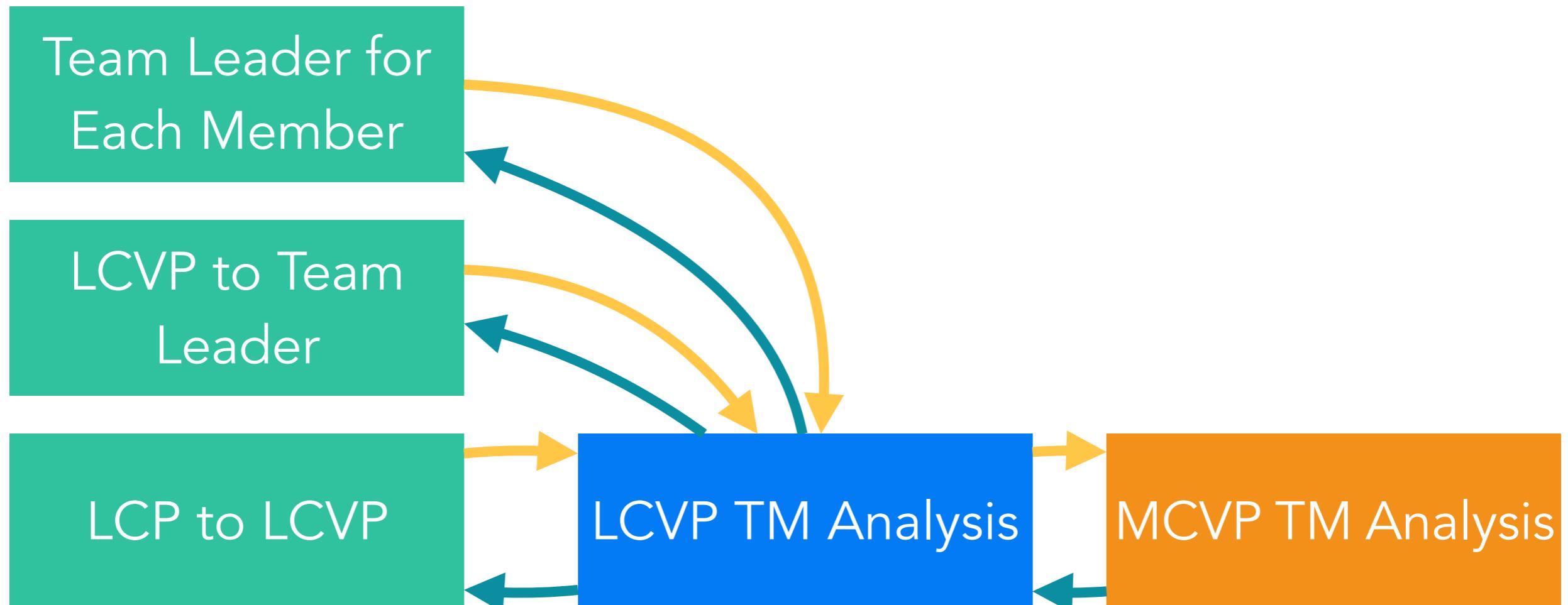
Flow for providing the data

Flow for providing insights

This is the Performance Review Excel

Development		6. High talented people	3. Talent Pool	1. Stars
	High	6. High talented people	3. Talent Pool	1. Stars
	Mid	8. Regular Development	4. Talent Pool	2. Talent Pool
	Low	9 - Low Performing	7. Regular Performing	5. High committed people
Alignment Between Individual and Organizational Goals		Low	Mid	High
		PERFORMANCE		

As a team leader, you review each of your team member by sitting in an One to One, using the matrix of development and performance.

An example of the review

Rabbit is TL oGV of the LC.
Her goal is to:
- Deliver 90% of all team standards
- Empower the team to achieve **20 approvals** and **15 realizations** in Q1

Her development plan is to:
- Learn how to conduct LEAD session for her members
- Learn how to manage conflict in her team
- Learn how to use friends referral as a strategy to convert more leads to approvals

At Q1 review, Bald man, the VP of Rabbit conducted a performance review on her.
Her goal achievement:
- 70% of the team standards are delivered
- Her team done **15 approvals** and **10 realizations** in Q1

Her development plan achievement:
- She didn't learn how to conduct lead sessions
- She was somehow ok in conflict management
- She wasn't able to use friends referral as a strategy to convert leads

Rabbit got a 2 for performance

Rabbit got a 1 for development

Now you can compile all your members in one excel

Name	Department	Position	Performance score	Development score	Rating
Bald man	oGV	LCVP	3	3	Star
Rabbit	oGV	TL	2	1	Regular performing
Smily guy	Marketing	TL	2	3	Talent Pool
Bear	Marketing	Member	1	3	High Talented people
Blondy	iGT	TL	3	2	Talent Pool
Cattie	iGT	Member	2	2	Talent Pool
…	…	…			

What to do with each of them?

Star	Give them opportunities that require higher level of skill sets
Talent Pool	Improve development through more challenging job roles
	Improve performance through coaching and job alignment
	Improve development & performance through adapting the job to something more connected to his or her interest
High committed	Adapt the job to make it more challenging for the member
High talented	Consider shifting their JDs because the person maybe can perform better in some other areas
Regular performing	The member is performing satisfactory, but not developing much. In this case consider reallocate the member where he/she can perform and also develop.
Regular development	Why the member is developing a lot but not performing, it could be because the member is getting developed in the field that's not helping them to perform
Low performing	Provide specific one to one for coach the members to check the goal and development plan. In some cases, it's necessary to remove the member from the LC

As LCVP TM, you can also map out all the data into one chart
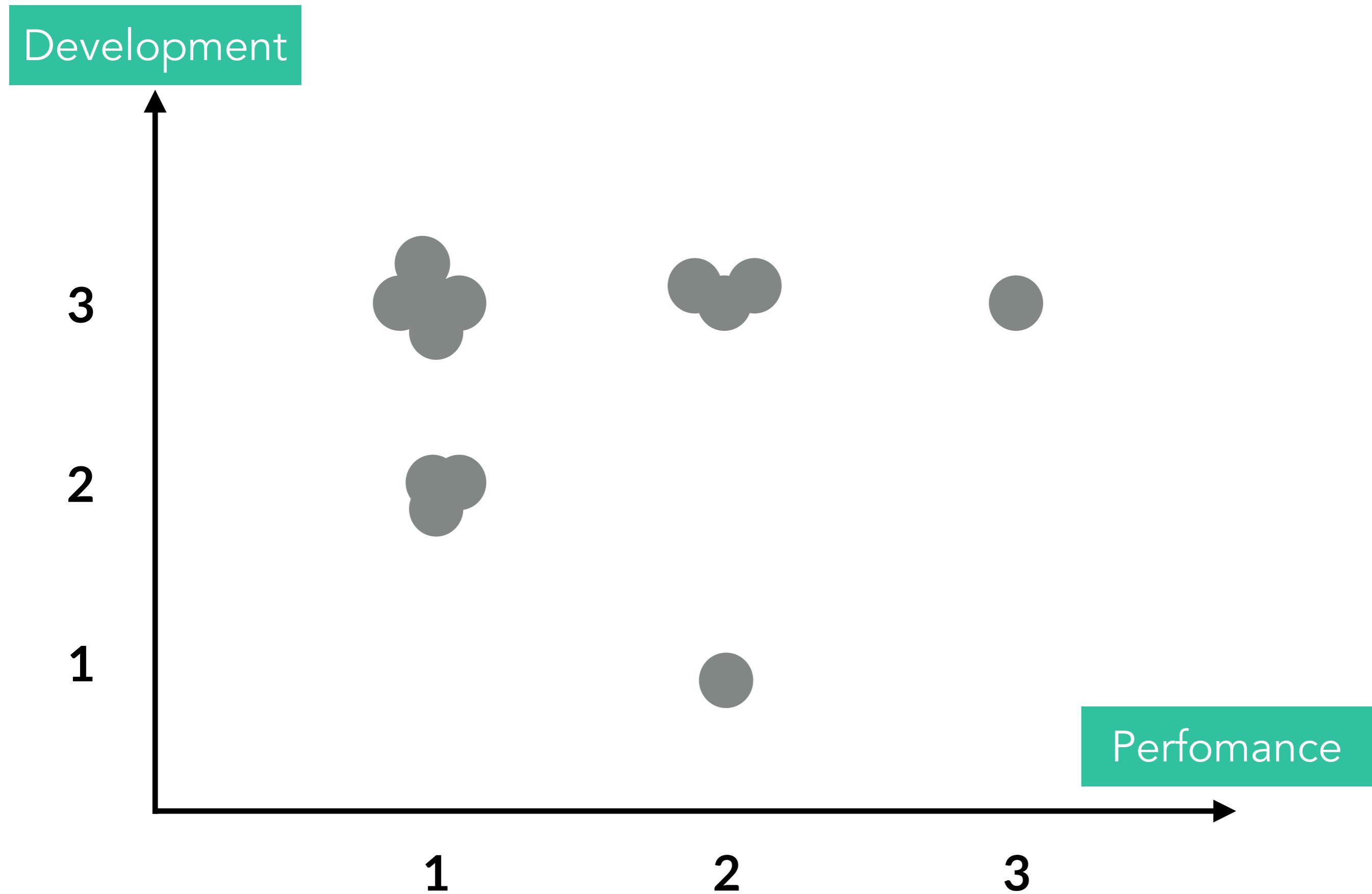
If you differentiate them by functions, you can see which department will need what specific supports

Development

Perfomance

iGT are developing a lot but need to perform better.

Mkt are all developing well, and performance is satisfactory. But they can be even better

3

2

1

1

2

3

Some questions you can use

During One to one

- How can I better support you to do your job?
- What could I do differently that would help you do your job?
- What am I doing that helps you do your job?
- Am I giving you enough feedback?
- Am I providing enough guidance and information when delegating work?
- Do you feel supported to achieve work-life balance?
- Do you feel you have been given opportunities to use and develop your knowledge and skills – how could we do this better?
- Have I supported you enough over the last …?
- Am I doing anything that hinders your capacity to do your job?

Everyday work

- How could I have supported you better on this task?
- Have I given you enough information and guidance?
- Is there anything more I can/could have done when you were working on this?
- What would you like me to do differently next time?
- Were you happy with the level of autonomy/ responsibility you were given?
- Could I have provided you with more feedback along the way?
- Have you been able to develop your skills while doing this work – how could we have better supported you to develop your skills

Most Important Thing

*Build a **culture** of setting goals and development plan, monitoring on them and reviewing them regularly. This mindset should be a day to day **habit** of everyone.*

Step 4

Training your membership with specific tools and skills for the process

Put your shoes in the seat of a new Team Leader. How easy is it to use these tools?

Using the Review Excel sheet

Using talent mapping chart to see an overview

Train your members how to set goals and development plans

What to do now?

1. *Educate the EB+TLs in performance goal setting;*

2. *Educate the whole EB+TLs in development goal setting;*

3. *Set performance and development goals for the next 3 months;*

4. *Use the tracking tools we showed above;*

5. *Map your members in the next performance review (end of Q2).*

When Rita? ASAP. But why?

In this new AIESEC Hub, you can:

Download Resources!

Get Connected!

Receive Training!
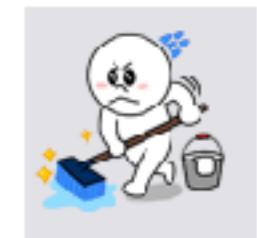
Manage Performance!

- Get access to all resources we have created!
- Are you a new member and confused about everything in AIESEC? Take the new member induction courses!
- Are you a team leader? Having struggle with Team Standards? We have compiled all of your struggles into a Team Leader Induction course!
- Set goals! Manage goals! and even set performance plan!

	First Name	Last Name	e-mail	Role	Department	If the person did IXP	Manager First Name	Manager Last Name
2	Miray	Aydınoğlu	mirayaydngl@gmail.com	TM	BD	no	Batuhan	Öz
3	Enver	Ataman	enverbaran5.ataman@aiesec.net	TM	BD	no	Batuhan	Öz
4	Sena	Davran	sena.davran7@gmail.com	TM	BD	no	Batuhan	Öz
5	Furkan	Eroğlu	fkeroglu@gmail.com	TM	BD	no	Batuhan	Öz
6	Batuhan	Öz	mbatuhanoz@gmail.com	TL	BD	no	Alper Yağız	Öztürk
7	Seyla	Günüş	seylagunus1@gmail.com	TM	BD	no	Dilay	Alpoğuz
8	Kaan	Şişmanlar	kaansisismanlar@gmail.com	TM	BD	no	Dilay	Alpoğuz
9	Enes	Teker	tekerenes93@gmail.com	TM	BD	no	Dilay	Alpoğuz
10	Yakup Erdem	Yıldız	yerdem98@gmail.com	TM	BD	no	Dilay	Alpoğuz
11	Dilay	Alpoğuz	dilay.alpoguz19@gmail.com	TL	BD	no	Alper Yağız	Öztürk
12	Alper Yağız	Öztürk	alper.yagiz.ozturk@aiesec.net	LCVP	BD	no	Meltem	Balımtaş
13	Efe	Çzekin	czekine@mef.edu.tr	TM	iGET	no	Mutlu	Soruklu
14	Berkay	İçlek	brkyiclek@gmail.com	TM	iGET	no	Mutlu	Soruklu
15	Mustafa	Işık	mustafa.isik@aiesec.net	TM	iGET	no	Mutlu	Soruklu
16	Furkan	Çağlayan	aiesec.sait@gmail.com	TM	iGET	no	Mutlu	Soruklu
17	Mutlu	Soruklu	mutlu.soruklu@aiesec.net	TL	iGET	no	Ceren Nur	Atbakan
18	Başak	Çelimli	basak.celimli@aiesec.net	TL	iGET	no	Ceren Nur	Atbakan
19	Çağatay Burak	Ergü	cagatay2.ergul@aiesec.net	TM	iGET	no	Başak	Çelimli
20	İsmail	Sözücüzel	ismailsozucuzel@gmail.com	TM	iGET	no	Başak	Çelimli
21	Fırat	Yıldırım	firat.yildirim@aiesec.net	TM	iGET	no	Başak	Çelimli
22	Gizem	Yıldız	gizemyildiz97@hotmail.com	TM	iGET	no	Başak	Çelimli
23	Gülben	Soysal	gulbensoysal@gmail.com	TL	oGET	yes	Tolunay	Karakollu
24	Elif	Arslan	elifarsalan@gmail.com	TM	oGET	no	Gülben	Soysal
25	Kaan	Yavuzer	kaan.yavuzer@aiesec.net	TM	oGET	no	Gülben	Soysal
26	Deniz Can	Köse	derizcankose@gmail.com	TM	oGET	no	Gülben	Soysal
27	Mete Emir	Özgüreee	mete.emir.ozgurese@aiesec.net	TM	oGET	no	Mert	Saraçoğlu

QUESTIONS?