

Landen Consulting Case Study: Electronic Performance Support System (EPSS) to support client's Performance Management Process

The Challenge:

The client's field sales management force was not consistently implementing the mandated performance management process for the staff they managed. Managers were being provided with basic performance checklists and templates, however the resulting performance management activities did not meet the HR-mandated company performance management requirements. Subsequent analysis indicated that field sales management understood the high-level requirements for the process, but they were not clear on many of the detailed steps in the process. While this detailed information was communicated during the yearly performance management level-setting sessions, the information was not being retained since many of the steps in the process are performed infrequently (for example, only in cases of extreme non-performance). Prior to Landen Consulting's involvement, the managers were being provided with electronic copies of the performance management documents, however the information was being provided without context, which did not allow managers to thoroughly understand the overall process and how all the pieces fit together.

The challenge: Provide enhanced process support tools to help 1100+ field sales managers implement the mandated performance management process more effectively and consistently.

The Solution:

To start, our consultants analyzed the existing performance management tools being provided year-after-year to field sales management. We worked with both corporate HR (who owned the performance management process at a high level) and field sales management (who owned the implementation of the process) to identify the areas where additional detail and context would be helpful. After the up-front analysis phase, we worked with the client to identify and develop additional process tools, which provided the additional clarification and support for key phases of the process.

We then developed an Electronic Performance Support System (EPSS), which became the "online toolkit" which was consulted whenever performance management activities were performed. The EPSS included:

- A cohesive visual overview of the entire process to provide "the big picture"
- "Drill-downs" to detailed information on each segment of the process
- Downloadable versions of every template/form needed for performance management activities, as well as other online process tools developed especially for the new EPSS
- Sample forms and other "helpful tips" information

The Results:

This project was so successful that the model we developed for this business-unit-specific tool was used as the basis for the enterprise-wide performance management toolkit – we were retained to build a similar tool for use by the entire enterprise. In addition, the EPSS was presented at the ISPI international conference.

For More Information:

For more information on the services available from Landen Consulting, call us at 847.604.8697, or visit us at www.landenconsulting.com.