



TCM GROUP

Putting
People First™

Transformational Performance System

Your system for delivering a fair, just, sustainable, inclusive
and high-performing culture

thetcmgroup.com

Introduction

TCM was established in 2001. TCM are experts at helping organisations to embed alternative processes for managing complex people issues including discipline and grievances. TCM's values Innovation. Courage. Excellence. Collaboration. Integrity.

TCM's CEO David Liddle is a leader in the areas of resolution and culture change. His bestselling book entitled *TRANSFORMATIONAL CULTURE* (Kogan Page) provides a practical guide for integrating a fair, just, inclusive, sustainable, and high performing organisational culture.

[Please click here for more details and to purchase the book from Amazon.](#)



“Provides the guidance to leaders, managers, and HR professionals on the importance of putting purpose, values and people first. David delivers a blueprint for creating an inclusive, sustainable, and high performing culture.”

OMAR ALI, FINANCIAL SERVICES LEADER, EY



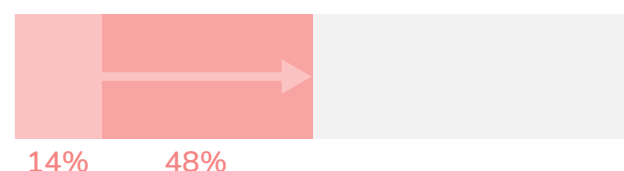


The need for change

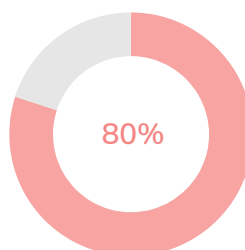
Old cultural norms and orthodoxies have prevailed businesses for years. When COVID-19 devastated the world, those organisations on the cusp of dysfunction fell to total disarray, disorder and destruction.

There has to be an intrinsic cord connecting culture and organisation – and most employees think so too, with 88% believing that a strong company culture is key to business success.

Failing to align strong and progressive company values with business policies, procedures and systems will inevitably impact upon success. Not only will employees become disengaged if their needs of a “strong company culture” are not met, but there are catastrophic implications for business functionality, too:



High absence, low output and high turnover – without a rich company culture, turnover spikes from 14% to 48%.

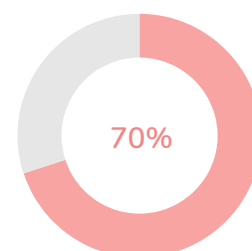


Deterioration of mental and physical health – 80% of work accidents occur due to stress from a negative work culture.



Loss of employee voice and a disconnect between employees and managers – 3/10 feel their opinions don't matter at work.

Poor reputation and brand – 70% of consumers want to know how the brands they support, address social and environmental issues.



The TCM Advantage

TCM empowers people and organisations to adopt purpose-led, person-centred and values-based approaches to culture change; conflict and complaints resolution; human resources; people management; and leadership.

We are passionate about protecting relationships whilst securing lasting and sustainable outcomes at times of conflict, change, crisis, controversy, and challenge. We work in partnership with our customers to develop the overarching strategies, core values, systems, processes, mindsets, and behaviours which engender a fair, just, inclusive, sustainable, and high-performing culture – a transformational culture.

Our consulting team comprises some of the top global talent. Through their expertise and endeavours, they encourage cooperative problem-solving, open dialogue and stakeholder engagement. They are the best at what they do.

Our customers benefit from our insightful teaching and consultancy methods which are accessible to all. We are inspired by approaches such as behavioural science, positive psychology, appreciative inquiry, restorative justice, principled negotiation, nonviolent communication, and emotional intelligence.

We believe in the ability of people to resolve often intractable problems with compassion and collaboration: when the correct conditions are in place. We also believe that an engaging, empowering, and proactive resolution of business challenges is more effective than the confrontational, adversarial, and often punitive approaches which are currently in use in a great many organisations.

In a culture of incivility and unaccountability, 80% of employees lose productivity, half are less willing to help others, and 75% of service users have less enthusiasm for the organisation. Over a third of staff have experienced conflict at work, which costs the UK £28.5 billion annually. These statistics are scathing. They should make you want to grab your organisation by the shoulders and shake it until it sees what's right in front of its eyes. It begs the question: how do we get better? How do we be better?

Under TCM's ideation of a modern organisational culture, we are guided by seven principles: collaboration, courage, common purpose, communication, compassion, curiosity and connection. These tenets provide the foundations for our leadership, justice and HR functions. People unafraid to speak their mind, with psychological safety at the forefront, and traditional outdated policies on the backburner.

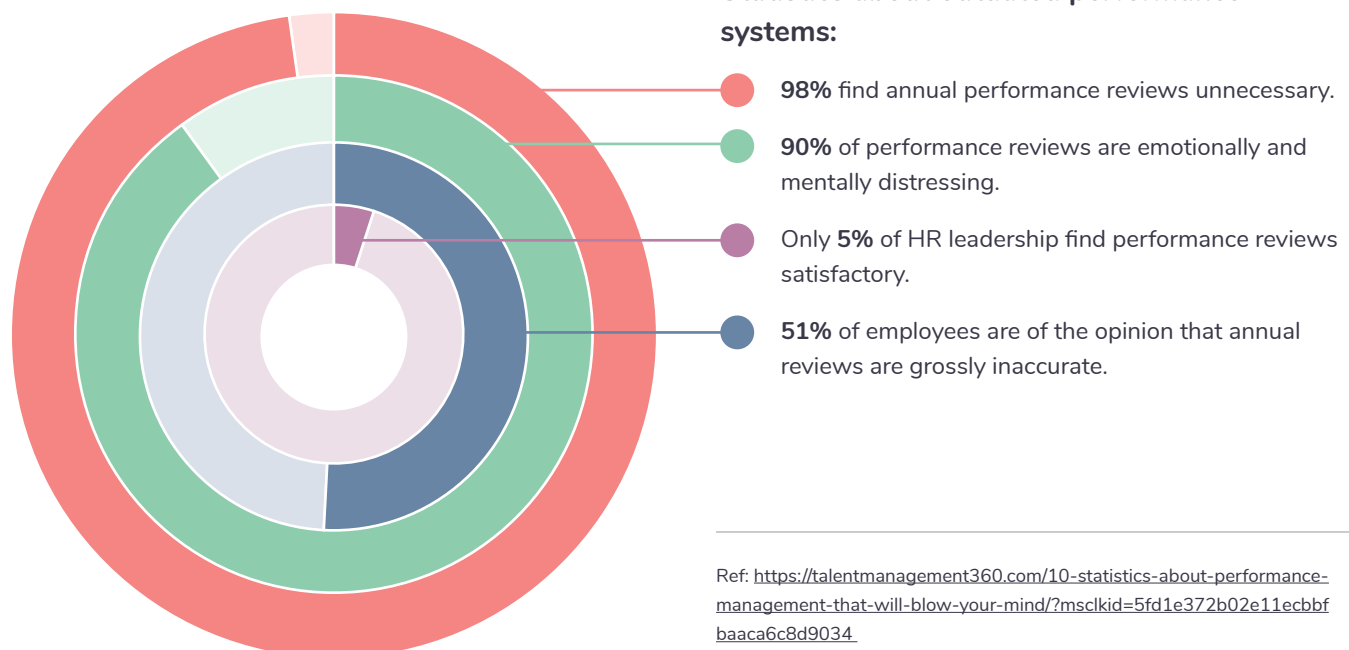
A large instigator of fear and anxiety in the workplace are our performance management systems.



Designed to instil apprehension – and often boredom – the once-yearly sit-downs serve as a reminder of everything we've done wrong. As the human makeup of our businesses changes, and our organisations become infiltrated with younger generations, the groans are becoming louder.

Don't shut out the noise – listen, put your people first, and rip up those outdated policies.

Statistics about outdated performance systems:



Ref: <https://talentmanagement360.com/10-statistics-about-performance-management-that-will-blow-your-mind/?msclkid=5fd1e372b02e11ecbbfbaaca6c8d9034>



The alternative: Transformational Performance System (TPS)

Your blueprint for a fair, just and high performing culture.

The Transformational Performance System (TPS) is used by numerous organisations to underpin their management systems, HR policies and People and Culture Strategies. The TPS delivers a values-based, person-centred approach to human resources, employee relations, organisational development and leadership.

TPS pulls together best practice from the fields of systems thinking, behavioural science, nudge theory, positive psychology, emotional intelligence and non-violent communication.

However, whilst TPS is packed with strong underpinning frameworks, it has been designed to offer a no-nonsense, common-sense model which is easily applied in practice. Under a transformational performance system, there's an emphasis on constructive, compassionate and collaborative feedback. With a dialogic approach and continual informal engagement, employees' confidence builds, expectations are clarified, and mistakes are learned from.

“There’s no way to get better at something you only hear about once a year.”

DANIEL PINK, AUTHOR

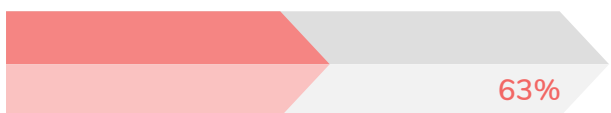
Statistics about modern performance systems:



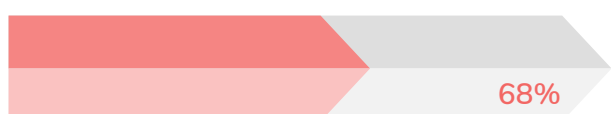
Companies that implement regular employee feedback have turnover rates that are **14.9%** lower than for employees who receive no feedback.



80% of Gen Y said they prefer on-the-spot recognition over formal reviews.



63% of Gen Z said they want to hear timely, constructive performance feedback throughout the year.



68% of employees who receive accurate and consistent feedback feel fulfilled in their jobs.

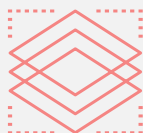
Ref: <https://blog.clearcompany.com/mind-blowing-statistics-performance-reviews-employee-engagement?msclkid=bf163e69b02e11ec897c66f66b1fa260>

Let's reframe the narrative, because it works: for our business, teams and individual health, harmony and happiness.

The new objectives:



Person-centred values and behaviours.



Clear alignment with wider business strategy.



The creation of a high-performing culture.



A great employee experience (EX).



Enhanced customer experience (CX).

How it works

PLAN

ACT

TRACK

REVIEW

Plan - is a documented guide for how a company will achieve its goals. Having these concrete milestones will help track the business's success. It enables a company to learn and evolve over time. Making it more resilient and agile.

Act - Committing to the plan with purpose. This involves building stakeholders and communicating your message to enable colleagues to understand the plan and carry out with passion.

Track - The goal of tracking your business performance is to ensure you do not miss your plan. You can increase your chances of meeting your goals in the future by reviewing documented evidence in a timely fashion. This allows the organisation to monitor performance regularly and adapt if needed.

Review - Reviewing can help people to enjoy success, to understand how it happened and to get accustomed to the idea that they can be successful. Reviewing can be a valuable safety net. The reassurance that support will be available in the event of failure encourages people to take risks (of the kind that will be supported).





Recruitment, Role Profiles and Onboarding

The key to any organisation's success is the colleagues they recruit, the expectation of their role and how well they are on-boarded for the first 100 days. The 7C's dimensions allow organisations to get these 3 processes aligned and begin the exciting journey for the colleague.



COURAGE

Leaders possess the courage to respond to uncertainty, challenge and change in a calm and agile way, unleashing employees' inner brilliance.



CONNECTION

Leaders build connections and sustain flow between organisational purpose, values, strategy, and culture, enabling meaningful interactions.



COLLABORATION

Leaders facilitate cooperative and inclusive working, where diverse ideas and views are shared, to accelerate individual and team performance.



COMMON PURPOSE

Leaders articulate a sense of purpose to their employees which in turn drives a culture of continuous learning, innovation, and growth.



COMMUNICATION

Leaders hold quality conversations which are empowering and engaging. This way of communicating builds trust, respect, and accountability.



COMPASSION

Leaders empathise and understand others when making business decisions. They connect with the emotions, needs and goals of their colleagues.



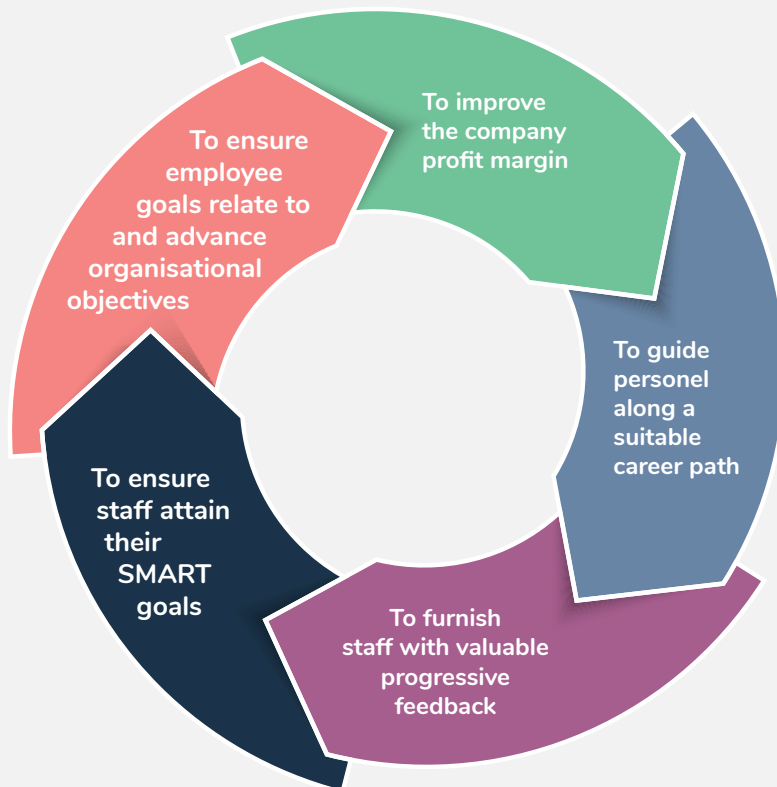
CURIOSITY

Leaders ask questions, listen, and show a genuine interest in their employees to foster psychological safety and drive high performance.

These, in turn, drive the system and create a sustainable and self-perpetuating feedback process. It's a cyclical, continual framework to enhance and advance employee, team and company experience.

In today's world, most colleagues aren't as excited by business metrics as leaders are; the annual, cascaded-down SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) objectives are irrelevant in a fast-moving business environment. There's a growing consensus to communicate business ambitions and results on a quarterly basis, which will give everyone a richer sense of what problems a company faces and where it is heading. Minimal metrics will be involved, with more attention given to stories focusing on the company's vision, values, customers and employees.

The CEO will communicate the quarterly business ambitions to managers via email, audio and visits in order to share the forthcoming objectives. Local managers will then communicate these insights with their own teams, making sure the data is relevant for their area of the business.



Improving performance

The new performance management system will be a simple one, with three aspects to it:

1

The first is to move to daily conversations between employees and line managers; these will be short, undocumented conversations that will encourage a responsive and agile approach to performance improvement.

2

The second is to introduce team performance conversations or peer-to-peer reviews, as part of a team's normal meeting cycle. These will enable employees to reflect on their own performance as part of the team discussion.

3

The third is to review the individual's performance on a quarterly basis once they have had time to listen to the team's performance review. This allows the colleague thinking time and to review their own performance against the teams.



There may be a small minority of colleagues who do not meet the company's minimum expectations. In this case, the line manager will work with them through a Team Player Growth conversation. Here, the formal disciplinary process is replaced with reminders. This is a more effective, compassionate and human way of correcting and discussing performance for marginal colleagues.

Career development

The final feature is to develop the colleague's careers by having career conversations with their managers. The colleagues will be asked the following 3 questions to enable the manager to tailor the conversation:

- **Satisfied in current role** – What can they do to deepen their skills and knowledge?
- **Satisfied in current role, more responsibilities or lateral move** – What can they do to deepen their skills and knowledge?
- **Career progression** – What can they do to deepen their skills and knowledge?

This will also feature in the senior leadership "Talking Talent" meetings twice a year to review succession and cross-company moves. From this, the company will be aware of who is ready for a move to widen their experience, any upcoming projects that may be suitable for them, and challenges other leaders are facing within their own teams.

In essence, annual appraisals are turned on their head to better reflect the modern workplaces we live and thrive in. There's a flow of managing people from a yearly cycle into a regular dynamic system, tailored to suit specific business needs, size and culture.

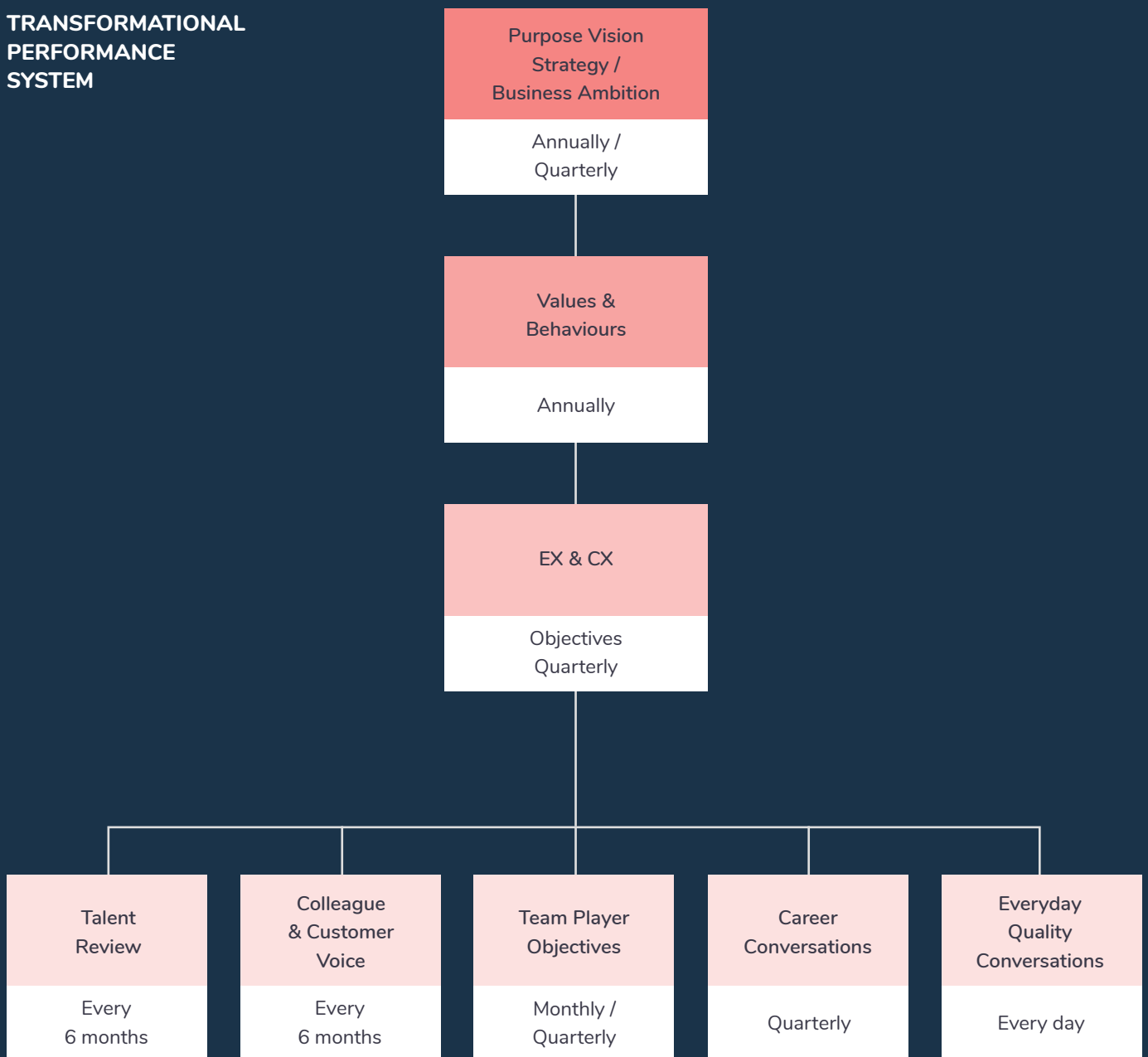


The structure

Each business has its own systems, needs and size – so their performance management will look a little different. This is a proposed blueprint for organisations to follow:

The Transformational Performance Systems offers a progressive, values based and people centre organisation. It is a blend of interconnected elements which span an organisation ecosystem.

TRANSFORMATIONAL PERFORMANCE SYSTEM



Broken down, this is what that looks like:

PURPOSE, VISION AND STRATEGY. BUSINESS AMBITIONS – ANNUALLY/QUARTERLY

- These are aligned to values, vision, employee experience, and customer experience. Applying the 7C's lenses.
- The previous Quarter will be communicated.
- New Quarter objectives will be set by the CEO and Board, and communicated to all colleagues.



TEAM CONTRIBUTION CONVERSATIONS – MONTHLY/ QUARTERLY

- The team meet to review the new Quarter's objectives and agree the approach to achieve them.
- Colleagues will also have individual reviews.
 - This allows a discussion to take place to evaluate the colleague's performance against the previous Quarter objectives. The power here is you would see a free-flowing conversation with feedback welcomed from both parties.
 - Colleagues will propose how they aim to support the new Quarter objectives.
 - Triage-based scoring is used here.
- Organisation they work in.
- Questions will be based around company values.



CAREER CONVERSATIONS – QUARTERLY

- This is to deepen skills and knowledge.
- These conversations are based on colleague choice and current feeling, scaling from:
 1. Satisfied in current role
 2. Satisfied in current role, wanting more responsibilities or lateral move
 3. Career progression.



EVERYDAY QUALITY CONVERSATIONS – DAILY

- These conversations will be centred around colleague strengths.



RECOGNITION

Employee recognition refers to all the ways an organisation shows its appreciation for employees' contributions. It can take many forms and may or may not involve monetary compensation. Companies recognise employees for things like:

- Achievements
- Exhibiting desired behaviours
- Going above and beyond expectations
- Milestones such as tenure





COLLEAGUE VOICE – BIANNUALLY

- This is a survey for all colleagues to help shape the organisation they work in.
- Questions will be based around company values.



CUSTOMER'S VOICE

- This is to gain qualitative data from customers from their actual experience of services received.



TALENT EVALUATIONS – BIANNUALLY

- These evaluations consist of regular reviews of colleagues from the earlier Colleague Career Conversations.
- These will be saved on case systems to refer back to.



RECRUITMENT

- This is both internal and external. Applying the 7C's lenses.
- Questions will be based around company values.



MANAGEMENT OF PERFORMANCE

It aims to maintain and improve employees' performance in line with an organisation's objectives. It's not a single activity, but rather a group of practices that should be approached holistically.

- Establish objectives for individuals and teams to see their part in the organisation's Purpose Vision Strategy.
- Improve performance among employees, teams and, ultimately, organisations.
- Hold people to account for their performance by linking it to reward and career progression.

Management of Performance centres on a two-way discussion and regular, open and supportive feedback on progress towards objectives.



Get in touch

If you would like more information on how your organisation can benefit from any of our services call today and speak to a member of the team.



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