Managing Performance in a Dynamic Era

By Ripy Mangkoesoebroto
CEO & Co-founder
3V-Company.com
SC GNIK

RIPY Mangkoesoebroto

Chief HR Officer
(2011 –2012)

3V
Founder & CEO
(2017 - Present)

Sr. Business Associate
2007

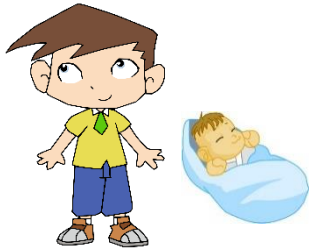
Training Speciaist
1995

Client Manager
1996 – Oct 2001

MSc.
2001

HR Director
(2007 –2011)

Bachelor Degree
Psychology UI
1995



PT HM Sampoerna, Tbk
Competency Development Leader
Head, HR Services Marketing and Sales
2001 –2006

Chief HR Officer
(2012 – 2017

Apa kabaaaar?

1. Saat ini apakah anda sudah mulai jenuh dengan virtual meetings (zoom/teams/google meet/ dll) ?Yes / No

2. Sebelum PSBB ditetapkan, saya sudah terbiasa bekerja dengan virtual team. Yes / No

Are you ready????

1. Seberapa siap perusahaan/kantor anda untuk tetap produktif dengan karyawan yang bekerja dari berbagai tempat?

   1: Jangan dulu deh, kita tidak bisa produktif

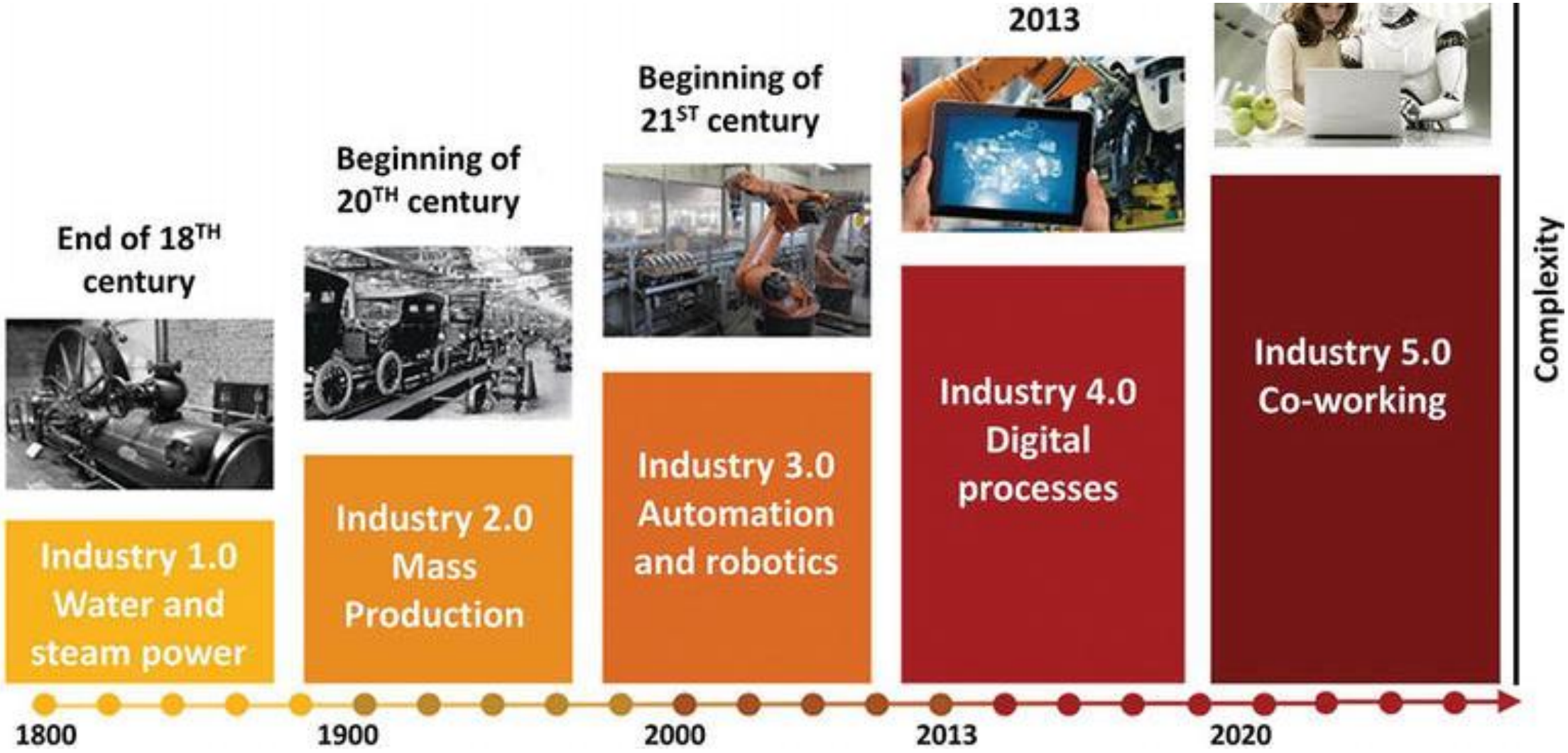
   2: Ragu karena bisa tidak produktif

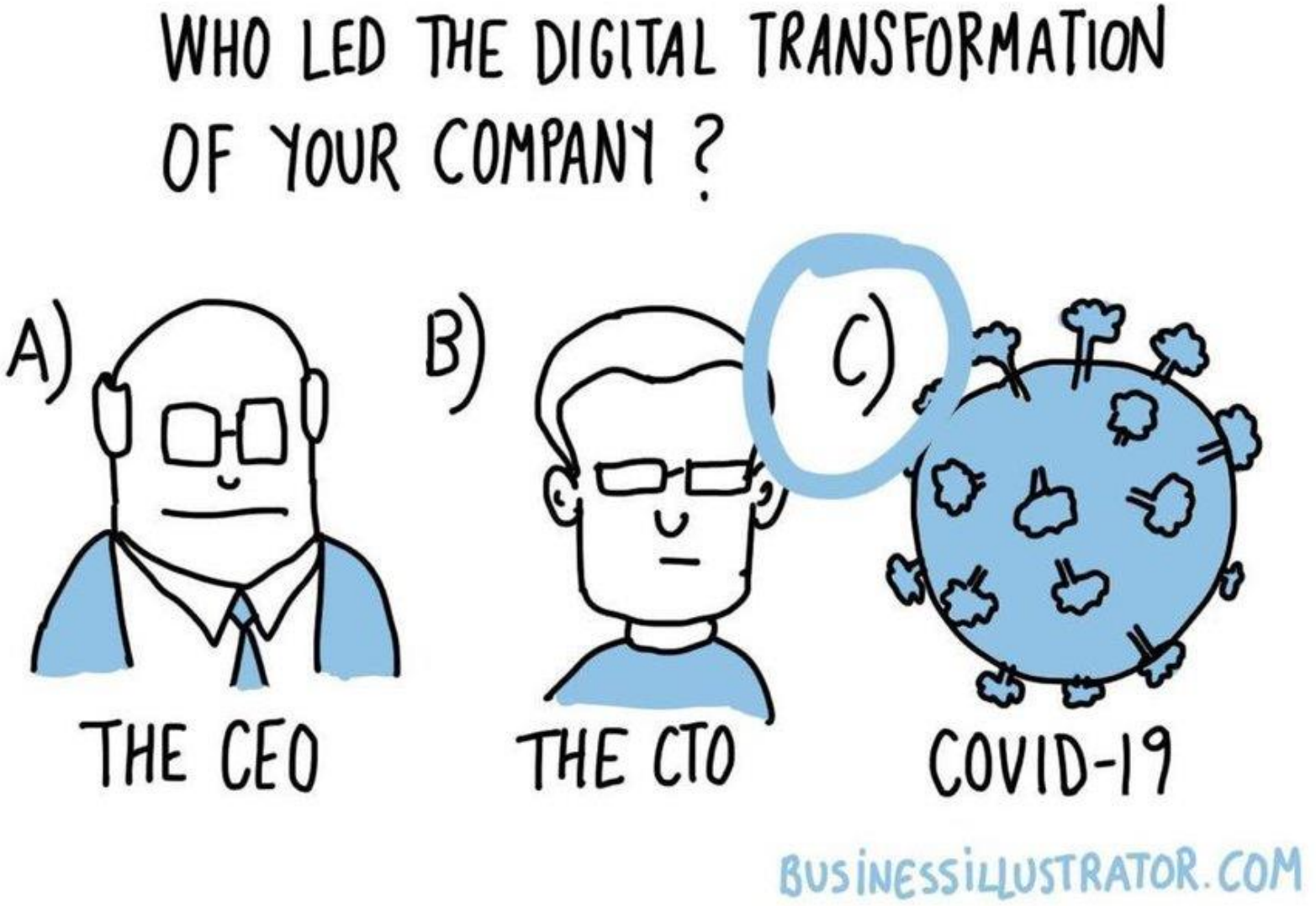
   3: OK saja sih

   4: Sudah siap dan mulai memakai alat bantu

   5: Sangat siap! Kita sudah efektif memakai beragam alat bantu

NEW NORMAL?


End of 18TH century
Beginning of 20TH century
Beginning of 21ST century
2013
Industry 1.0 Water and steam power
Industry 2.0 Mass Production
Industry 3.0 Automation and robotics
Industry 4.0 Digital processes
Industry 5.0 Co-working
Complexity
1800
1900
2000
2013
2020


WHO LED THE DIGITAL TRANSFORMATION OF YOUR COMPANY ?
A)
THE CEO
B)
THE CTO
C)
COVID-19
BUSINESSILLUSTRATOR.COM

NEW NORMAL?

A new normal?

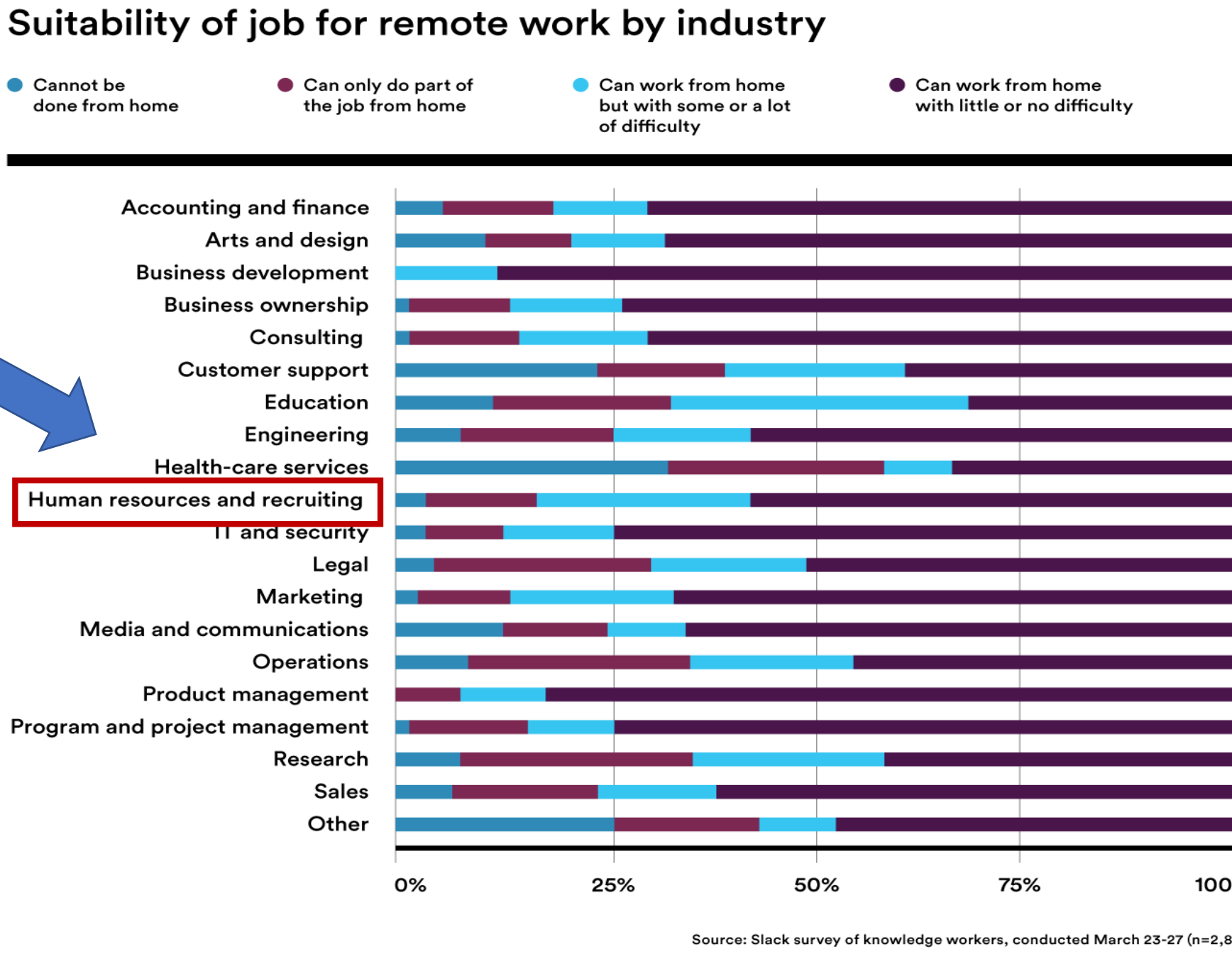
A Dynamic Era

Bagaimana dengan Pekerjaan anda?

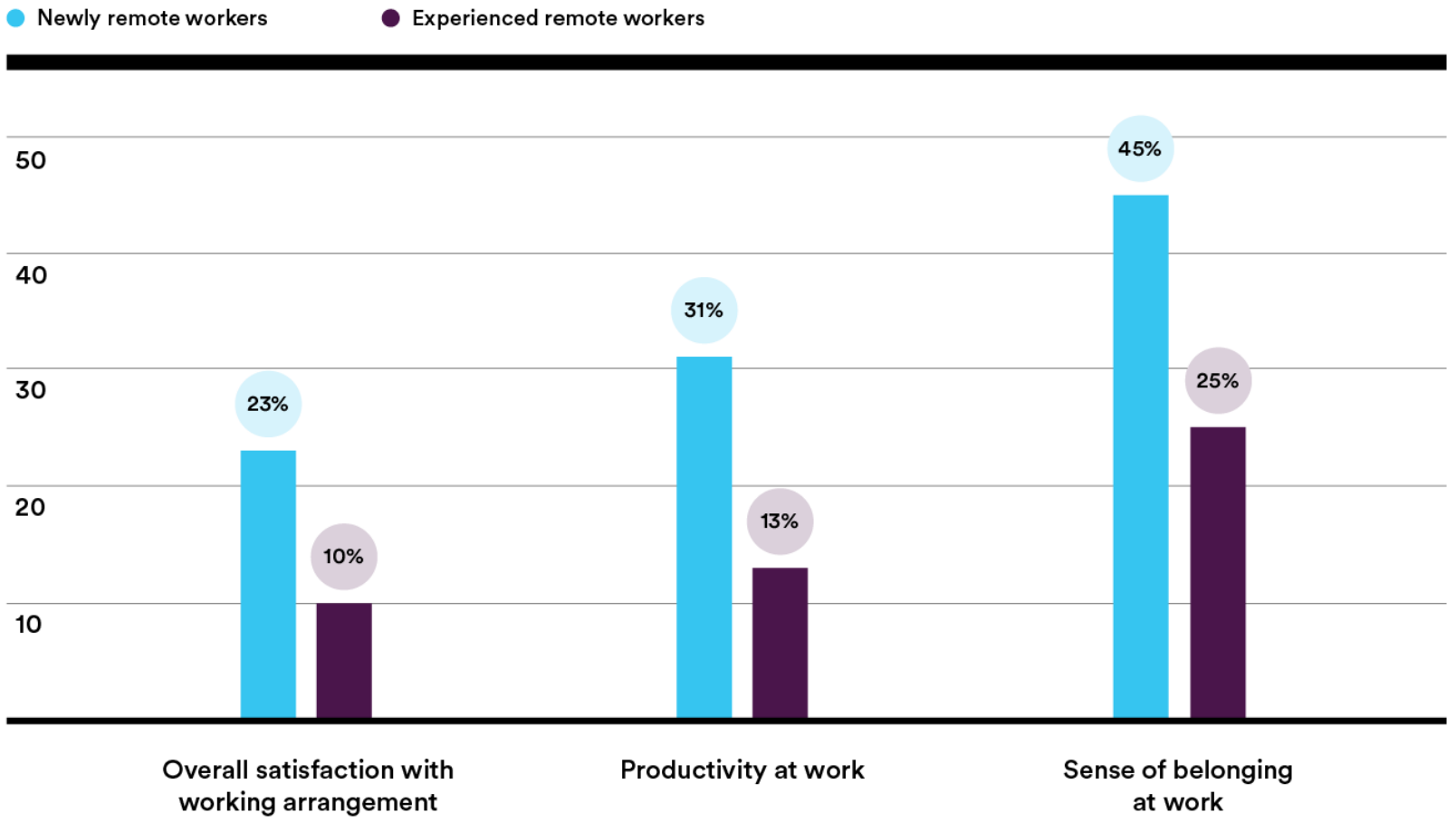
Apakah pekerjaan anda dapat dilakukan secara remote (tidak dari kantor) sepenuhnya?

Yes / No

How do you deliver the work that needs to be done?

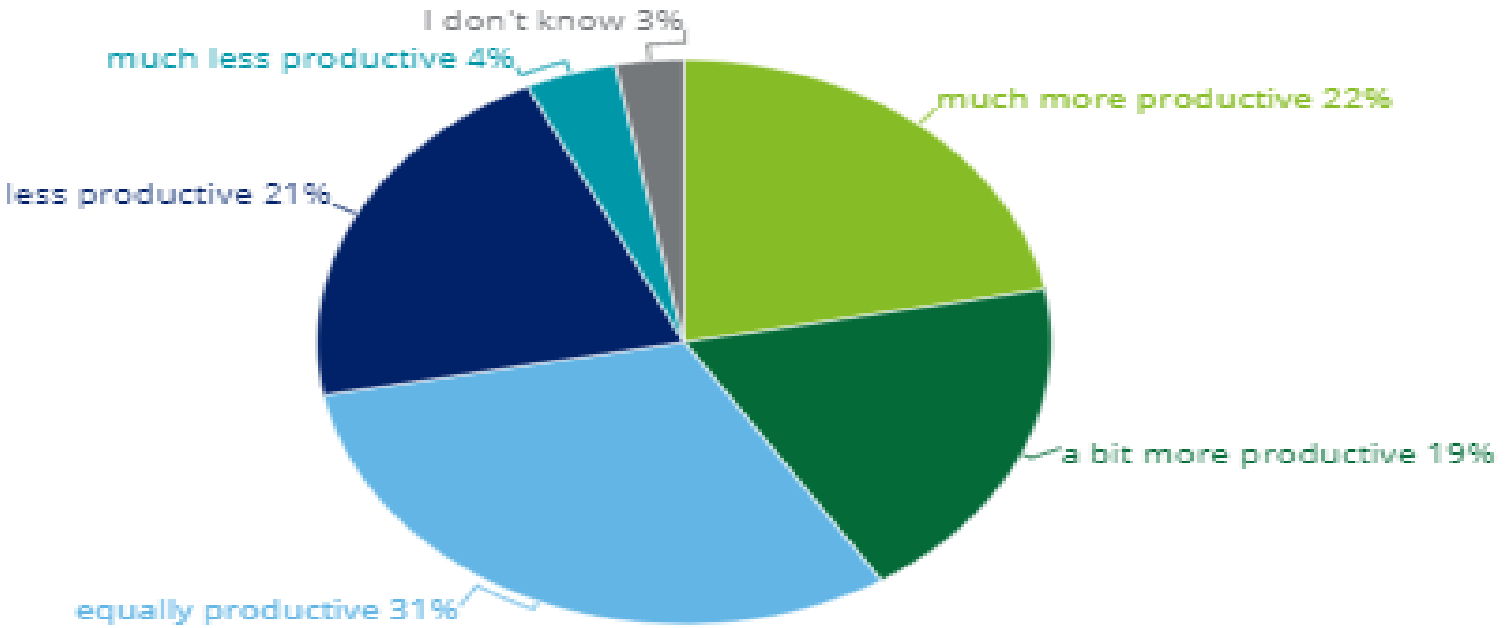


Experienced vs. newly remote workers who say working from home is worse for the following indicators



Remote working and productivity

How productive are you when working from home in comparison with working in the office?



https://www2.deloitte.com/ch/en/pages/human-capital/articles/how-covid-19-contributes-to-a-long-term-boost-in-remote-working.html

What's your biggest struggle with working remotely?

- 20% Collaboration and communication
- 20% Loneliness
- 18% Not being able to unplug
- 12% Distractions at home
- 10% Being in a different timezone than teammates
- 7% Staying motivated
- 5% Taking vacation time
- 3% Finding reliable wifi
- 5% Other

State of Remote Report 2020

buffer.com/state-of-remote-2020

https://lp.buffer.com/state-of-remote-work-2020

Tiga demotivator yang mengakibatkan turunnya kinerja

- Tekanan emosional dan tekanan ekonomi karena merasa khawatir kehilangan pekerjaan
- Kebutuhan keuangan yang tetap muncul
- Kesehatan pribadi dan keluarga

https://hbr.org/2020/04/how-to-keep-your-team-motivated-remotely

Tiga motivator yang meningkatkan kinerja pekerja remote

- *Play*, pekerjaan yang menyenangkan
- *Purpose,* kejelasan visi, misi dan *impact*
- *Potential,* mendapatkan rekan atau mentor yang dapat membantu mereka berkembang

https://hbr.org/2020/04/how-to-keep-your-team-motivated-remotely

Deloitte Study: Working during lockdown

Thirty-eight percent
of workers say lockdown has had
a negative impact on their wellbeing

1,321 UK workers and examine how technology has enabled successful working from home and how organisations can help their workers adapt to the future of work.

https://www2.deloitte.com/uk/en/pages/consulting/articles/working-during-lockdown-impact-of-covid-19-on-productivity-and-wellbeing.html

Working from home and productivity

Fifty-five percent of workers believe that their colleagues are just as, if not more, productive now than before lockdown

Lockdown and new technologies

Since the start of lockdown **75%** of office workers have used at least two new types of technology for work

What workers miss when working from home

When people work in their usual workplace environment, they:

...like the social interaction **(45%)**

...are more collaborative **(31%)**

...network more easily **(25%)**

Working from home after lockdown

After lockdown **61%** of desk-based workers would prefer to work from home more often

Common Problems in Managing Performance

TOP MANAGEMENT

- LACK OF PERFORMANCE ALIGNMENT TO COMPANY STRATEGY AND CULTURE

LINE MANAGERS

- SUBJECTIVE PERFORMANCE RATINGS
- LACK OF PERFORMANCE EVIDENCE

EMPLOYEES

- WELLBEING IS UNDERMINED
- IMBALANCE WORKLOAD
- UNFAIR PERFORMANCE RATINGS

HR

- LACK OF FEEDBACK AND RECOGNITION TOOLS
- TOO MUCH PAPERWORK

How do you manage performance remotely then?

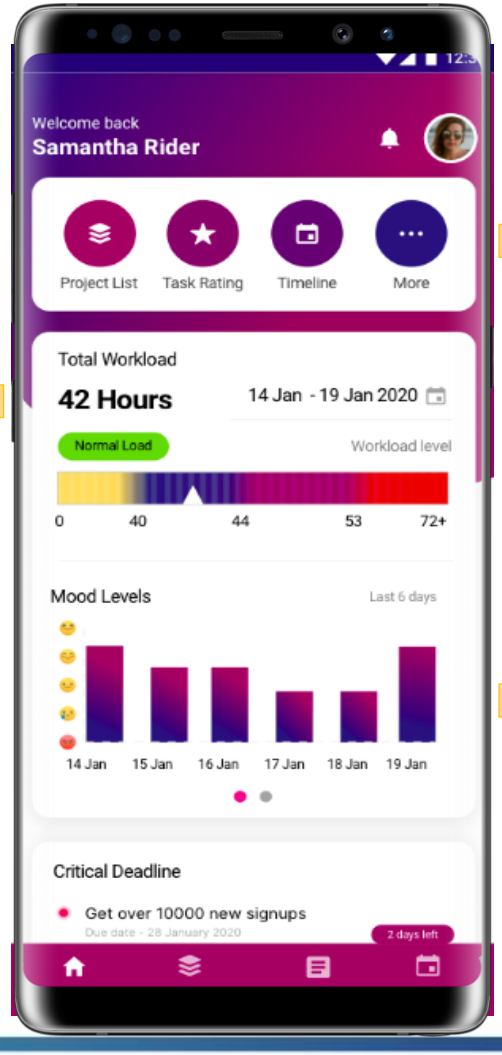
What are the pre-requisite of an effective remote performance management?

1. **Performance standard**, objectives and deliverables / performance expectation
2. **Coaching** and disciplined / regular interaction between manager and direct reports to ensure trust and empowerment
3. **Playbook** / Guidelines on remote working standard and process
4. **Development** on skills and mental readiness on remote working for all employees and managers
5. **Technology** infrastructure to ease connectivity, team collaboration, gather data, track and measure productivity

Having a tool such that provides a ***real-time-task-based review***, where everyone can give feedback at ***anytime and anywhere*** will help management, managers, employees to be more productive and grow.

Most importantly it is the **discipline** managers have to **coach and engage** with their team members.

Company needs to transform into new way of working during the pandemic, and technology plays important role on this matters.



1 Ensure that your employees are delivering targets as requested

2 Monitor their productivity. Are they overloaded, optimal or underloaded?

3 Be aware that your employees are healthy (mentally and physically) while working.

4 Most importantly: Trust and constantly engage through coaching and feedback

Welcome to the New Era of Productivity from anywhere

Thank you

3V-Company.com

@3V_Consultant

3V.company