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Overcoming the
fear of sharing
individual results:
Personal Metrics CAN engage.
The secret is the story behind
the numbers.

A culture of transparency enhances employee engagement.

Past experiences fueling fear

Enlighten has been invited by numerous companies across the public and private sector to undertake an assessment of their operational landscapes.

Early on in our engagements, the most common fear clients express is fear of publishing individual efficiency results. *"We haven't had positive experiences with displaying employees' scores before,"* is the concern typically voiced.

Negative past experiences can delay or even prevent companies from rolling out individual daily performance metrics.

Discussing results unifies disbursed teams

Regular work-at-home arrangements for US employees have grown by 103% since 2005.

We are often asked how to create a culture of continuous improvement and high employee engagement when team members are located across the country/globe, or spend much of their week working from home.

We see time and again that a daily scoreboard is an integral tool for driving performance while maintaining a one-team environment across multiple locations.

Ideally, a scoreboard should bring together all the key metrics about your teams' daily performance – including the much-feared individual efficiency results. Sharing individual metrics is important because it allows each team member to see how their contribution directly impacts the overall team results, which is a crucial contributing factor to high employee engagement. More specifically, positive

improvements in individual contribution causes their team to achieve, or even exceed, the planned output targets for the day. On the flip side: results that are less than expected become visible, and lead to constructive conversations to identify and remove the causes for the dip in performance.

Having a consistent dashboard creates the integrating backbone for daily "huddle" conversations, and removes the isolated environment, or "working in a vacuum," attributes that many disbursed teams struggle with.

Visibility will turbocharge team results



Enlighten™ engagement survey scores range from 0 (lowest) to 5 (highest)

Graph 1: Actual (anonymized) Enlighten™ client engagement survey and efficiency improvement results.

Throughout key milestones of an Enlighten™ change program, we encourage each in-scope team member to complete a ten-question engagement survey. This survey acts as a pulse check for how each person is feeling about their workplace, the feedback loops and their understanding of Enlighten.

Graph 1 shows four of our client success stories, where Survey One was undertaken either immediately before or just after rolling out individual efficiency metrics. Survey Two was issued 8 – 12 weeks later, where team members have had sufficient time to adjust to the new 'daily huddle' feedback loops.

When viewed through the lens of previous negative experiences, it can seem counter-intuitive that the engagement scores for all four clients increased after making individual efficiency scores public. Yet in addition to feeling more engaged, their efficiency was turbocharged. Engagement and performance is a positive feedback loop.

“Why do the daily scoreboard and team huddle disciplines lead to such rapid transformation?”

Consider the idea of trying to have a regular performance meeting with a professional sprinter when you have no metrics or data to discuss. If you have no timing statistics, diet analysis or exercise plans – how meaningful will your meetings be? Without a benchmark of similar athletes’ performance, how likely is their chance of sustainable, successful sprints?

In this analogy, the answers seem obvious – both the metrics and the feedback are a necessity for success. Without them, we are running blind (in this case, literally!). However, this is exactly what occurs in many operations areas where lean management practices are introduced. Leaders may conduct a team huddle, but have no real, meaningful operational information to discuss. Conversely, we see many forms of dashboards rolled out to businesses with no accompanying feedback loop (daily huddle) or sufficient coaching as to how to make the information actionable.

Also reflect on your company’s approach to quality statistics. We often find that clients who have expressed concerns with publishing individual efficiency metrics already have in place a similar process for quality results. Would you be able to achieve the same improvements (or maintenance) of your widget quality if individual data wasn’t made available and openly discussed?

Individual efficiency metrics along with consistent feedback loops are co-dependent. Turbocharged transformations like the results seen in Graph 1 can occur only when both are implemented in a positive and sustainable context.

Cultural re-alignment drives engagement

A positive by-product of the daily scoreboard and huddle implementation is the accompanying cultural re-alignment.

Your star performers will get the recognition and positive reinforcement they deserve. Under-performers will receive the coaching and upskilling opportunities they need.

After all coaching and upskilling avenues have been explored, employees who decide they are not best suited to a culture of transparency (will vs. skill) will exit the business over time – improving employee engagement even further when a group of like-minded and empowered team members remain, after the cultural re-set.

The story behind the number

What was the largest contributor to the negative experiences clients expressed to us? A focus on the actual efficiency number, rather than the **story behind that number.**

This sounds like a simple concept, but it is not an easy feat to achieve. It requires guidance, hands-on coaching and a conscientious decision by leadership at all levels to focus on the reasons the numbers were achieved, and how to create feedback loops that improve everyone’s ability to produce value-added output.

If past experiences are of real concern, daily metrics can be initially anonymized – for example, removing employees’ names and replacing with Team Member A, B, C., etc. This steppingstone approach allows everyone to get comfortable with the fact that the numbers themselves aren’t the

focal point. The *conversation* around why Team Member A could achieve a result 10% higher than Team Member C, and what we can do to leverage that result across the whole team should become the real discussion point.

Once your teams are confident that the new metrics and disciplines are not a punitive “big stick approach,” they can make the move to display team member names more openly. While this approach may delay or slow down the benefits realization velocity that we typically see, it is a healthy compromise in environments where previous metrics programs have been poorly introduced to the detriment of employee engagement.

Abandoning the traditional performance review process

Developing a culture of daily feedback allows companies to move away from the traditional approach of performance reviews.

From Silicon Valley to New York, and in offices across the world, firms are replacing annual reviews with frequent, informal check-ins between managers and employees.

Daily huddles and constant visibility over performance allows for much quicker course correction than waiting for quarterly, half yearly or annual formal reviews.

There are no “surprise KPI scores,” which can reduce engagement levels when you are sharing results daily. Employees are well-informed of where they sit within their team, and are included in the planning process.

Setting yourself up for success

What is the difference between a successful individual-level metrics program and a harmful one? There are several common attributes we observe from all our successful clients:

- **Have a consistent and well-socialized communication plan.** All leaders must be able to understand and articulate the reasons for rolling out the new metrics and methodology in a consistent manner.
- **Tie your communications back to a broader change program or operational excellence strategy.** By integrating your metrics and daily huddle disciplines within an overarching strategic banner, you give context to the rollout. This will ensure it is not immediately perceived as an isolated or separate “big stick/big brother” initiative.
- **Celebrate successes!** This is often overlooked, but extremely important. Change is tough, and to keep engagement levels moving in the right direction, you must celebrate the wins, no matter how small. Daily huddles are the perfect opportunity to share success stories and provide well-deserved recognition.
- **Be a hands-on sponsor.** This is not a spectator sport. Setting the strategic direction and handing out a communication plan will not in itself ensure success. Participate in the daily huddles. Ask questions of your leaders and team members about their daily scoreboards and results. Follow up on barriers to success and identified waste items.

Remember engaged employees who share a common goal will strive to produce high-quality work in a timely manner. In contrast, no amount of process re-engineering or measurement will significantly move the needle on a disengaged employee’s output.

In summary: Displaying individual results is not something to be feared. When implemented correctly, your company will reap the rewards of both improved employee engagement and a reduction in waste.