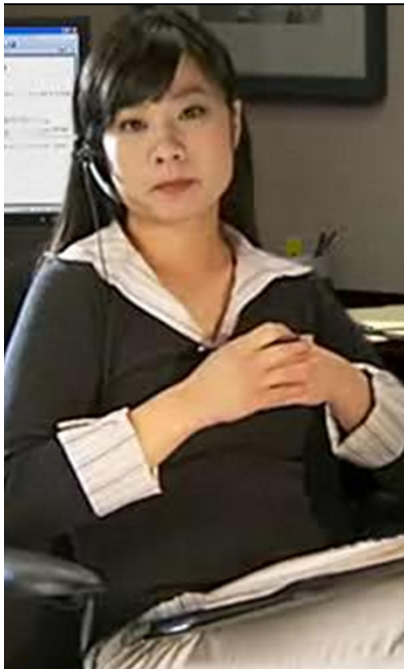


The Talent Challenge: Can Simulation Drive Effective Performance Management?

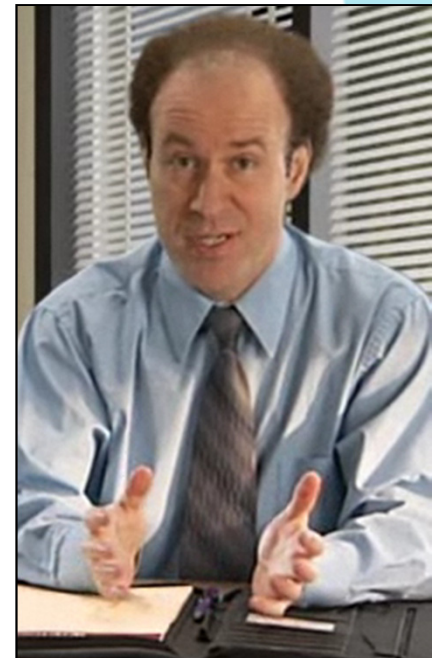


Rich Mesch

**Senior Director, Consulting Services & Innovation
Performance Development Group**

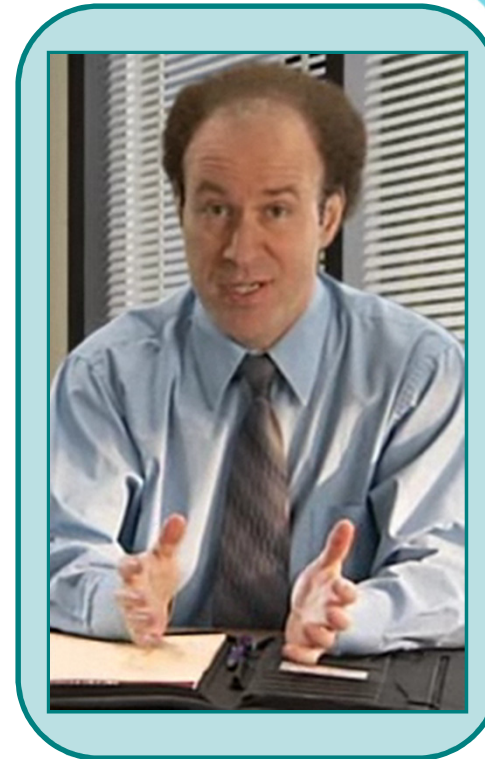
(610) 308-9445

rmesch@performdev.com



Meet Robert

- Systems Analyst 1
- Long-term employee and a reliable contributor
- Not willing to broaden his role or improve his skill set
- New project is out of his comfort zone.



Meet Kim



- Systems Analyst 4
- Virtual team member
- Consistent high performer
- Wants to expand her role and move up the ladder

Session Overview

- The Challenge: What was the problem to be solved?
- The Vision: Using simulation to drive behavior change
- Simulation Demo
- What is Simulation and why is it effective?
- Conclusions and next steps
- Q&A

About Unisys



Unisys partners with businesses and governments to improve the operational efficiencies of their mission-critical environments. We manage data centers, modernize critical applications, and support the end users of some of the largest public and private entities on earth, while keeping everything safe and secure.

- **Security**
- **Data Center Transformation and Outsourcing**
- **End User Outsourcing and Support Services**
- **Application Modernization and Outsourcing**

The Costs of Ineffective Performance Management

- Missed development opportunities
- Loss of talent
- Loss of organizational knowledge
- Lower organizational performance
- Impact on business metrics

The Challenge

- Performance Management Process in place
- Adherence was low
- Messaging was inconsistent
- Tools were available but not being utilized

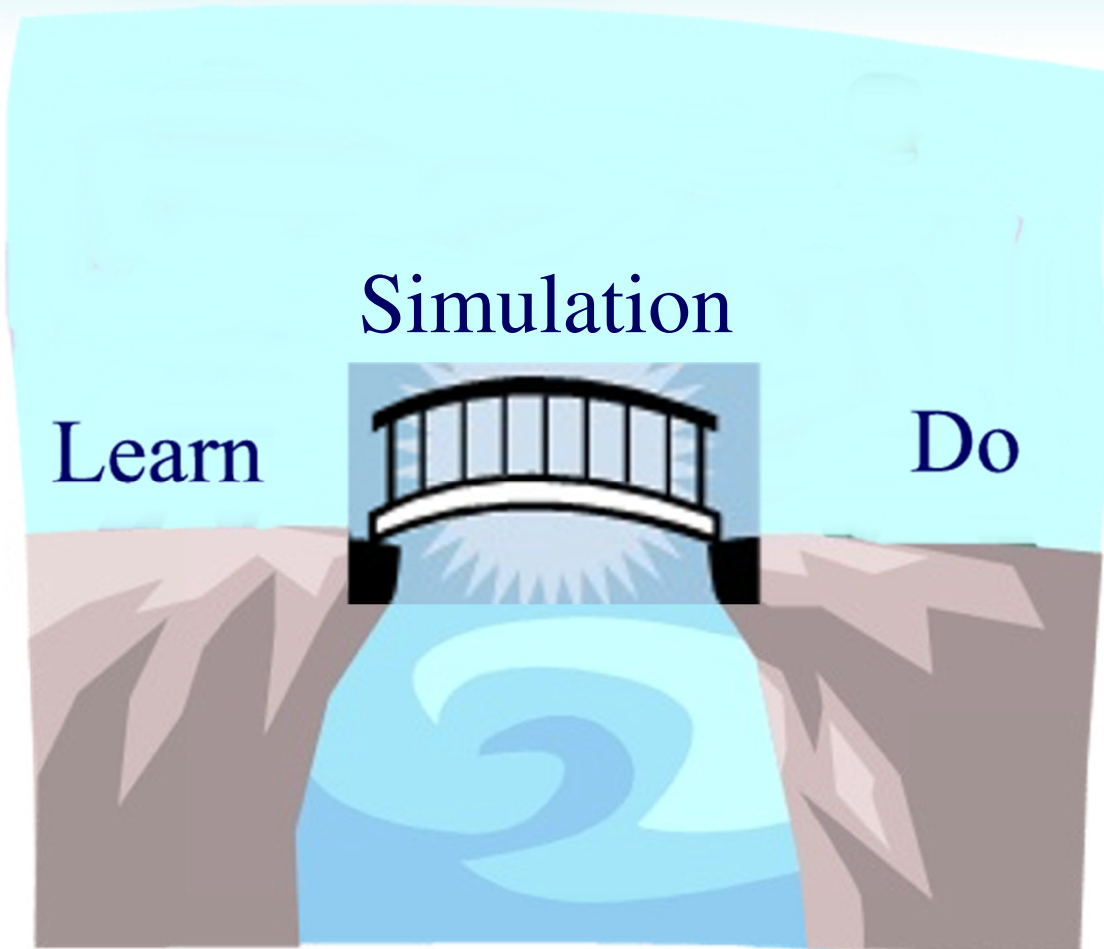
The Challenge (and Opportunity)

- Providing learning tools to help with the learning management ***process*** was easy
 - The presenting challenge was (and still is) ***behavioral***
- Simulation chosen to offer managers practical application before talking with their team members
 - Alleviate fear and increase comfort level
- Expected result is increased compliance.
 - Bonus result is managers more engaged in developing their associates.

Why Simulation?

- Gain attention
- Provide significant value in a short time
- Support critical thinking skills
- Demonstrate what “good” looks like

The Learn-Do Gap



How do you close the gap?

- Context
 - How does it impact my role and the roles of others?
- Application
 - What do you expect me to do?
- Practice
 - Try it out in a safe environment
- Example
 - What does it look like when I do it right/wrong?
 - What is the impact of different approaches?

What is Simulation?

Simulation is a realistic, controlled-risk environment where users can practice behaviors and experience the impacts of decisions

- Learn-by-doing
- Application of Learning
- Performance Support/Reinforcement

Why is Simulation Effective?

- Good simulation is immersive; gains and keeps attention
- Real life environment
- Learn by doing
- Illustrates Best Practices
- Requires critical thinking and problem-solving
- Can focus on trade-offs and impacts, not just right/wrong answers

Who is the audience?

- Initial Audience: 400 Human Resource Professionals
- Ultimate Audience: About 4000 Unisys Managers
- *Not* primary training
 - Application Tool
 - Practice Tool
 - Experience builder
 - Gain insight into impact and consequences of decisions

The Team



The Team

UNISYS

- VP, Unisys University
- VP, Human Resources
- HR Representatives from different Bus
- IT Manager



- Project Manager
- Simulation Designer
- Developers
- Graphic Designers
- Audio/Visual Designers

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Start with the Metrics

- **Employee Engagement:** the degree to which employees are engaged in the process.
 - 100: Creates a very engaging work environment
 - 0: Creates an environment that fails to fully engage employees
- **Employee Retention:** employee retention as a percentage.
 - 100: Makes decisions that lead to excellent employee retention
 - 0: Makes decisions that lead to poor employee retention
- **Contribution to Business Results:** how appropriate employee behaviors led to achievement of business goals.
 - 100: Encourages and reinforces behaviors that lead to achievement of business goals
 - 0: Discourages behaviors that lead to achievement of business goals

Simulation Demonstration

UNISYS
imagine it. done.

Kim asks a favor.



KIM

Hi, I have a favor to ask you. My current assignment requires me to be at the client's site on a regular basis. I know we had my interim review meeting scheduled for later this week, but my client needs me in some critical meetings. Can we push it to next week? I know we're running out of time to get this done, but I don't see any other options. Let me know if that will fit into your schedule. I'm really anxious to hear your feedback!

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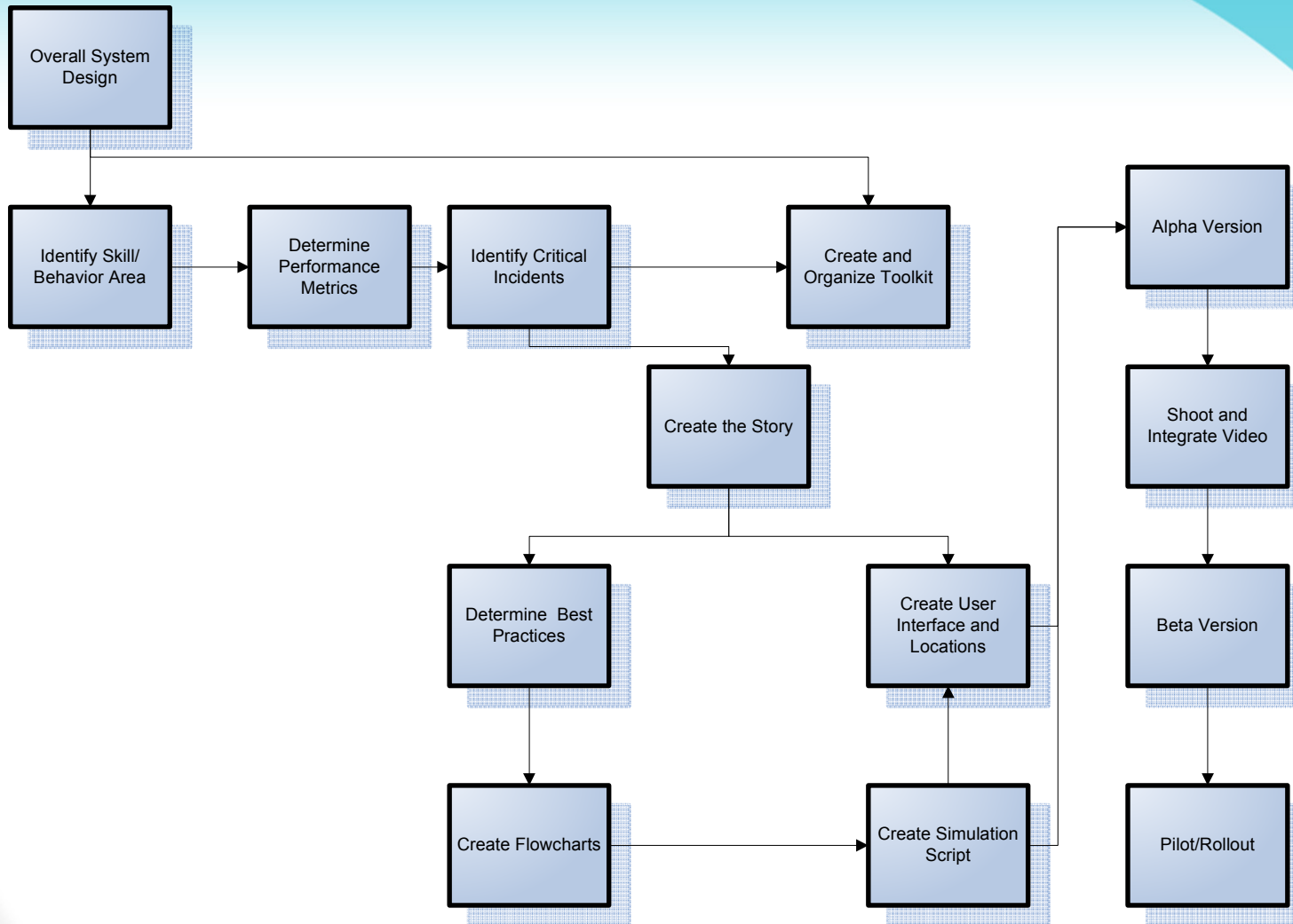


When Should I Use Simulation?

Simulation is most effective for content that is:

- Behavioral
- Observable
- Has defined consequences and implications
- Process or System Driven

Design & Development Process



Writing Decisions for Simulation

- Not rights and wrongs, but shades of gray
- Use different decision types:
 - Multiple select
 - Prioritization
 - Ordering
- Focus on why it's not happening now:
 - Hard to understand
 - Easy to understand, hard to do
 - Emotionally difficult
 - Concerned about repercussions
 - Conflicts of interest

Design Challenges

- The tyranny of HR
- Changing policies ahead
- Pay for Performance

From Learning Tool to Performance Support Tool

What segment of the simulation would you like to review?

- Start from the Beginning
- Objective Setting
- Interim Review
- End-of-Year Evaluation
- Pay for Performance
- Return to Where I Left Off

What makes a good simulation?

- Immersive
 - Feels like doing the job, not like taking training
- Performance-based/Behavioral
 - Simulation is about *doing* the job
- Driven by real-life metrics
 - Metrics come first, and success is measured the same way it is in real-life
- Real-life conflicts and trade-offs
 - The same things that make decisions difficult in real life are in the simulation
- Storytelling
 - Users are drawn into the story and make decisions to create a good outcome

How is Simulation Rolled Out?

- Blended Learning Methods
 - Simulation-Centered Learning/Performance Support
- Classroom
 - Team-based
- Competitive
 - Leader Board
 - “Game Night”
- Event-based
 - Sales Meetings, etc.

Where is Unisys now?

- Rolled out to HR audience globally
- Rollout to management audience has begun
- Overall satisfaction YTD is very high
- Feedback very positive –
 - Scenarios closely resemble real situations at Unisys
 - Managers will repeat simulation to see the impact of different decision paths
 - Provides practical guidance on how to work with associates all year on development planning and review

Questions?

