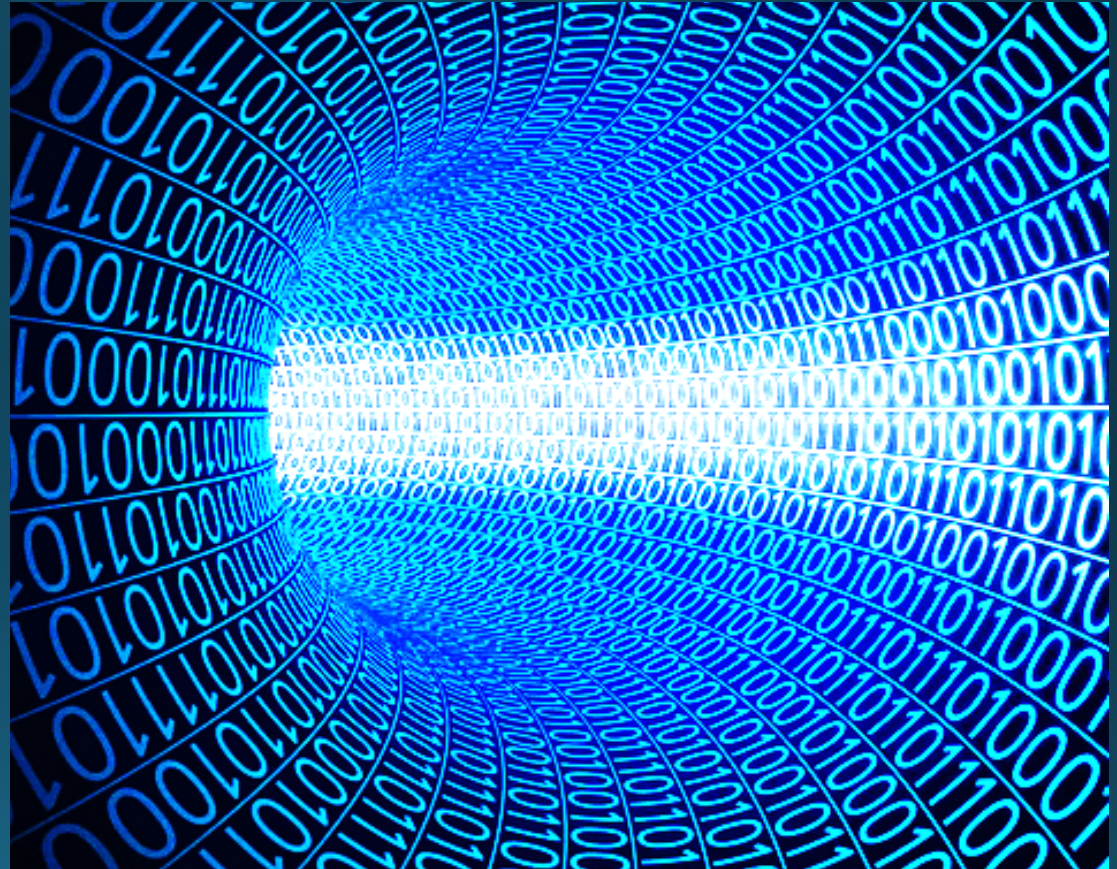
A laptop screen is the central focus, displaying a vibrant soccer match at night. The scene is illuminated by bright stadium lights, creating a dynamic and energetic atmosphere. Several players in various colored jerseys (white, yellow, green) are captured in mid-action, with one player in the foreground jumping to head a ball. The background shows a blurred crowd of spectators and the structure of the stadium. A semi-transparent blue banner is overlaid across the bottom half of the screen, containing the text "An Engineering-Led Culture at Scale" and "Staying True to our Agile Roots" in white and light blue fonts.

An Engineering-Led Culture at Scale
Staying True to our Agile Roots

The Journey



... to a Tech Led Culture

The Journey

- *Challenged conventional methods*
- *How we came up with a new approach*
- *How we measured our success*



Let's talk about Performance Appraisals

Performance Management

The Standard Approach

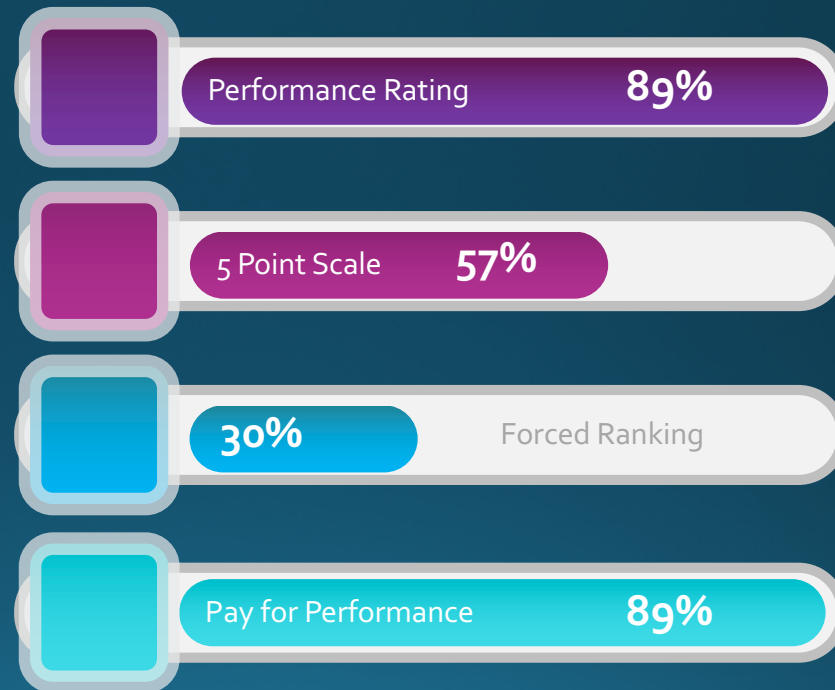
Formal
Goal Setting



Year-End
Review



Mid-Year
Review



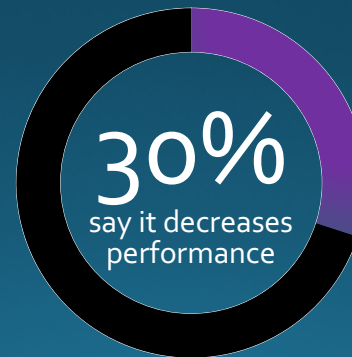
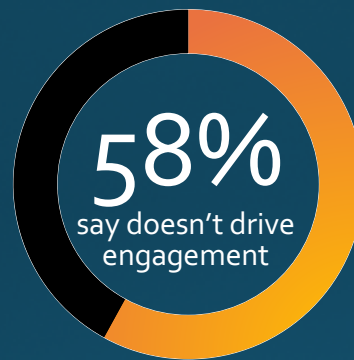
The Investment



Deloitte was spending close to
2 million hours a year on evaluations.

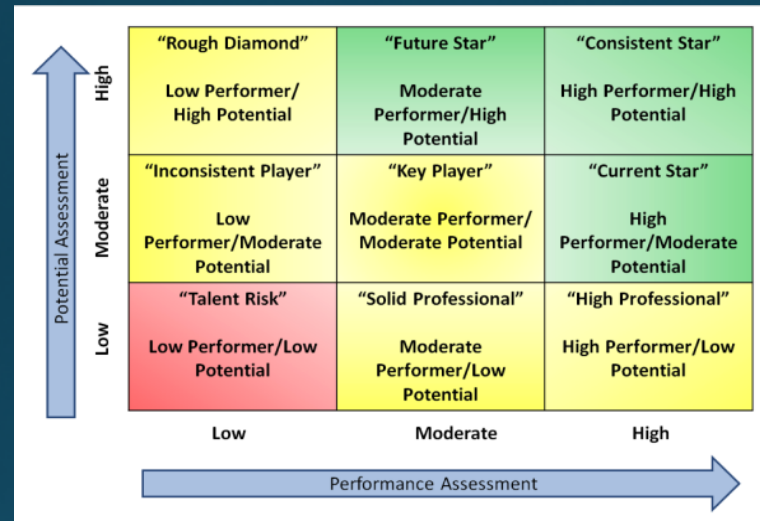
A company of 10,000 employees spends about
\$35 million per year on annual reviews.

The Investment



What does your company do?

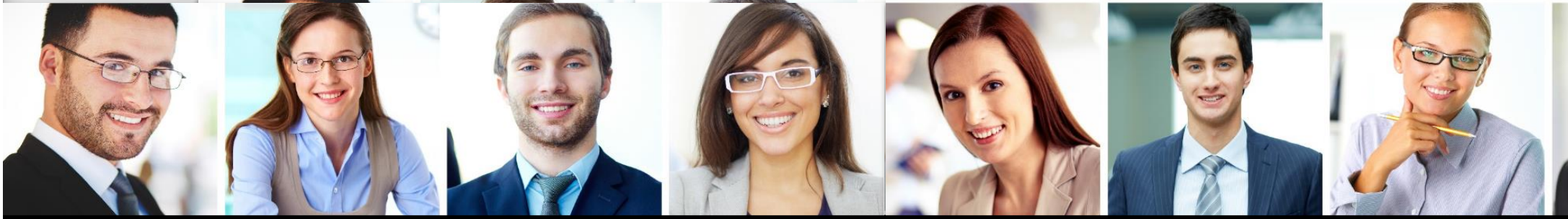
How many of you in this room are currently sitting in a 9-box grid?



How many of you have been given a number 1-5?

or rated Poor to Excellent?

We were demotivating half our workforce twice a year



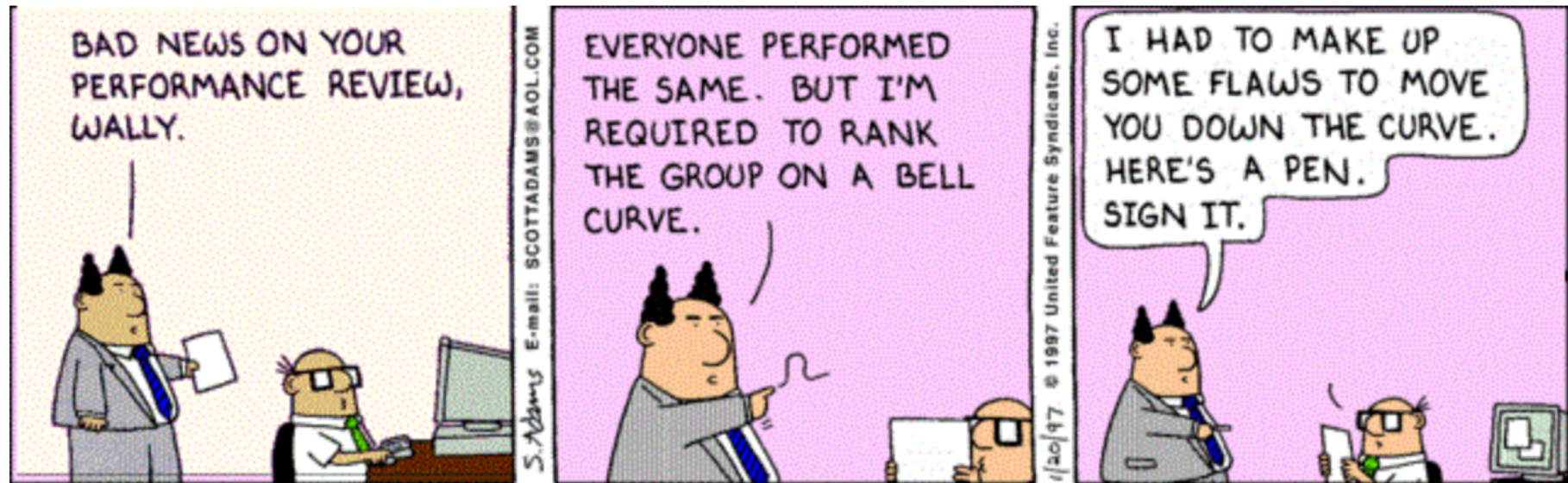
Who is better than the other?

The 'Carrot & Stick Approach' as root cause

- Ranking our people
- Putting them into a 9 box grid
- Linked the ranking to bonus



The Dreaded.....Bell Curve!!



Regardless of what ranking system is used, people will
perceive it unfair



How did we look to resolve it?

Appraisals: Good intentions that don't deliver

We must challenge the assumptions & beliefs

- *We need to **rate people** to let them know where they stand*
- *Inspecting **individuals** leads to improvement*
- *We believe that financial incentives **drives better performance** in our people*
- *We don't believe our people will give their **best effort voluntarily** - we expect them to hold something back unless we increase their incentive pay*

Behind the Scenes

- Provide evidence over time
- Tech driving the changes
- Researched different motivation theories



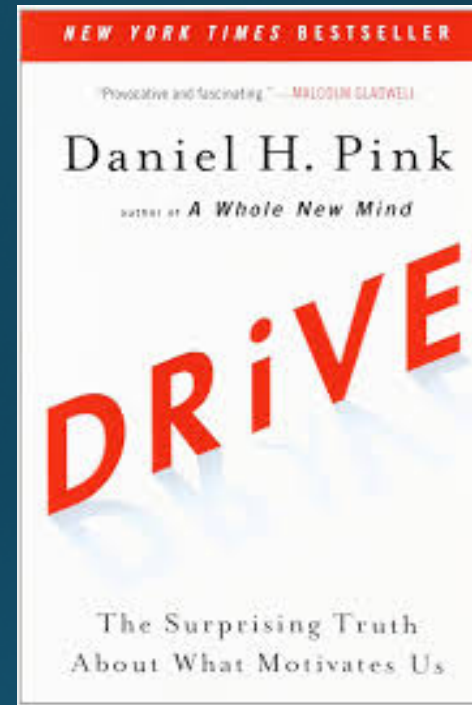
Why do people work on Open Source projects voluntarily in their own time?

"Carrots & Sticks are so last Century"

The Paradigm Shift

Theory X in Management Theory Y

<i>Old School</i> <i>(Command and Control)</i> Industrial Paradigm		<i>Emerging View</i> <i>(Collegial)</i> Post-industrial Paradigm
Directing and Controlling	<u>Manager's Role</u>	Leadership and Coaching
Compliance	<u>Worker's Role</u>	Self-management
Mostly extrinsic No Commitment to task Responds to carrots and sticks controlled by management	<u>Worker's Motivation</u>	Mostly intrinsic Committed to task Gets rewards directly from doing the task well and self management



Customer Feedback

Internal Insight





So - What was needed?

We wanted our new approach to deliver.....



Agile HR Manifesto

Individuals and interactions over processes and tools

Inspire and engage over manage and retain

Adding value over administrative efficiency

Collaborative networks over hierarchical structures

Transparency over necessary confidentiality

Source: www.agilehr.org

Our Proposed New Approach was....

- Time Boxed
- Tried on a dedicated team
- Applied to technology
- Tech Led



So we finally delivered...

A new approach to...

- *Performance Management*
- *Reward & Recognition*
- *Learning & Development*
- *Continuous Feedback*

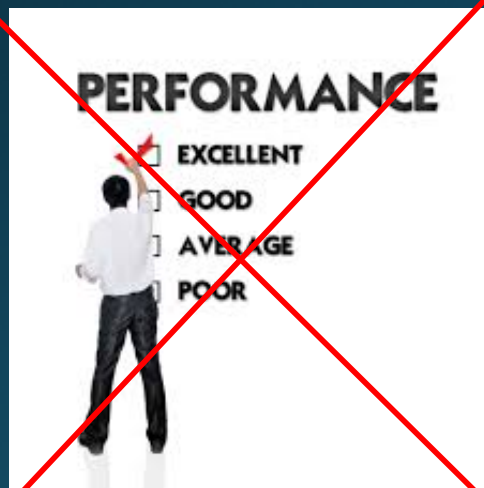
Performance Management

De-coupled the financial reward

Removed objective setting

Encouraged regular 121's

Focused on the quality of conversations



Performance Assessment

Quarterly Peer Review Sessions

1. If this person was to inform you that they were leaving for a new role what would you do?

2. Given what I know of this person's performance, and if it were my money, I would award this person the highest possible compensation increase

3. I would always want him or her on my team?

4. Given what I know of this persons performance, this person is ready for promotion today

Reward & Recognition



**THANK YOU
BONUS**

nice work

Learning & Development



10%

Continuous Feedback Culture





Key Challenges

Growth

- Substantial growth over the last 3yrs
- 500 employees to over 1300
 - (majority of which are technologists)
- Expanded internationally
- Running two systems simultaneously



Move from a HR led Culture to a Tech led Culture



Leadership

- Constant push back
- Loss of control
- How do we know if people are managing?
- Where's the evidence?
- How will we get visibility or reports ?



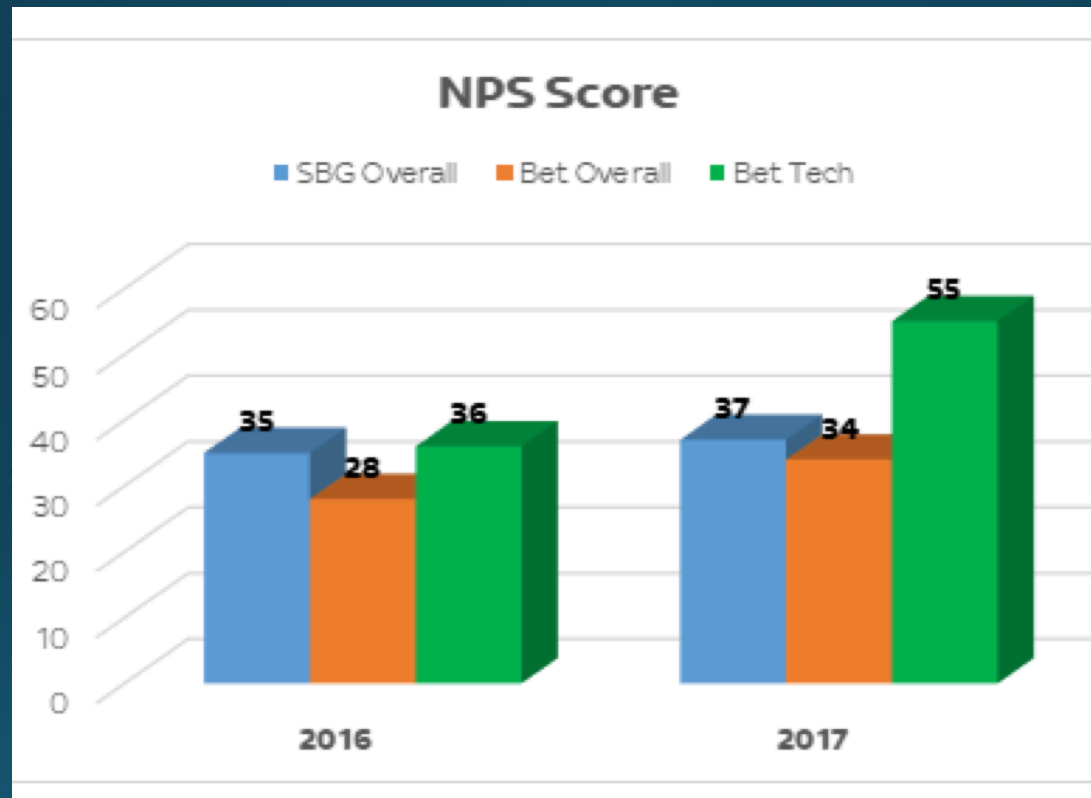


How did we measure success?

How did we measure success?

Question	Yes	No
Do you prefer the Trial principles to the My Commitments Process?	89%	11%
Do you feel more motivated by the Trial principles over My Commitments?	84%	16%
Have you set yourself clear learning goals or development challenges with your line manager?	78%	22%
Do you think that the flat rate % is fair compared to the tiered % offer in the My Commitments bonus?	65%	35%
Do you have a clear understanding of what is expected of you from your line manager?	92%	8%
Are you receiving relevant feedback from your Manager regarding your performance?	87%	13%
In regards to your development – are you receiving enough feedback and direction on your personal development?	78%	22%
Do you think the trial should be rolled out across the whole of SB&G?	76%	24%
Are you taking part in L&D Friday Afternoon sessions?	Always 8% In the main 62% 70%	Rarely 22% Never 8% 30%

But the icing on the cake was....



This approach has now been rolled out across the whole of the business!

What did we learn?:

- Changing mind-set of leadership is key
- Change should be driven by business
- Get buy-in of key stakeholders
- Set up support networks
- Communities of Practice



Stay true to your roots



Doing the same thing repeatedly and expecting different results is the definition of insanity

Einstein

Thank you

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