

# Optimizing the performance appraisal process



**DAVID  
ARTIEDA,**

**HEAD OF RECRUITMENT  
AND MOBILITY,  
EUROCONTROL**

“Previously, everyone got a very good performance appraisal. There was no Bell curve; we only had top performing employees”

## Optimizing the performance appraisal process to boost exemplary behaviours

### Challenge

In 2012, Eurocontrol held an audit to assess how well it developed its employees. The results revealed that their people development was purely administrative and not yet very effective. One aspect that particularly needed improving was the performance appraisal process. Up to that point, Eurocontrol was only measuring “what” was being achieved but not “how” it was achieved. So, it was important for Eurocontrol to include the ‘how’ in the performance appraisal process because the company wanted to make sure that employees did not just reach their targets, but that they did so in accordance with the company’s desired behaviours. To transform this process, Eurocontrol needed to first define “desired corporate behaviours” as a guideline for describing “how” their employees should achieve their goals.

Invitations to tender were made to find a strong training partner who could introduce and embed these new corporate behaviours in Eurocontrol’s daily work environment. Krauthammer won this tender due to their flexible approach for designing a tailor-made training programme.

### Solution

Krauthammer and Eurocontrol paired up in a project team to design a unique customised programme that matched Eurocontrol’s needs.

#### 1st step: Workshops to define corporate behaviours

Step one consisted of defining the desired corporate behaviours that were to be embedded in the organisation. This exercise was done through intensive workshops. To make sure that the new corporate behaviours would be shared, accepted and practiced throughout the whole organisation, employees of all different levels and business units were represented in the workshops. These efforts resulted in the definition of five desired corporate behaviours and attitudes: results driven, readiness to change, customer driven, team work and integrity.

## 2nd step: Design process with stakeholder's involvement

Next, the project team began designing a training programme for all Eurocontrol's managers. The managers would be trained to motivate their employees to work and co-operate in line with the new corporate behaviours. A key success factor in the design phase was the involvement of Eurocontrol's stakeholders to ensure that the programme truly matched their specific context.

"Krauthammer showed great flexibility and resilience during this process,"

**DAVID ARTIEDA, HEAD OF RECRUITMENT AND MOBILITY, EUROCONTROL**

Adriano Franchin, the leading Krauthammer consultant, proposed doing a dryrun of the training with some of Eurocontrol's most experienced managers. This made it possible for the programme to be tested and further adjusted after the input from this first critical test group.

## Adjustments of some programme elements after dry-run

"The dry-run was a challenging exercise for myself and Adriano. However, it made the programme stronger. Krauthammer incorporated the feedback quickly and adapted the programme accordingly."

**DAVID ARTIEDA, HEAD OF RECRUITMENT AND MOBILITY, EUROCONTROL**

The programme was designed as a one-day session, opened by the top management to underline Eurocontrol's commitment. Afterwards, the five corporate behaviours were explored in depth through discussing the positive and deficient indicators of each behaviour. The managers were also trained to observe behaviours, give feedback and challenge employees to formulate action plans around those behaviours. This was done with role plays reflecting the specific context of Eurocontrol.

## Results

In early 2012, the programme was delivered to 32 groups in Belgium, the Netherlands and France.

"I have a series of hard facts that prove the impact of this programme. The programme helped us to improve our performance process and to approach the Bell curve. After the programme had been delivered, we also observed a huge increase of personal development plans. This was really incredible. We hadn't had that before. Four years have passed since the programme started, and our culture has truly changed. With a satisfaction index of above 85 %, the appreciation of this programme was very high. We measured it in an internal survey which also had a very high participation rate and this again highlights the engagement and appreciation of the participants."

**DAVID ARTIEDA, HEAD OF RECRUITMENT AND MOBILITY, EUROCONTROL**

"Another important result is that people are living the corporate behaviours, and that they align each other on these behaviours."

**DAVID ARTIEDA, HEAD OF RECRUITMENT AND MOBILITY, EUROCONTROL**

### About Eurocontrol

Headquartered in Brussels, Eurocontrol is an intergovernmental organisation committed to achieving safe and seamless air traffic management (ATM) performance across Europe. It has 41 member states, over 1.900 highly qualified professionals spread over 4 countries deploying their expertise to address ATM challenges.

### About Krauthammer

---

Bringing out the best in people ... *with an extra smile from within*

Our learning journeys create lasting behavioural change and amplify your people's level of engagement

Visit [www.krauthammer.com](http://www.krauthammer.com) for more information and contact details.