

WORKDAY & BETTERWORKS TOGETHER



betterworks

The last few years have brought seismic changes to how we work and manage performance. New, more agile work patterns are emerging, with work becoming increasingly more flexible, collaborative, and purpose-driven. To fit the way we work now, **companies cannot rely on one-size fits all HCM solutions alone.** They must leverage performance management technology that is focused on the employee experience, reduces administrative burden, and provides intelligent recommendations. Such solutions move the workforce toward performance enablement — **empowering managers and employees to learn, grow, and be maximally effective.**



THE FUTURE OF WORK IS **PEOPLE-CENTERED**

The way we work has fundamentally evolved, and performance management must evolve with it. Legacy command-and-control performance management — with its focus on compliance — has become a liability in a flexible, experience-driven work environment.

Today's employees have new expectations and needs. Hybrid work has increased their need for guidance and collaboration — while at the same time giving them an appetite for autonomy and a greater desire for meaning. Rather than an old school model of performance, employees are now looking for better connections, growth, and accomplishment. Managers want to grow high-performing teams and HR wants to establish data-driven talent programs.

Modern enterprise performance management management that empowers HR to build better managers - ones that are present, give regular and timely feedback, and focus on employee growth — is most likely to produce employees who feel accomplished, productive, and motivated.

To be successful, a modern performance enablement framework provides:

- » Clear expectations and clarity from managers
- » The ability to adjust goals as needed to reflect rapidly changing needs or priorities
- » Real-time, in-context feedback from across the organization
- » In the moment coaching and problem solving that strengthens manager-employee relationships and builds trust.
- » Ability to continually upskill and tie those to business performance
- » Transparency for managers to track employee progress against goals
- » Tools and systems that enable managers to be the best leaders possible
- » Growth opportunities that help workers feel competent and valued
- » Opportunities to recognize and celebrate individual and group achievements that reinforce organizational values
- » Data and analytics that simplify HR's role while providing rich, accurate data and information that simplifies the calibration process and removes bias.

HCMs: SYSTEMS OF RECORD — NOT SYSTEMS OF ENGAGEMENT

Workday is one of the top choices of enterprises when it comes to HCM software. Its robust functionality provides a wide range of HR and workforce management functionality — offering companies one source of truth for employee data and a single application for administration, talent, recruiting, benefits, payroll, and more.

Like most top-tier HCM systems, Workday is an excellent system of record. But when it comes to inspiring, engaging, and cultivating employee performance, these multifunction systems don't cut it. To ensure adoption and effectiveness, performance enablement technology must be designed as consumer-grade software, meaning it's easy to use, a light lift for employees and can be accessed in the flow of work from the applications employees use every day. HCMs simply do not rise to this level.

This can spell disaster when it comes to utilization and engagement with technology. In our [Annual State of Performance Enablement study](#), we found that most employees are dissatisfied with the performance management capabilities embedded in these multifunction platforms. The study found that having software dedicated to goal setting and feedback correlated with feeling aligned, engaged, and productive — and in every case having the wrong technology tool was worse than having no tools at all.

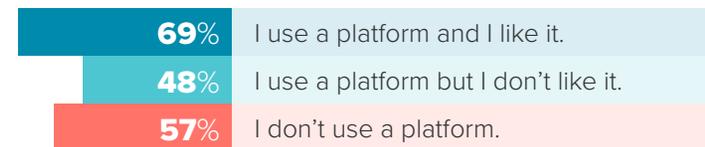
Why? All too often they are simply the wrong tool, focused on the wrong areas. To meet the needs of modern performance management, and assist managers and teams in having lightweight, ongoing conversations around performance and goals, these solutions are neither intuitive nor effective.



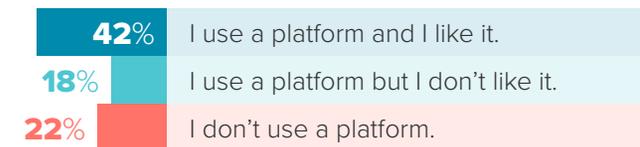
Only 16% of managers believe their HCM is always capable of supporting employee feedback and goal management.

Dedicated feedback, performance management, and goal-setting platforms get better results.

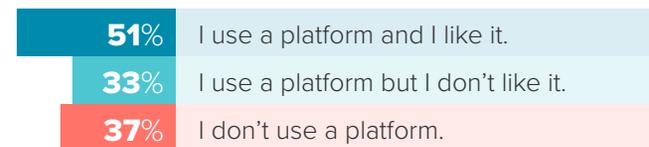
I always feel like I am efficient and productive.



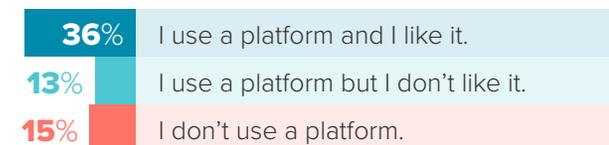
I always feel like the work I do is in alignment with and contributes to the strategic goals of my department or organization.



I always go above and beyond, putting in extra effort to ensure a job is done well.



I always feel like I am being tasked to work on the right things.





I wish it was possible to have one end-to-end HCM platform. It just is not possible. As the Okta identity management study points out, **the average large company has more than 80 employee-facing systems. And this will never change.** Your job is to think like an architect and consider your business needs and employee experiences first.

Josh Bersin | *HR industry analyst and author*

THE MYTH OF ONE-SIZE-FITS-ALL

Unfortunately, a one-size-fits-all solution for performance management typically ends up fitting no one at all. That's because huge HCM tools are burdensome to access on a daily basis — and not intuitive, specific, or engaging enough to become a habit in anyone's work life.

Lack of adoption has the spiraling effect of reducing the quality and consistency of data, making these systems essentially unusable. Performance reviews are based on neglected, outdated goals and insights into goals are stale. Everyone becomes frustrated — employees, managers, and HR — and the system loses credibility.

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For daily activities like updating goals and checking in on progress, employees want low-friction, lightweight and agile consumer-grade solutions that are intuitive, targeted, and effective. Unfortunately, HCM's do not meet this standard. In fact, **Gartner projects** that by 2023, enterprises will source 20 to 30 percent of their HCM requirements through other best-of-breed solutions.

This is why so many top-performing companies — such as Intuit, Electronic Arts, Farfetch, and University of Phoenix — augment their Workday back-end implementation by replacing the HCM performance management module with Betterworks. Our implementation takes 8-12 weeks and doesn't require a team of outside consultants.

By adopting Betterworks for performance management processes, companies can drive engagement and productivity, improving the effectiveness and retention of employees. And by moving critical performance management to a dedicated, customizable, and highly configurable platform, you free HCM systems like Workday to do what they do best: serve as a fantastic administrative system of record.



PERFORMANCE ENABLEMENT THE WAY IT SHOULD BE — WITH BETTERWORKS

For Workday customers, complementing their HCM system with Betterworks is the first step to a truly successful HCM transformation journey that puts employee experience at the center and turns managers from good to great.

Betterworks' intuitive, consumer-grade experience and modern enterprise performance enablement approach reflects the way employees expect to work today, by:

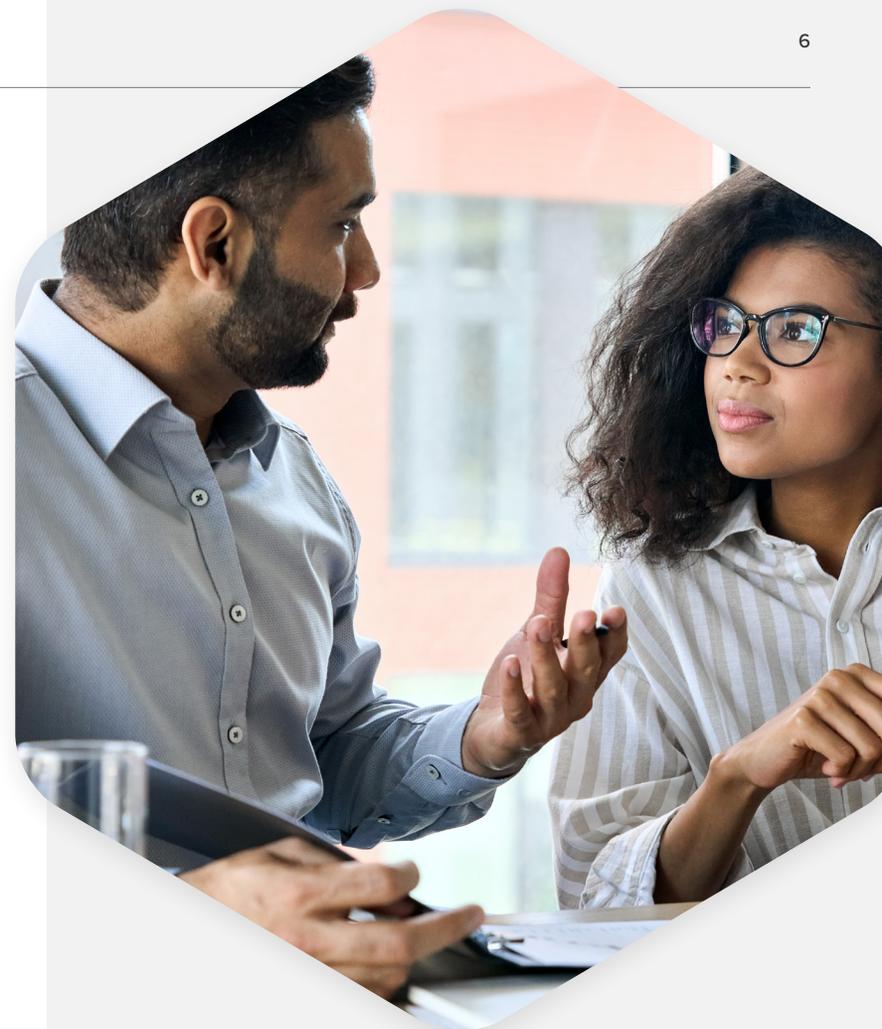
1. Making performance management part of a daily workflow.

Hiding performance management and goals away in application silos that require logging in and out — and that are only accessed during annual reviews — is the fastest way to ensure they are forgotten entirely. If you want to enable great performance every day, your performance-enabling technology must be integrated directly into the flow of work and embedded within tools employees use every day — such as email and communications tools.

Betterworks takes performance management from a laborious and painful point-in-time activity to something employees can leverage effortlessly in their own flow of work. With cutting-edge integrations and AI, we bring conversations, feedback, and goal tracking into the applications that employees and managers are already using, every day. Microsoft Outlook, Teams, Gmail, Slack, and other tools become a place to quickly view and update goals, schedule conversations, give or receive feedback, and offer recognition. This makes performance management easy when it's top of mind — which is more engaging and rewarding for both employees and their managers.

“What’s different now is that it’s not a lengthy performance review where you have competencies, core values, goals, and you have this whole big form and process to launch all that type of stuff. Betterworks is as easy to manage as it could possibly be.”

- Jeff Andes, Vice President of Talent Management University of Phoenix



In a study by the advisory service CEB, the average manager reported spending close to five weeks doing employee appraisals each year.

Much of this time is spent just making the system usable: accessing separate systems, going through email and calendars, jotting down the projects worked on, collecting statistics, and cutting and pasting all of that information into the performance software.

This becomes exponentially more complex for managers who have multiple reports. Betterworks eliminates all of this pain from a manager's life. By consolidating goals, feedback, and performance notes in one place where they can access and act on them regularly.



2. Investment and focus.

Typically, all-in-one HRIS system providers must split product development across their entire platform. For big solutions, this can result in wait times of months or years before established areas like performance management see any real innovation. And when improvements do come, they tend to be broad fixes that are lacking in any feature depth.

At Betterworks, performance management is our entire focus. That means that 100% of the time, we are innovating on the features that will make an actual difference to employee and manager engagement — like conversations, feedback, goals, and development. Our rapid development cycles also mean we can innovate faster and provide deeper, more personalized levels of customer service — which is why our customers ultimately prefer us over larger, multi-focused vendors.

“One of the advantages to investing in a system like Betterworks on top of Workday is that all they do is performance. All of their releases, all of their development practices, are all centered around performance versus the full suite ones who have an entire product library to look after. So, new features and enhancements are rolling out pretty quickly.

- Managing Director, Asset Management firm (\$60B AUM) Betterworks customer

Betterworks works well with leading enterprise HCM systems such as:



Looking at product usage, an average employee **only logs in and engages** with the Workday performance management module a **few times a year**.



In comparison, Betterworks customers **interact with Betterworks every 8 days on average** across all users.



3. A system of engagement for the modern enterprise.

Markets are changing rapidly, and businesses have no option but to keep up, or drop out. The only companies that succeed are ones that have the ability to quickly reorient themselves toward valuable opportunities. In order to be agile, companies need flexible processes and systems that allow for a shift in priorities.

Thus, systems that are built for year-long goals often fail. They lose relevance before the annual performance review comes along. Similarly, infrequent conversations between managers and employees mean responding to new information or learning new skills to cater to new needs or building trust and internal commitment around revised strategies are all things that are not happening effectively. When these things are missing, not only does individual performance suffer, but overall company performance does too.

Betterworks' approach ensures that all performance activities, including goal-setting and conversations, happen in a more continuous manner so as to be more efficient — and effective — in responding to change and course-correcting if needed to support the successful execution of your most important strategies. **Betterworks:**

- » Enables dynamic goal-setting — rather than fixed in a once-a-year exercise — and measure and track real-time execution insights around those goals.
- » Transparently links employee goals to business priorities and maintains maximum flexibility.
- » Ensures an effortless process for managers to initiate conversations with their employees — setting priorities or need-based development plans jointly in a changing environment.
- » Allows for the ability to set cross-functional, team-based goals.
- » Enables coaching conversations to be set-up with just a single click, in order to course-correct frequently based on business needs and real-time outcomes.

Enabling these kinds of flexible capabilities in Workday can be a heavy lift — requiring non-trivial implementations and customizations.



4. Tying upskilling and career development to performance management.

Upskilling and employee development are an important focus for organizations looking to drive performance. Workday has access to learning modules, but does not have deep integration with performance management or goal-setting. By contrast, Betterworks integrates with industry-leading professional learning providers such as LinkedIn Learning and Udemy to align learning content and progress to an employee's development goals.

This novel integration allows employees to search, discover, and launch courses from within Betterworks while also easily linking learning progress and outcomes to measurable development goals within Betterworks' software. Linking performance management and goals to skills development ensures employees get the training they want. Organizations demonstrate that they value employee growth while also ensuring that the needed skill sets are developed.



5. The power of interconnected modules.

The modules in Betterworks' performance enablement solution are highly interconnected. When an employee is having a conversation with their manager — their goals, training course progress, and the feedback and recognition they've received — are all front-and-center so they can have focused, productive, and timely discussions. These practices reinforce one another and, together, create the habits, relationships, and collaboration that drive great performance.

Using data aggregated from our customers' Betterworks platform, we have learned that such a comprehensive approach to performance management yields significant benefits:

- » Customers that have **conversations and check-ins** increase in goal progress by **24%**
- » Customers who use **feedback** increase in goal progress by **15%**
- » Customers who use **recognition** see an **increase in goal progress of 10%**
- » Programs that effectively utilize **goals, conversations, feedback, and recognition** (versus goal-setting alone), see an average **increase in goal progress by 30%**

This is in stark contrast with the unconnected performance management tools in Workday that create a challenging use experience.

6. Robust integration gives organizations the best of both worlds.

Betterworks integrates with Workday and other HCM tools in ways that make both platforms more effective. You can bring Workday data into Betterworks to serve as a system of record and automate employee provisioning — with both standard and more flexible custom fields (such as gender, salary bandwidth, location etc.) that can filter employee data and better calibrate performance evaluations.

Likewise, you can return continuous performance management data from Betterworks to help inform and enhance the HR processes that live in Workday. Betterworks data like goal progress, performance summaries, final calibrated ratings, and feedback help to supplement HR business processes such as onboarding, compensation, workforce planning, and more.



A BETTER PARTNERSHIP FOR PERFORMANCE ENABLEMENT

Companies that want to drive performance and create a work culture that helps employees thrive cannot afford to have difficult technology stand in their way.

Organizations must put employee experience first when designing effective performance enablement. Use your HCM where it is strongest — as a system of record — and move mission-critical performance management to a dedicated, consumer-grade, best-in-class solution like Betterworks — that can better drive adoption and meet employees and managers in their flow of work.

We encourage you to read further for a deeper exploration of how Betterworks enables a better way to do performance management:



eBook: What employees want from Performance Management Technology

Factors to consider when selecting the right Performance Management technology



Blog Post: What makes Betterworks different?

Looking under the hood to understand what sets Betterworks apart from the other providers in the Performance Management space.



Case Study: University of Phoenix

University of Phoenix makes its vision to deploy everyday performance development a reality with Betterworks



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