



BKD + QUANTUM WORKPLACE

“We build our performance programs by listening to the feedback and themes gathered through our annual engagement survey and other feedback tools, and creating action plans to support improvement. We’ve identified a direct link between employee performance and engagement.”

JULIE CUMMINGS, MANAGING DIRECTOR & CHIEF HUMAN RESOURCES OFFICER AT BKD

BKD
CPAs & Advisors

INDUSTRY: PROFESSIONAL/SCIENTIFIC/
TECH SERVICES

EMPLOYEES: 2,501 – 5,000

BKD.COM

As one of the top national CPA and advisory firms, BKD knows what it takes to help clients reach their goals. And, in an ever-changing industry where talent retention has become a competitive advantage, it realizes that helping its employees do the same is just as critical to its business’ success. Having a very traditional and time-consuming performance management strategy, BKD knew it needed to reinvent its approach to engage employees and help elevate their success.

BKD USES QUANTUM WORKPLACE’S EMPLOYEE SUCCESS PLATFORM TO:

- Promote agile, continuous coaching to employees
- Build an inclusive feedback culture for more frequent and meaningful conversations
- Encourage employee-owned development and growth
- Link employee engagement efforts to performance management initiatives for more informed decisions and continuous improvement

9 out of 10

employees found participating in the program to be valuable.

9 out of 10

would recommend the new program to others.

6-Point Increase

in client NPS



NATIONAL ACCOUNTING FIRM IN NEED OF PERFORMANCE TRANSFORMATION

Like many organizations, BKD used traditional performance management approaches to have critical employee conversations.

Employees participated in an annual appraisal, consisting of a competency evaluation and information gathered about their individual contributions to BKD's success. They overwhelmingly found that the work involved in preparing for the appraisal was tedious and time-consuming. More time was spent on completing the necessary form than focusing on meaningful conversations about employee growth and development.

The negative impact on the business was also noticeable. The firm spent over \$22 million in coaching/managerial time per year. In 2018, 70% of this time was spent on the appraisal process, while only 30% was spent on regular coaching discussions throughout the year. BKD knew something needed to change in its process to better serve its employees and provide them with resources to drive their career path.

QUANTUM WORKPLACE PROVIDES SOLUTION FOR PERFORMANCE MANAGEMENT TRANSFORMATION

BKD knew that it was imperative to implement an effective performance management solution that would drive frequent and meaningful coaching conversations. A transformation in its performance management processes could drive employee engagement, increase performance, and help with employees' goal achievement.

BKD used its employee engagement survey data to inform its performance management strategy by identifying what would most effectively engage employees.

Based on its findings, BKD implemented 1-on-1s. Within this tool, templates were created to efficiently drive quarterly conversations between career coaches and employees, encouraging regular touchpoints and more meaningful discussion about goals and development.

"It's more of an outline to drive the conversation rather than a tool to document everything you know and avoid the need to talk," Cummings says. "The purpose is not to complete the form but to guide the conversation."

BKD took this same approach with feedback, providing employees with a tool they could use to give and request real-time feedback to ensure employees were on the right path for their career success. With the tool, employees could gather input from different perspectives, including from a 360° view, to provide them with a deeper self-awareness, better relationships, and professional development acceleration.

As its performance strategy evolves, BKD continues to integrate employees into the process. Using Quantum Workplace's pulse survey tool, BKD continuously captures and listens to its employees' voices. This approach keeps its initiatives agile and transformed its strategy for employee, team, and business success.

Key Performance Successes:

86% of employees are proud to work for BKD

76% of employees believe that BKD's people-first culture drives their overall success

9,000+ 1-on-1 coaching conversations launched



As an HR department, we've been focused on remaining agile in rolling out new performance initiatives, and Quantum Workplace has been the perfect partner in that process. Their ability to provide strategic insight on our changing needs was the key to success during this process.

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