

### **Turning Performance Management Into a Strategic Tool**

The Financial Guaranty Insurance Company (FGIC) had been spun off from GE Capital and enjoyed three years of success as an independent entity. After three years focused on building strong deal execution capabilities and filling gaps in product and service offerings, it was time to take FGIC to the next level.

OnPoint's solution focused on working with the top 30 leaders to develop a compelling vision of the future and the strategies to achieve that vision. Based on the results of our Execution Survey, we also identified where FGIC needed to focus in order to improve execution. Although many of the conditions required for effective execution were in place, one of the key drivers of execution that needed attention was their performance management system, and we worked with them to improve the process and the skills of managers so they would be able to use the process effectively.

As a result, people at all levels of the organization receive more regular coaching and feedback, believe their annual appraisals are more useful and meaningful, and better understand how they contribute to the achievement of organizational performance targets.