

# Performance Management



## PERFORMANCE FOCUS

Focus on what is required and how it is accomplished through an emphasis on goal setting and competency development. Based on organizational priorities, employees work with their managers to define a few goals that can then be updated to reflect changing needs of the organization.

## CONTINUOUS FEEDBACK

Employees get feedback in real-time rather than during a meeting that takes place once a year. Employees and managers regularly discuss performance using data from multiple sources. All employees are equipped with the skills to regularly give and receive feedback to and from managers, peers and partners.

## DEVELOPMENT FACTORS

Performance conversations include discussions about how to close any development gaps that are getting in the way. Employees take ownership of their development and managers provide opportunities, resources and feedback to help employees reach their development goals.

## BUSINESS TOOL

The process is seen as a business tool, just like a budgeting tool, that managers use to manage people resources. HR oversees the process but managers and leaders are responsible for ensuring its ongoing use. Leaders engage in the process and have regular feedback discussions like everyone else, but they also utilize the process to maximize employees' potential.

## COACHING

Managers serve as coaches who ask questions to help employees solve problems rather than solving problems for them. Managers are trained on coaching models and techniques to feel confident in supporting their employees' improved performance and development.

## ACCOUNTABILITY

Employees gain clarity about performance expectations through goal-setting discussions with their manager. Managers and employees hold each other accountable through regular performance check-in conversations. Simple, short surveys are used to gather data on employee performance and managers frequency of feedback.

In contrast to traditional performance appraisals, the key components of a continuous feedback process can provide the flexibility and regularity of feedback that's necessary for today's ever-changing business landscape.

## SUCCESS FACTORS

Requirements for success include fostering a culture that is open to feedback, providing tailored training to all groups to ensure they have the skills to successfully engage in the process, and holding leaders and managers accountable or helping employees improve and grow.