

# **REIMAGINING PERFORMANCE MANAGEMENT**

**JACOB HENDERSON**

# Google

performance reviews are|





performance reviews are

- performance reviews are **guaranteed and required**
- performance reviews are **useless**
- performance reviews are **held to**
- performance reviews **areas of improvement**
- performance reviews are **a waste of time**
- performance reviews are
- performance reviews are **stupid**
- performance reviews are **conducted quizlet**
- performance reviews are **control activities that include**
- are performance reviews **effective**

Google Search

I'm Feeling Lucky

[Report inappropriate predictions](#)

Only **2** out of **10** employees believe their performance is managed in a way that motivates them.<sup>1</sup>

1. "Re-Engineering Performance Management," by Wigert, B. & Harter, J. (2018) Gallup.



One day, people will love performance...

PM  
TEAM

After an annual performance review,  
**job search activity decreases by 13%.<sup>2</sup>**

*2. "The New Path Forward: Creating Compelling Careers for Employees and Organizations." (2015) CEB Corporate Leadership Council*

# ENGAGEMENT HIERARCHY<sup>3</sup>



3. *"First, Break All The Rules: What the World's Greatest Managers do Differently."* (2016) Gallup.

# THE COST

**87K**

Hours spent on  
performance management

**\$55M**

Approx. labor Costs

**10%**

Time spent giving feedback



# OUR GOAL

**DISCONNECTED**

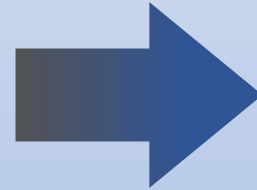
**CONNECTED**

**COMPLEX**

**SIMPLE**

**DECEPTIVE**

**TRUSTED**





# OUR GOAL

Make performance management something  
people *want* to do.



# **OUR RESEARCH**

**20+ Collaborations & Webinars**

**100+ Interviewed**

**500+ Surveyed**

**300+ Articles, Books, Journals, &  
Research Papers**

# RESEARCH SUMMARY

## GOALS

- Agile
- Strengths-based
- Cascading meaning

## FEEDBACK

- Personality
- Prefer direct from manager
- High performers have a higher orientation

## RATINGS

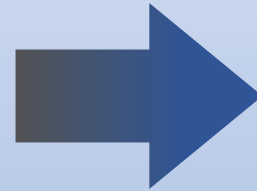
- Recency Effect
- Shorter, more frequent assessments improve performance
- Paretian Distribution

# PERFORMANCE ENGAGEMENT

**Little to No  
Conversations**

**Lengthy & Complex  
Documentation**

**One-Way  
Feedback**



**Primary Focus is  
the Conversations**

**Short & Simple  
Documentation**

**Employees  
Have a Voice**

**“PM 2.0”**





“PM 2.5”



**“PM 3.0”**



# RESULTS

94%

Prefer Performance Engagement  
vs. the old process

61%

Strongly Agree they receive feedback,  
encouragement, and professional development

9%

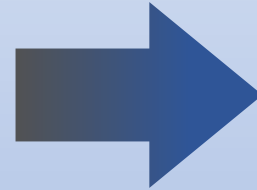
Higher engagement scores

# PERFORMANCE ENGAGEMENT

DISCONNECTED

CONNECTED

COMPLEX



SIMPLE

DECEPTIVE

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**Coming 2024...**



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