

12-Step Guide

TO TRANSITION TO CONTINUOUS PERFORMANCE MANAGEMENT

workhuman*



It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.

CHARLES DARWIN

English naturalist, geologist, and biologist

Tired of annual reviews and looking for best practices in your evolution to continuous feedback, check-ins, and goal setting? Use this guide as a starting point.

ONE

Start with a foundation of trust through positivity and social recognition.

Think of positivity as a protective foundation wherein constructive feedback can become a learning opportunity. In a culture of positivity and trust, employees feel safer in both giving and receiving feedback from colleagues or managers, and even to reach out to ask for it.

TWO

Get clear on what performance management is at your company.

For some companies, it is about growth and development. For others, it is about creating a culture where people are comfortable giving feedback up and down the organization. Approaching this transition in a systematic way will make the change easier for everyone.

THREE

Define continuous.

Think through how often the various components of continuous performance management should be performed. For example, how often should check-ins occur?

FOUR

Consider individuals and teams as part of your journey.

Today, people work in teams. The new model of work is forcing us to change how we structure job roles and job descriptions; emphasize skills and learning as keys to performance; and redesign how we set goals and reward people. As you evolve your performance management process, consider not only the skills and growth of individuals, but of teams as well.

FIVE

Establish a baseline and define success.

Make sure you understand the driving forces behind changing your performance management process and set realistic goals for where you want to go.

SIX

Establish guiding principles.

Consider which culture guidelines will fuel your continuous performance management process and provide guideposts. Principles such as feedforward and growth mindset can provide insight into how processes, mindsets, and values drive a culture of feedback.

SEVEN

Create alignment through goal setting.

When transitioning to a culture of continuous learning and growth, create greater alignment by empowering employees to set their own goals that contribute to company-wide goals and initiatives.

EIGHT

Re-design the check-in.

A check-in is one of the most critical interactions between a manager and employee. Evaluate how check-ins could become more collaborative to drive engagement and trust.

NINE

Embrace peer-to-peer feedback and coaching.

Not all leaders happen to be managers or executives. Not all coaches and mentors are managers, either. Leadership and motivation can come from any level of the organization – and smart performance management is able to tap into it by creating a broad culture of peer coaching and feedback.

TEN

Gain insight from data.

Every year, performance reviews and feedback programs provide terabytes of data for companies. By tracking and slicing aggregate data and looking at outliers, you can understand how goals are being met, how managers are interacting with their teams, and how feedback is flowing up and down the organization.

ELEVEN

Take action, even if it is small.

You can end up in the world of analysis paralysis for months. We recommend you review the steps outlined here and perhaps pick one element, like check-ins, to start your journey. What is important is that you start moving forward and learn what works and what doesn't.

TWELVE

Implement a system.

Buy a feedback and goal-setting system, such as Workhuman Conversations®, to help you drive this process. Seamlessly connect it with Social Recognition® to establish a baseline of motivational positivity and trust.

Over time, you can measure and directly see the impact continuous performance management has on your culture – iterating and evolving your culture to one of engagement, trust, gratitude, and growth.



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