



Peer Feedback for Growth and Development

FINDING 4 FROM THE 2018 SHRM/WORKHUMAN
EMPLOYEE RECOGNITION REPORT

workhuman®



EXECUTIVE SUMMARY

The state of the workplace – with a focus on teams and new employee expectations – requires a total reimagining of the way organizations develop their people. The emphasis is on the employee experience with a shift away from bureaucracy and forced ranking toward more transparency and trust. Read this finding from the 2018 SHRM/Workhuman Employee Recognition Report to learn how modern leaders are approaching employee growth and development.

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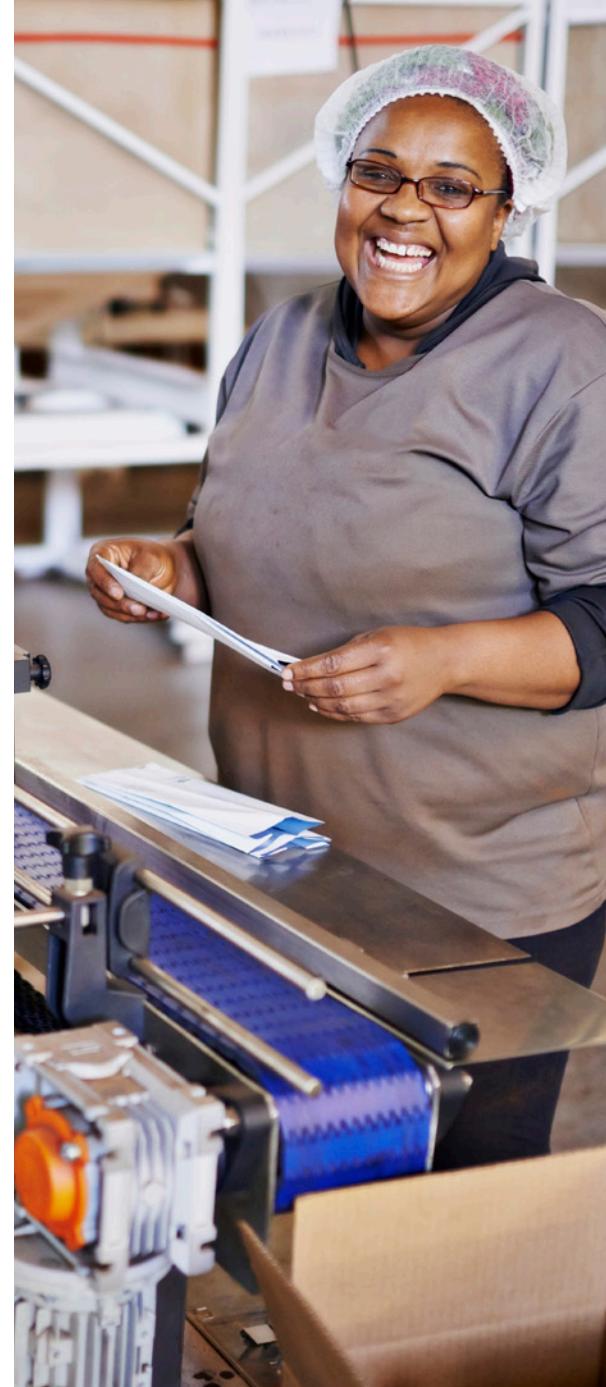
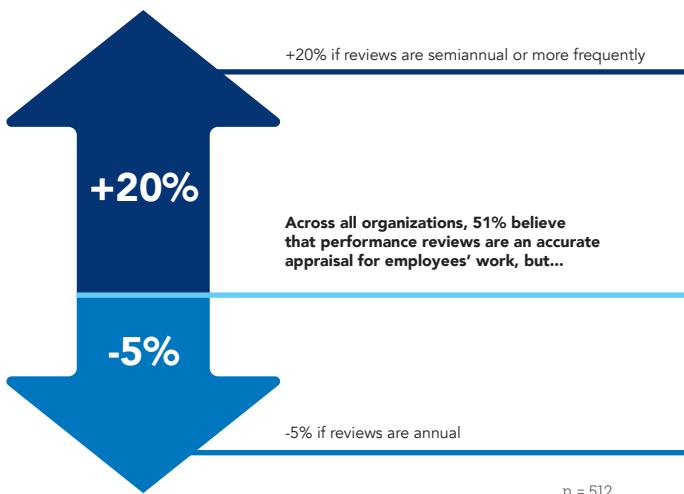
Peer feedback, more frequent reviews, and a supportive feedback environment are effective ways to spur employee growth and development.

The third most cited challenge by HR professionals in this year's report is culture management. Arguably, one of the most important aspects of organizational culture is how HR and top management approach employee growth and development. Is the process uninspiring and antiquated? Or does it come from a place of positivity – setting employees up for success through frequent conversations and collaboration?

Only about half (51%) of HR professionals think their current performance appraisal process is accurate. However, a closer look at this number reveals an important trend (Figure 1). HR professionals who conduct semiannual or more frequent reviews are 1.5 times more likely to agree they are an accurate appraisal of employees' work, compared to organizations that conduct annual reviews.

Figure 1

More frequent reviews are perceived as more accurate
Q: Are performance reviews an accurate appraisal of employee work?





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More frequent reviews fit the agile, fast-paced nature of the modern workplace, and it's much easier to evaluate performance over the past few months than over an entire year. One potential way to take the burden out of the process is through peer feedback. Organizations that rely on more frequent performance reviews are more likely to use peer feedback, either ongoing or intermittently (Figure 2).

The data further shows that as their organizations adopt more frequent reviews and forward-thinking practices like peer feedback, HR professionals are more likely to agree performance reviews are accurate (Figure 3). Compared to annual reviews with no peer feedback, semiannual reviews and peer feedback are nearly 2x as likely to be perceived as accurate.

HR professionals who work in organizations that use peer feedback were asked how frequently it is used in their organization and what impact it has made. The data in Figure 16 makes a clear case for ongoing peer feedback and check-ins, which HR professionals are 33% more likely to say have a somewhat or very positive impact, compared to peer feedback used only intermittently.

The data show even if an organization is not quite ready to forgo the traditional performance review, HR professionals can consider adopting frequent peer feedback as a supplement to improve the quality of conversations and employee development over the course of the year.

As organizations encourage more productive performance conversations, HR professionals may wonder what they can do to make this process easier for employees and managers. To answer this question, the survey examined the components of a supportive feedback environment. Here's the definition of a supportive feedback environment used in the survey:

A supportive feedback environment is one that encourages daily informal feedback exchanges – between managers and direct reports and between peers – that are generally positive, high in quality, frequently occurring, from credible sources, and where feedback-seeking is encouraged.

Figure 2

Peer feedback associated with more frequent reviews

Q: Does your company use peer feedback?

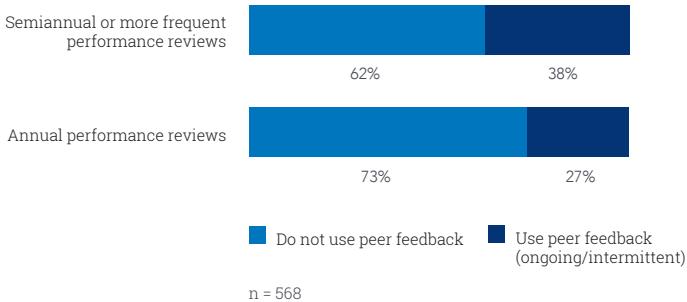


Figure 3

Most accurate: combining more frequent reviews and peer feedback

Q: On average, do you agree that your organization's performance reviews are an accurate appraisal for employees' work?

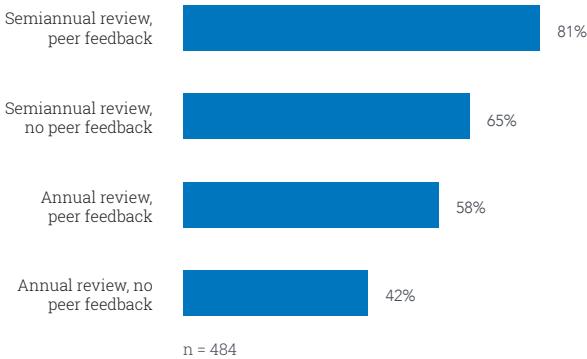


Figure 4

Ongoing peer feedback has more positive impact than intermittent peer feedback

Q: Overall, how would you say that using peer feedback on performance has impacted your organization?

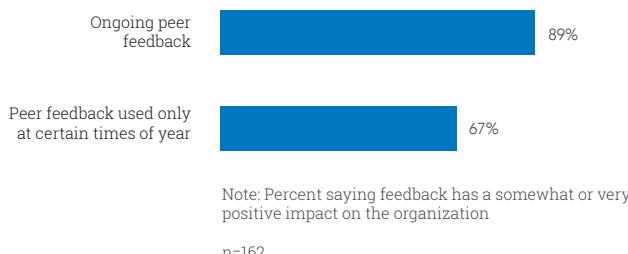
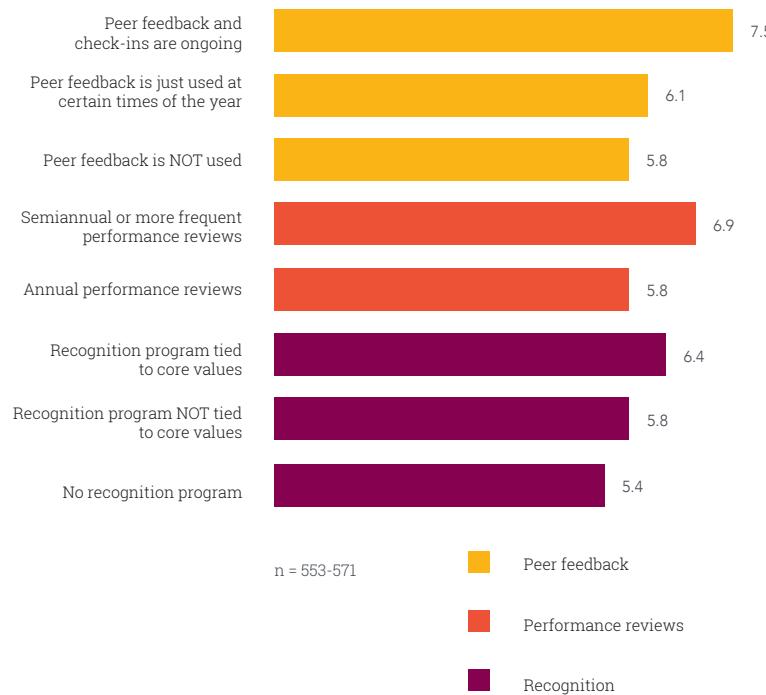




Figure 5

Building blocks of a supportive feedback environment

Q: Rate the quality of the organizational feedback environment (on a 10-point scale)



HR professionals were asked, "To what extent is the feedback environment at your organization supportive?" Answers were provided on a scale from 1 (not supportive at all) to 10 (very supportive).

As shown in Figure 5, an organization's feedback environment is more likely to be supportive when the following three initiatives are adopted:

- Ongoing peer feedback
- Frequent performance reviews
- Recognition tied to core values

THE TAKEAWAY

When it comes to employee growth and development, HR professionals are still dissatisfied with the accuracy of traditional performance reviews. But they are finding ways to improve the process by creating more supportive feedback environments that encourage more conversation, peer feedback, and positive reinforcement through the year.

ABOUT THE SURVEY

The findings for this report were based on the SHRM/Workhuman Employee Recognition Survey which was commissioned by Workhuman and conducted by the Society for Human Resource Management from Sept. 27 to Oct. 18, 2017, and is the sixth deployment in a series of surveys since its launch in 2011.

This edition of the survey was sent to randomly selected SHRM members at a manager level or above. The final sample of the survey was composed of 738 HR professionals who are employed at organizations with a staff size of 500 or more employees. The survey had a response rate of 12.5 percent and a margin of error of +/-4 percent.

Results include responses from organizations in the U.S. across a wide range of business-to-business and business-to-consumer industries.

ABOUT WORKHUMAN

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