

Your Employees Hate Your Performance Review:

Here's What to Do About It

About your facilitator:

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- Trainer for SHRM
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Performance management can, and should, provide a process that helps professionals grow from:

- Ongoing feedback
- Reinforcement of excellent work
- Corrective action for sub-par performance

...but what's really happening?





YOU
ARE
HERE

Many organizations have:

- Ineffective forms
- Rating scales that don't have meaning
- Systems that don't change behaviors

58% of executives say their
systems don't deliver.

Source: Harvard Business Review and Deloitte

Common complaints about performance reviews:

01

It's a waste of my time/It's too time consuming

02

It doesn't really matter/It's just something we do every year

03

There's no link to compensation or bonuses

04

The form is too long

05

It doesn't impact behavior or improve performance

What employees and managers would rather see:

- Regular, timely feedback from:
 - My manager
 - My peers
 - My employees
- A link to the work I'm doing
- Goals



**Performance
management
trends that are
working:**

- Focusing on goals.
- Talking about career development and retention.
- Making this an ongoing process, not only once a year.

**How can you streamline
the process?**

**Don't over-think or over-
complicate performance
management.**



01

Competencies

02

KSAs

03

Job
descriptions

04

Mission,
vision and
core values

05

Starts with
recruitment
process

How to define high performance for your organization

Employees need to understand the big picture and how their individual, unique contributions have an impact on the success of the organization.



Questions that open dialogue between managers and employees:

- What went well for you this year in your job?
 - Understand what defines success for each employee on your team
- What will you do to make your job performance even better next year (For example: goals, work habits, projects, contributions to office culture)?
- How can the organization help you succeed (For example: goals, work assignments, professional development)?
 - Managers need to lead the discussion around professional development and career growth opportunities



The start, stop, continue approach to managing employee behavior

- What is the employee not doing currently that you want them to start in the coming year?
- What is the employee doing that is hindering their performance, if anything?
- What is the employee doing well that you want them to continue?
- Goals need to have clear action steps and timelines



Training for effective performance discussions

- Managers get promoted not because they are good managers, but because they are good at their subject-matter expertise
- Giving feedback doesn't come naturally to all personality types
- Provide regular training and coaching opportunities for your managers
- Think about building in peer feedback and bottom up communication opportunities to help managers grow, too.



Next steps:

- Review what you have in place now
 - Think about ratings, frequency and whether or not your system is working
 - Get feedback from employees and managers about what they like and what they don't like
- Don't over-complicate it
 - Be clear on your goals for making revisions
 - Simplify where possible



Conduct a needs assessment

What do employees want?

What do managers want?

What do employees need?

What do managers need?

What are you trying to measure?
[competencies, core values, working toward the mission/vision]

Where are you now?

Can you simplify what you have in place now?

Questions?





Thank you!

Let's connect!

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