

365 Performance

The Problem: Traditional Performance Reviews

Traditional performance reviews have become a destructive force within many businesses. Instead of helping to identify top performers and promote employee development, the process consistently demotivates employees and leads to frustration for leader.

Is this happening at your business? These are the symptoms of a failing performance review process:

- They are too infrequent to provide employees with meaningful feedback or flexible goals
- They are time-consuming and costly
- They don't measure an employee's alignment to company core values
- They use arbitrary ratings or rankings that fail to focus on the individual's unique role or account for the unique value they create
- They focus on past performance instead of future growth

What should be happening?

A review process should move your business forward by strengthening your employees' future performance and aligning their efforts to your values and vision. If any of the symptoms listed above were true for you, it's time to elevate your performance review process.

Two Questions to Elevate Your Performance Reviews:

1. **Who is responsible for an individual's growth and development at your business?**
2. **When does performance matter at your business?**

Here's how we answer:

If the individual is responsible for their own growth and development, the process must originate with them. **We believe performance reviews must be employee led.**

If performance matters every day, then employees and their leaders must take on a 365 mindset to performance discussions. **We believe reviews must be part of regular ongoing conversation between employees and their leaders.**

Discover humanworks' approach to performance reviews



What does a humanworks-designed performance review look like?

Employee-Led Conversations

Each quarter, employees complete their review and meet with their leader to align. This process is built around four critical areas:



Reflection

Employees must consider their results, listing examples of where they have met or exceeded expectations, and where they have not met expectations. What progress have they made on their goals? How have they lived the business' core values? Most importantly: What impact have their actions made? For customers? For the team? For the business?



Connection

Employees must seek input from the people they work most closely with, gathering constructive feedback on their contributions, strengths and opportunities to improve. They may ask: "What am I doing that works well? -or- What could I be doing differently to better support our team?"



Direction

Employees must identify the key learnings from their experiences and determine the new strategies they will use to improve and grow. What did their experiences teach them? What will they do differently or what new strategies will they put in place to make the learnings greater than the experience?



Future Projection

Employees must create their own annual plan by considering what they believe must happen in the next 12 months for it to be a successful year. They will work with their leader to align their personal and professional goals with the needs of the team and the business, assessing progress quarterly and adjusting as needed.

365 Performance Coaching

Performance must be part of an ongoing, and collaborative conversation between an employee and their leader. It all begins with trust. A 365 mindset around performance means regular interaction and feedback as well as frequent assessments of what's working, what's not and what can be done differently in the future.

In addition to 365 coaching, leaders play a critical role in quarterly performance conversations:

- Leaders direct attention to important results that must be highlighted or added.
- Leaders help employees distill learnings from experiences and provide insights for new strategies.
- Leaders align employees' strengths and aspirations to the needs of the business and build new goals collaboratively.

Customized to Your Business

No two businesses have the same needs. This approach can be customized for any business.

- **Start with your core values.** Your business' core values must be at the foundation of performance.
- **Include critical measurements.** Your team or industry may have specific measurements of successful performance - include them. For businesses that require a rating system, we use a simple and powerful 4-tier system.

Performance First

To ensure performance conversations do not become salary negotiations and to put learning at the forefront, we separate compensation from the quarterly performance conversation.