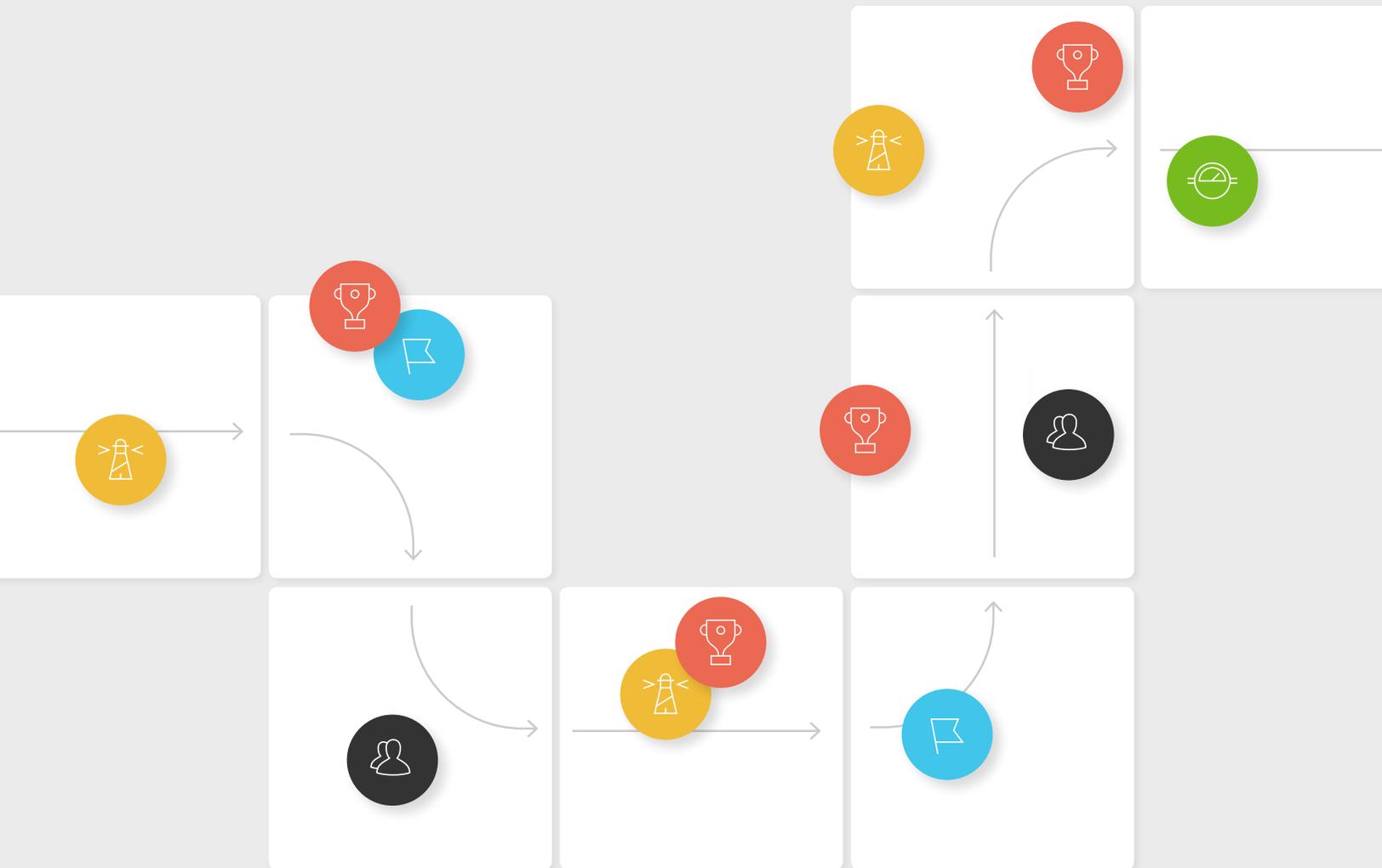


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# The HR Executive's **Guide to** Building a **Feedback Culture**





# Making the Move to Continuous Performance Management

An increasing number of companies are replacing their traditional performance management processes with frequent, informal check-ins, including Adobe, Microsoft, IBM, Deloitte, Accenture, PwC, Gap and General Electric<sup>5</sup>. Bersin of Bersin by Deloitte, Deloitte Consulting LLP, estimates about 70% of multinational companies are moving toward this model.



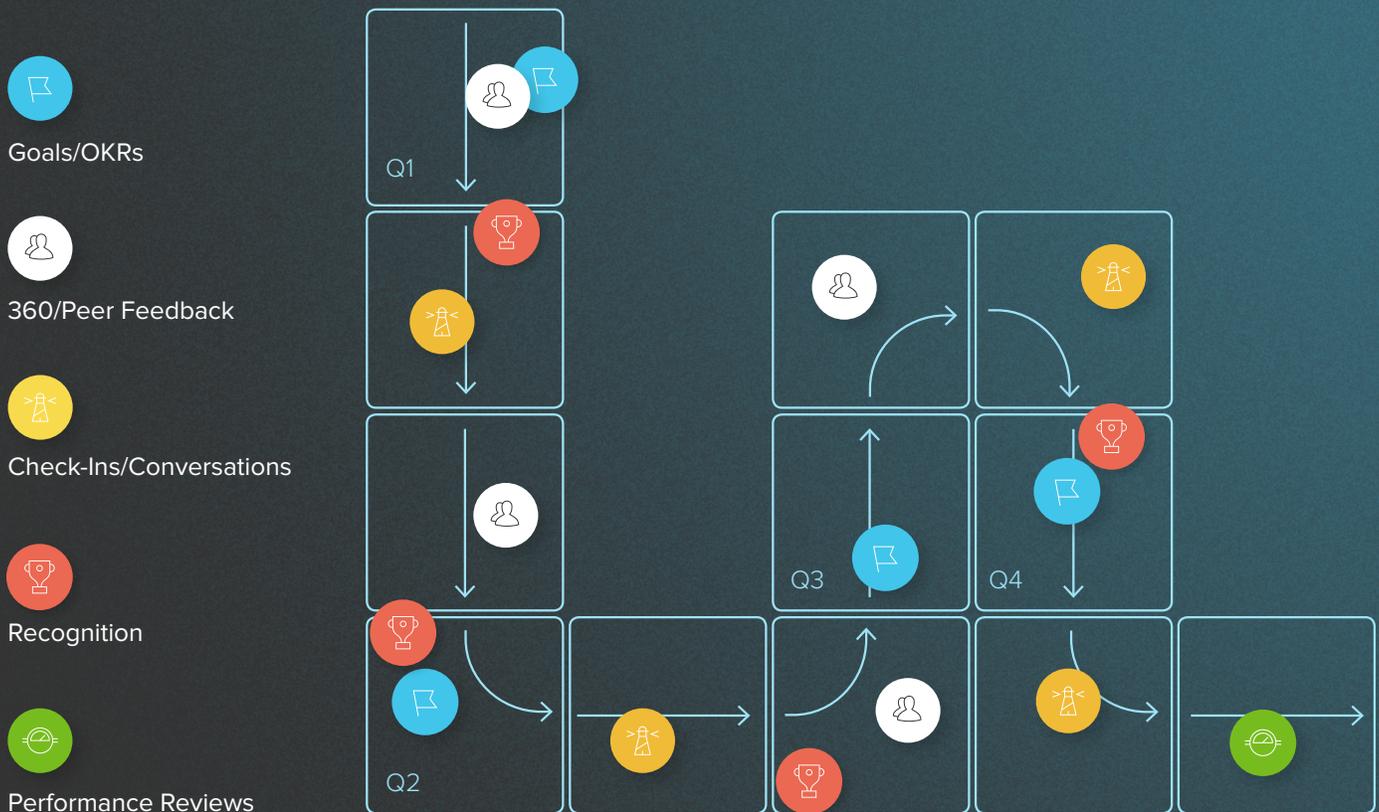
What's the hype about? Especially as a leader who wants to understand how your employees are working and developing, the benefits of a continuous performance process are endless. Not only do your people feel more engaged at work, but the data you get from their feedback can be extremely beneficial when designing your company's culture.

Just think about everything you've wanted to know about your employees: How is each department performing? What kinds of programs will help my people develop? What do they find valuable—and not valuable—in how the company functions? How are they embodying the company's values?

All of these questions are answered when your employees report their feedback in real time: immediately, you have access to data on patterns that arise on different teams so you can design specific programs that will better cater to your employees. Additionally, you can discover common themes from conversations to gain insights into what they're thinking and how they're embodying your company's values.

# How To Do Feedback Right

There are multiple components to an effective continuous performance management process, all of which should seamlessly connect with each other: goals, manager-employee check-ins/conversations, peer/360 feedback, employee recognition and performance reviews. Employees should use their goals to inform check-ins, peer feedback and recognition, while managers should use their reports' goals and peer feedback to inform check-ins and performance reviews. Holistically, HR managers can use this data to gain targeted and contextual insights on the organization, driving overall employee engagement.



When your performance process is connected in these ways, you're developing a more holistic, data-driven approach to feedback that moves your company towards continuous performance management.



# Manager - Employee Check-Ins/ Conversations

It's important that your managers and their direct reports are consistently having conversations with each other, especially so your managers learn how to become better coaches and your employees feel like they're developing and being valued at work.

Feedback between managers and employees can occur in many ways, but we've narrowed it down to four primary conversation types:

Type	Recommended Cadence	Use Case	Example Question
Start, stop, continue	Quarterly	To provide both employees and managers with feedback and coaching on what they're doing well and how they can improve	What should you start, stop and continue doing to be more successful?
Goal setting and reflection	Quarterly	To discuss goals for the coming quarter, and how to align them with the organization's priorities  To discuss top priorities for the upcoming quarter and reflect on the previous quarter's performance	What goals did you accomplish over the last quarter and what goals will you work towards this quarter?
Ongoing progress updates	Weekly or bi-weekly	Informal check-ins to discuss real time progress updates	Where are you currently encountering obstacles?
Career growth	Annually/ bi-annually	Discussing the employee's long term career goals and creating a plan to help them develop necessary skills	How can I help you grow in your career and help you towards your career goals?



## 360/Peer Feedback

In addition to check-ins between managers and their reports, the next important type of feedback is 360-degree, or peer-to-peer, feedback.

There are two types of peer feedback—HR-scheduled and ad hoc. Each type can have different viewability settings (manager only, employee only or both manager and employee) based on what kind of feedback is being given. While HR-scheduled feedback is used primarily to inform manager-employee conversations, ad hoc peer feedback occurs in real-time and contributes directly to the development of an employee.

Type	Recommended Cadence	Use Case	Example Question
HR Scheduled	Quarterly	Supports manager-employee conversations on competencies and values that need to be feedback-informed	How has Steve demonstrated leadership and how can he improve?
Ad Hoc	In real time, throughout the year	Supports ongoing peer-to-peer recognition and unprompted constructive feedback	Steve just demonstrated leadership in today's meeting by...



## Employee Recognition

Did you know 69% of employees say they would work harder if their efforts were better recognized? It's important to build a culture of positive reinforcement and highlight cross-functional collaboration, where employees can publicly recognize each other for their achievements. To drive this, we recommend you:

### **Make recognition quick and easy.**

Recognizing an employee's successes shouldn't be a burden. Like peer feedback, recognition should be lightweight: make it so your employees can quickly and easily recognize their peers in real time.

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### **Drive recognition with data.**

The more specific the recognition, the better. Your employees should support the recognition they give by referencing their peers' goals or successes from a recent meeting or project.

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### **Support public, cross-functional recognition.**

Creating a recognition culture requires every employee to be onboard. By allowing collaborators within the organization to recognize multiple people and reference cross-functional successes publicly — whether in company meetings or one-on-ones — your employees are more encouraged to work harder.

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As an HR leader, you have the opportunity to use public employee recognition to gain targeted and contextual insights on high performers and where culture is strongest.



## Performance Reviews

There's a lot of talk about the role of annual performance reviews, but there's no question that only doing reviews, without any other type of feedback, isn't enough. If you choose to continue doing performance reviews, try to avoid the common pitfalls of ratings and review biases.

The annual performance review is a formal conversation between managers and employees about the employee's career path and personal development. The conversation should take into account evaluations and feedback the employee received throughout the year so the manager can make an informed decision on ratings, career and compensation adjustments.

Studies suggest that "more than half of a given performance rating has to do with the traits of the person conducting the evaluation, not the person being rated<sup>9</sup>." However, with a connected approach to continuous performance management, managers can better inform performance reviews by using data from previous check-ins and evaluations. By informing reviews with this data, it also makes it easier for managers to rate their employees' individual competencies, such as leadership skills or cross-functional collaboration, to supplement their compensation decisions.



# How BetterWorks Supports Your Feedback Culture

Especially as your company scales, it can become increasingly difficult to maintain an effective culture of feedback without a platform that seamlessly connects the aspects of the continuous performance management process. BetterWorks eases the process by making it:

## **Automated**

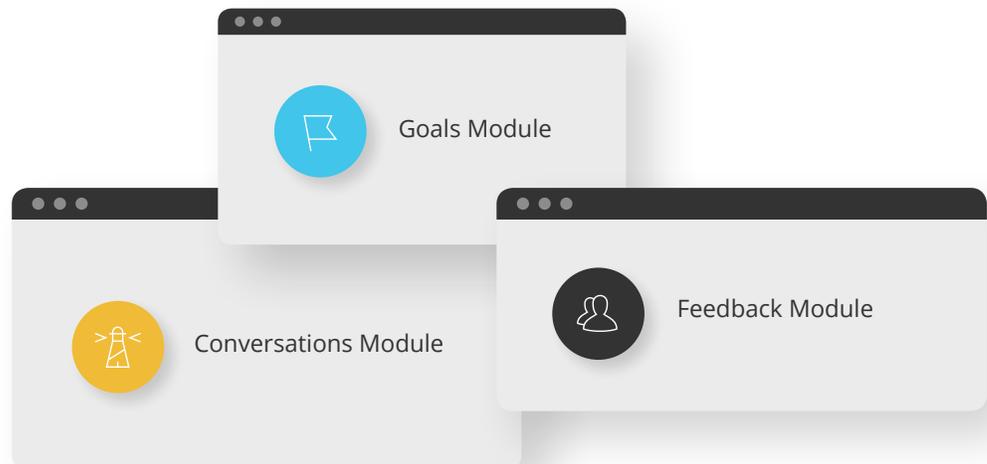
With automated feedback program reminders, you don't have to waste time facilitating every conversation and reminder.

## **Configurable**

Customize our platform to fit your organization's specific needs, including your desired cadence and feedback types.

## **Lightweight**

Our simple user interface allows employees to give, receive and record feedback easily and frequently.



Some of our biggest customers are successfully using BetterWorks to facilitate their unique continuous performance management processes. No matter what your cadence is for each component of the process, our platform can support your needs. For instance, the following table shows the different performance processes of three of our customers:

# of employees	<500	5,000-10,000	10,000+
Goals/OKRs:	Quarterly	Quarterly	Quarterly
Conversations:	Quarterly	Monthly	Quarterly
Peer Feedback:	Ad hoc	Ad hoc	N/A
Recognition	Ad hoc	Ad hoc	Ad hoc
Performance Review:	Annually	Annually in Workday	Annually & Integrated with HRIS

As your company makes the transition to continuous performance management, use this paper as a resource to developing the most effective culture of feedback within your organization.

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- 1 <http://www.gallup.com/poll/181289/majority-employees-not-engaged-despite-gains-2014.aspx>
  - 2 <http://marketing.bersin.com/deloitte-global-human-capital-trends-2014.html>
  - 3 <https://hbr.org/2016/10/the-performance-management-revolution>
  - 4 <https://hbr.org/2016/10/the-performance-management-revolution>
  - 5 <https://blog.betterworks.com/pm-watch-5-trendsetters-leveling-performance-conversation/>
  - 6 [https://www.cebglobal.com/blogs/corporate-hr-removing-performance-ratings-is-unlikely-to-improve-performance/?business\\_line=human-resources](https://www.cebglobal.com/blogs/corporate-hr-removing-performance-ratings-is-unlikely-to-improve-performance/?business_line=human-resources)
  - 7 [https://www.kenan-flagler.unc.edu/executive-development/custom-programs/~/\\_media/DF1C11C056874DDA8097271A1ED48662.ashx](https://www.kenan-flagler.unc.edu/executive-development/custom-programs/~/_media/DF1C11C056874DDA8097271A1ED48662.ashx)
  - 8 <http://www.businesswire.com/news/home/20150217006050/en/Generations-Workplace-National-Study-Reveals-Surprising-Realities#.VW92QZNVikp>
  - 9 <http://www.newyorker.com/business/currency/the-push-against-performance-reviews>

betterworks®

Betterworks® aligns, develops and activates your workforce for business growth. Our easy-to-use, integrated software solution replaces outdated annual review processes with powerful Continuous Performance Management® programs to help organizations ensure everyone is working on what matters most and are having the crucial conversations necessary to inspire and motivate their entire workforce to meet today's goals and tomorrow's challenges.



Learn more about **Betterworks®**, and for more information about the latest HR strategies and best practices visit our [resources gallery](#).