



In Their Own Words:

**Top HR Professionals
Share Their Secrets to**

Continuous Performance Management[®] Success

betterworks™

Organizations are increasingly adopting Continuous Performance Management practices to motivate, develop and align their workforce and execute on the [top goals for performance management in their organizations](#) including:

Aligning around and achieving the top goals and priorities of the organization

Increasing employee engagement

Attracting and retaining top talent

Training the workforce on skills needed for businesses to succeed today

Developing the workforce to meet future needs and skill requirements

Creating, [nurturing and sustaining a feedback culture](#)

Research and insights from the top HR industry and technology analysts and experts validate that a [Continuous Performance Management process, supported by the right HR technology, can deliver these desired business outcomes](#). However, making the transition to a continuous performance model can be challenging as it requires adopting new tools and processes, additional training throughout the organization and ongoing support from senior leadership.

To help you understand the benefits of and navigate this transition, we've compiled some of the top lessons learned by forward-thinking HR practitioners who have already 'been there and done that.' Every one of the authors featured in this guide are Betterworks customers who have successfully deployed continuous performance programs in their own organizations. In their own words, these experts will share critical insights and key learnings such as:

How to build a performance program that increases your organization's agility and ability to consistently meet goals

Why designing a performance management system that focuses on the value to employees increases employee engagement and overall program effectiveness

How to gain and maintain support for these initiatives from top executives

The importance of an agile goals process, and how to implement and optimize one

Why lightweight, frequent conversations between managers and employees are vastly more effective than annual reviews in actually improving workforce performance

Read on to learn these lessons and many more!

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For Continuous Performance Success, Process is Key and the Right Tech is Essential

Three Strategies You Need to Know to Maximize Workforce Performance



Tim Bridges,
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When he was appointed CEO of aluminum manufacturer Alcoa, Paul O'Neill devoted his first public appearance to discussing worker safety. You see, O'Neill believed (correctly as it turns out) that focusing on his company's people was the key to success. By the time he retired 13 years later, the previously ailing company had more than quadrupled its annual net income.

The Alcoa case demonstrates that every business is, in the end, a people business. Whatever your company does, you rely on your workforce to make it a success. Yet many organizations continue to use workforce performance management strategies that are based on the outdated industrial mindset of keeping the assembly line moving, no matter what.

Focusing on your people isn't just about altruism or having a good public relations story; it can have a serious positive impact on your bottom line. Organizations with high employee engagement are 21% more profitable and have 20% higher sales than rival businesses. Companies that do a great job at engaging, motivating and developing their talent are also preparing them to address tomorrow's business challenges, while fulfilling each individual's own career goals.

With that in mind, here are three ways to make your organization more people-focused and ensure your employees are engaged and motivated to drive growth for your business.

1

Implement a Performance Process That Looks Forward, Not Backwards

Annual reviews remain the typical performance management strategy for most companies. Once a year, employees are judged on their performance over the past 12 months, given feedback on what could have been done better and maybe given a promotion or pay raise. Not only is this backwards-looking process stressful and time-consuming for both manager and employee, the feedback given around events

that happened nearly a year ago is often too late to be useful.

87% of millennials and 69% of older employees say that "professional or career growth and development opportunities" are important in any job. That demands a change to a more continuous approach to performance management, anchored by far more frequent

touchpoints between managers and their reports. These conversations should look ahead at how an individual can have an impact on the organization, grow their skills and further their career. Conversations should happen regularly throughout the year and be based around developmental milestones that are updated to reflect the changing goals of the individual and needs of the business. With the higher volume of critical conversations, using an HR technology solution like Betterworks to support your continuous performance program

becomes essential. In this way conversations are documented and recorded, not only to ensure that they actually happen but also to ensure that key learnings can be catalogued to provide future insights.

When managers spend more time talking about future development instead of reviewing past results, employee performance increases. And continually focusing on development will drive tangible business results while enhancing your organization's overall potential for agile growth.

2

Help Your Managers Become Better Managers

People managers play an outsized role in motivating their employees, improving overall workforce performance and retaining top talent. And the more senior the leader, the more their job typically becomes about using the skills and experience of their team to generate results. Yet too often, managers don't appreciate the other side of that relationship: employees want their leaders to help develop their talents and show a genuine investment in moving their careers forward.

In a people-focused organization, it's critical that every manager understand that coaching individuals is one of their primary responsibilities. Some will push back because they are busy

trying to achieve other goals, but as an HR leader I constantly reinforce to them that developing employees is important and explain how it benefits them.

Most managers will not only understand the importance of development, they'll crave it for themselves. While 90 percent say they want to improve their skills and abilities as coaches, less than half of managers in the US believe that their development needs are being met.

The company is responsible for ensuring that managers are trained to align their teams around the organization's most important initiatives, maintain progress with continuous coaching and

feedback, recognize each individual's progress and contribution to the business and develop a career plan for every employee.

Think of this coaching as an upfront investment on your part that will pay you as an HR professional huge dividends down the road. Your managers will be more productive, and they'll be better at their jobs which will trickle down to their teams. This in turn means you will have to do less on your end, and so the upfront investment while potentially difficult will have a huge long-term payoff.



3

Give Every Employee a Sense of Purpose

Having a purpose is a major motivator for all human beings, from Gen Zers and Millennials to baby-boomers. Sometimes this comes from what your company does, but not every business has a genuinely world-changing mission. That's why it's also important for purpose to become personal to each of your workers. When your employees feel that they can grow, learn and develop, your company will benefit from the sense of purpose this brings.

Some businesses are reluctant to invest in developing talent that may not stick around long enough for the company to reap the rewards. But while it's true that the average length of time people stay in one job is declining (to just 2.8

years for 25-34 year-olds), if your company is unable to compete on salaries or lacks the appeal of high-profile brands you'll always lose those people who want more money or renown. But that's all the more reason to give your employees a great reason to stay.

93 percent of employees say they would stay at a company for longer if the business invests in their career. When people feel they are constantly learning new skills and can see a pathway ahead for continued progress, they remain engaged and motivated. That means they are more likely to stay with your organization, perform at high levels and develop new talents that will benefit your business in the future.

The Knock-on Effect of Looking Ahead

One of the smartest things about Paul O'Neill's strategy at Alcoa was that improving worker safety forced the company to communicate more effectively at every level. Reports about injuries had to get from the factory floor to the head office fast and solutions had to follow quickly. Eventually, the company reaped the benefits of improved communication about all aspects of the business, not just safety.

A forward-looking performance process can create a similar sea-change for your business. Employees will have an increased sense of purpose, managers will want to become better coaches and eventually all aspects of your business will feel the effects of this continual drive for progress and improvement.



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A COO's Three Secrets to Continuous Performance Management Success



Jeff Cash,
Vice President and COO,
Architectural Fabrication



You often hear business leaders talk about how their team members are their biggest asset and their top priority, and as COO of Architectural Fabrication I know this to be true. Over the last two decades we have evolved and shifted our business from service work to providing end-to-end fabrication services, from engineering and design all the way through to manufacturing and installation of commercial awning, canopy, and sign products for projects of any size. Our business is supported by a complex and diversely skilled workforce made that is split roughly equally between office and knowledge workers and manual laborers doing manufacturing or on-site installers. I like to think of managing our company like a top-tier sports team; everyone plays different positions, but we all need to be on the same page strategy-wise for us to win.

Initially, our business planning done annually and rooted in complex, wordy documents that made it difficult to align all the different teams and to track and measure progress. As we were evaluating new methodologies for business planning and performance management, we

knew we needed a way to set our corporate priorities so that every team and individual could align their work to them. We also recognized that we needed this to be a more agile process, because setting priorities just once a year doesn't take into account how quickly our marketplace moves.

Finally, we wanted this process, from goal setting to the progress made towards those goals, to be continuous and transparent to everyone in the company. Given the complexity of our workforce, we definitely needed software help. While there are a number of technologies out there which say they track and align goals, Betterworks is the one we chose because their platform supports an OKR structure, company wide transparency and, importantly, supports the continuous quarterly conversations we want to have with every employee to keep them aligned and motivated.

So as you consider your deploying your own Continuous Performance Management program, here are three critical lessons to keep in mind:

1

Tie Performance Management to Business Goals

Every business needs ever higher performance from its entire team, but performance management isn't just about giving feedback or recognition; it should be about helping your workforce understand the business' top priorities and how their daily work fits into the big picture

helps progress those goals. Workers are more motivated and engaged when they are able to see the value that their work contributes, but many employees simply don't know what is expected of them at work. That's why at the beginning of every quarter, our managers and their reports sit

down and have a conversation about the most important things to achieve that quarter, and agree upon how best to achieve those objectives.

Having these conversations quarterly rather than annually ensures that our employees have a clearer understanding of their managers' expectations of them, while making it easier for our managers to continuously assess how

our overall strategy is aligning to individual performance. And by keeping the whole process publicly visible on the same platform so that other people at the company can see what others are doing and accomplishing, we were able to introduce a little bit of peer pressure and friendly competition, motivating everyone to work a little bit harder.

2

Make Sure Your Employees Know “What’s in it for Them”

For our knowledge workers, we positioned this shift of making conversations around priorities and goals more frequent and transparent as the means to make sure their manager is accountable and not changing the goal line mid way through the quarter. And for the other half of our workforce, from the first quarter we rolled it out to them we focused the conversation on their career development.

Shifting the conversation around an employee's performance to a more forward-looking, development-focused stance is a great way to improve motivation. As part of their quarterly conversations, our managers now collaborate with their reports to set one professional development goal, such as ‘how can we get you to the next level as a welder?’ The result is that instead of feeling like their managers are micromanaging them or questioning their work, our workers feel invested in and motivated to get the next level in their career.



3

Take the Time Your Organization Needs to Set Itself up for Success

Transitioning any organization to Continuous Performance Management doesn't happen overnight. Every company is different, and so the process you put in place should reflect that and be uniquely tailored to your business model. This will take time, but that's ok because there is significant value in even the early steps of having your workforce writing down goals and talking with their manager.

In my organization, we knew the program wouldn't succeed without executive buy-in, so that's where we started. After securing their support, we sat down with our department-level leadership and had the conversations with them around getting them up to speed with this new methodology. But we kept the rollout at the leadership level for several months, so that by the time we rolled it out to the laborers we'd streamlined the process. We were able to see what was working and what wasn't, so by the

time we rolled it out throughout our organization we were able to ensure that the process was working and was delivering value to every level of the organization.

I'm not "in" HR, but as COO I truly care about how I motivate each and everyone on the Arch Fab team, a sentiment that I'm sure is shared by the leadership of every company. And by transitioning to a performance management model that emphasizes career development, communicating clear expectations and providing more frequent opportunities for communication throughout all levels of your organization, you set both employees and the organization at large up for success.



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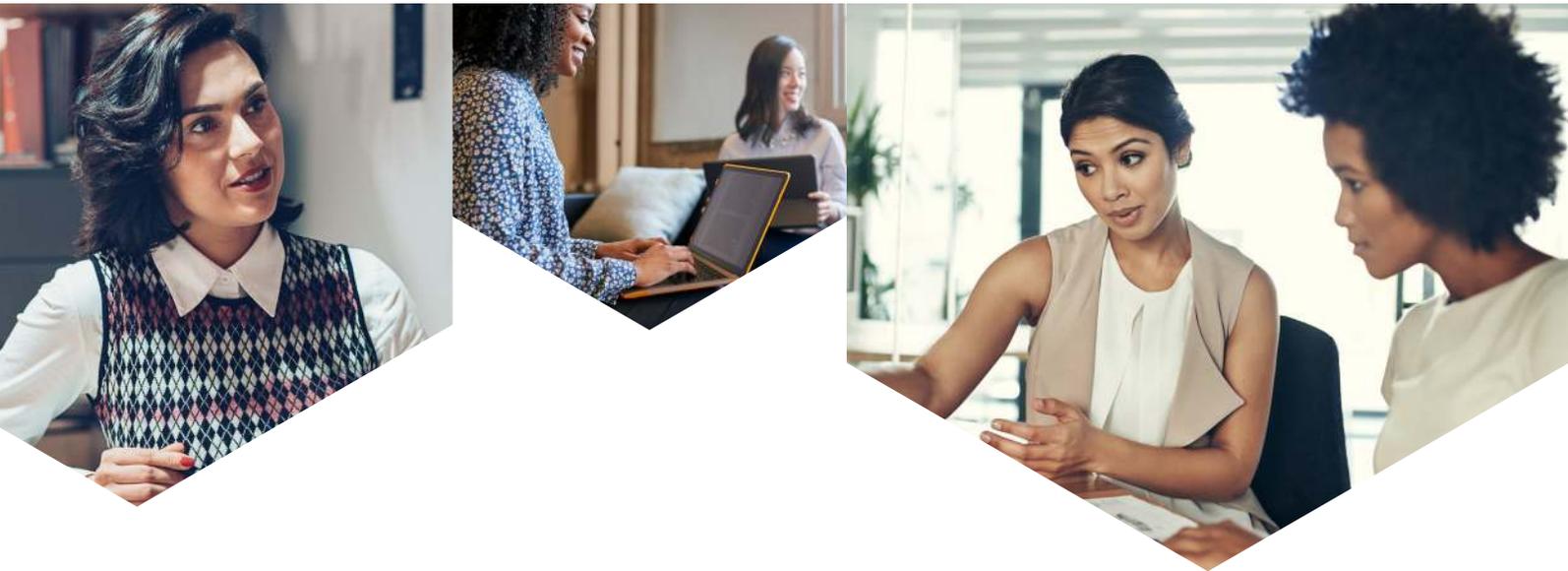


Why Performance Management Should Start on Day One



Karina Young,
People Operations Manager
at Khan Academy





Karina Young, People Operations Manager at Khan Academy, shares her most important learnings about helping managers become better, getting the support you need as an HR leader and starting performance management on day one

Help Managers Become Better Managers

Development is just as important for managers, if not more so, but too often new managers are thrown into their roles without adequate training. When developing and implementing our performance management process, we spent time helping each manager understand the coaching and development elements of his or her role. Managers had training to learn about delivering feedback effectively, and we also encourage employees to provide feedback directly to their managers.

Because our performance process isn't just a once-a-year task, we utilize Betterworks to help guide managers throughout the process. It reminds them to prepare for an upcoming

performance conversation, provides suggested questions to ask, and helps with tracking progress toward goals.

Not only does all of this allow individual managers to become better at being managers, but it also improves the consistency of the employee experience. If you're feeling overwhelmed by how much coaching your managers may need, lean on your internal experts for help. Ask seasoned leaders who exemplify the leadership values of your organization to spend some one-on-one time with new managers as a way to help expedite the learning process.

Get the Help You Need to Ensure Success

Always remember that you don't have to go it alone! Implementing any new process can be a challenge, especially at fast-growing and large organizations. It can be useful to start with one small, willing team and let its success drive interest from other groups. And as you scale your implementation, you'll need help from technology to ensure your workforce remains aligned and motivated—and that you do not personally have to run around after everyone.

I also recommend talking to your HR peers about their program design and implementation. Everyone has stories of success and failure that you can learn from. At the very least, you'll get the emotional support and encouragement you

need to keep going and not feel like the only person who understands the importance of what you're doing.

My HR network is key; I lean on them constantly (and want them to lean back on me). Most people operations roles aren't at the front and center of an organization, and that's an aspect of our roles we should feel comfortable with. You may be energized by different kinds of praise; recognition comes in many forms, and it's up to you to identify what is most meaningful and then ensure your stakeholders know.

Start Performance Management on Day One

Once you've implemented your program, you want to make it part of your company's muscle memory. We're focusing on bringing this to our onboarding, where we can show new employees what performance management looks like at our business, how to connect with their managers, and the importance of a goal-setting mind-set. HR professionals should do their best to ensure each employee has the ability to receive quality coaching, performance management, and fair evaluations throughout the year.

Creating a performance management program rooted in forward-facing, frequent, lightweight conversations, and supporting this process with easy-to-use technologies, will allow your business—no matter what size it is—to reduce stress on its performance management process and ensure everyone stays focused on achieving his or her goals, not managing them.



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Why Successful Business Transformation is Done One Person at a Time



Andrew Cole,
Chief Organizational Development &
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Hanlon's Paradox states that the stress caused by change reduces our ability to cope with change. At the very moment we need to be open to new ideas and learn new ways of doing things, the expectation of having to change surfaces fears and doubts that lowers our self-esteem and prevents us from adapting.

Most businesses are either unaware of or forget about Hanlon's Paradox when undergoing a major organizational transformation effort — and this is why three quarters of transformation initiatives are unsuccessful. The most well-thought through strategies fail because changing a business means helping each person make the needed changes, one individual at a time.

For large global organizations this can seem like an impossible task, so too many fall back on carefully scripted town-hall presentations and/or mass emails to communicate the change and hope for the best. Unfortunately, no matter how good this content is, everyone is still left feeling the same stress and asking the same question: “what does this mean for me?”

A Personalized Approach to Change

In my experience leading companies through successful transformations, the key to this success was focusing on ensuring that every single person in the organization understood why a change is necessary and how it impacts the definition of their role and how they perform their work.

Because most people are inherently resistant to change, it takes time for them to gain the necessary confidence and courage to look further ahead and move outside their comfort zone. Leaders need to have empathy for their people in the face of transformational or even everyday change, and commit to helping each one build resiliency and make the needed changes.

Senior leaders need to directly engage with all levels of the organization and not just presume messages will cascade smoothly down the hierarchy. While it is not reasonable to expect CEOs to have one-on-one sessions with every employee, they should plan to take part in small group discussions, especially with the top performers at every level. Giving everyone a chance to ask questions and voice concerns in a more intimate, personalized way will help people relate better to the transformation and boost their ability to adapt.

Drive Change With These Three Questions

One simple structure for coaching and performance development in times of transformation is the Stop/Start/Continue conversation. It comprises three simple questions that both the manager and team member answer:

What activities/behaviors should I Stop doing?

What activities/behaviors should I Start doing?

What activities/behaviors should I Continue doing?

It is especially important for senior leaders to have regular Stop/Start/Continue conversations with the people managers who report to them. Every manager plays an outsized role in influencing the needed change, and if they

remain too focused on deliverables and not on their people it creates a disconnect.

Used honestly and regularly, Stop/Start/Continue is a powerful tool for both large transformations and day to day development. We use it at my current organization, [Vertiv](#), as part of a continuous performance process for all of our 18,000 employees based in 25 locations worldwide. We use [Betterworks' technology to transparently set and align our quarterly OKRs](#) (Objectives and Key Results) and to capture the "Stop/Start/Continue" conversations at each quarter end. Technology is useful because it provides needed transparency to keep everyone aligned and it prompts managers to have these regular discussions.

Making Change Everyday

Because the only constant is change, leaders and managers can also use Stop/Start/Continue questions for the continuous, forward focused employee development conversations that need to be part of the everyday flow of work.

While managers may have weekly one-on-one meetings with each of their direct reports, these conversations are typically very tactical and focused on the specific tasks in motion. Or organizations rely only on infrequent, backward looking performance reviews which aren't

focused on developing the skills they need for continued success. The more everyday form of transformation demands frequent bigger picture discussions around goals, skills and career development – conversations that will spark change and keep individuals, teams and the entire organization moving forward.



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3 Ways to Lighten up the Performance Management Process



Randal Vegter,
Head of People Operations
at NewsCred



How many times has your performance management process left you feeling confused and annoyed, rather than motivated?

If you're like me, the answer is too many. Fortunately, there is a better way. At my company, [NewsCred](#), we have gone through all of the typical iterations on our way to what we believe is the right approach. We're a marketing tech startup, and for us an annual review process was absurd because the product and our roles will change dramatically in a year. Writing substantial quarterly reviews for a large team is better, but is still a huge time investment that is hard to justify when what really matters is improving performance for tomorrow, not agonizing over whether we did a good job yesterday.

Things clicked into place when we transitioned to eight forward-facing, light-touch conversations per year. Suddenly, reviews only took ten minutes per person but they prompted the right conversations. Our employees felt like they were finally getting regular feedback and knew how they were doing. And the consistent nature of these conversations also helped eliminate the fear and stressful anticipation many associate with traditional "performance reviews."

Here are three key concepts to keep in mind when considering how to develop a more streamlined and effective performance management process within your organization:

1

A Personalized Approach to Change

Our change in performance reviews was paired with adoption of measurable quarterly goals, at the level of both the company and each individual employee. This allowed us to know at any time how we were actually doing, rather than having a vague and subjective feeling that a particular person was a rockstar or struggling.

These future-focused conversations are always meaningful, because they focus on achieving goals. The mid-quarter conversation is actually

more important than the after-quarter; it's the time when employees and managers can strategize about how to finish the quarter strong. We talk about what has gone well so far, what has blocked progress, and what the manager and employee both need to do differently. After-quarter conversations acknowledge what the ultimate result was and focus on lessons learned for the next quarter. But it's still all about development and how we can use lessons from the past on the next quarter.

We also combined conversations around business performance and development into one. This not only ensures our employees have a clear understanding of how their progress maps back to the company's larger goals, but also fosters more positive conversations around performance and improvement that employees will approach with far less tension and anxiety.



2

Make Conversations About Performance Light and Frequent

Performance reviews don't need to be overly complicated. In fact, simplifying them can actually allow for more organic and productive conversations to occur.

In our new, simpler process, our employees answer just four questions about their progress and development towards their goals mid-way through the quarter:

1. **What has gone well in your progress toward your goals?**

2. **What has blocked your progress, and what changes do you need to make in the rest of the quarter to achieve your goals?**

3. **What is one value you want to work on?**
[NewsCred's values are trust, grit, customer obsession, teamwork, and compassion]

4. **How can your manager help?**

And two questions around accomplishments at the end of each quarter:

1. **What can I learn from this quarter that can help me next quarter?**

2. **What is one value I want to focus on next quarter?**

Focusing on a concise batch of questions minimizes the time managers and employees spend worrying about and preparing for these reviews and helps ensure that these critical conversations actually happen. As a result, employees receive more clarity on their manager's expectations and have a better understanding of their individual goals and how to achieve them by quarter's end.

3

Use Technology to Streamline the Process

When we decided to restructure our review process, we partnered with [Betterworks](#). We wanted to be sure that the new process was simple for managers and employees, and that adoption was seamless.

Betterworks enables transparency into the progress of goals and gives our HR team the insights needed to ensure our managers are having these important conversations. The result has been a shift in attitude toward reviews from both managers and employees.

Through forward-facing, frequent, lightweight conversations, combined with easy-to-use technologies, companies of any size can reduce stress on its performance management process. You can keep the focus on the right things: building something meaningful for your customers and winning the next quarter.



[This article was originally published in BenefitsPRO.](#)



How to Drive Better Results with OKRs



Ari Schapiro,
Chief of Staff at Auth0



Auth0, a global leader in Identity-as-a-Service (IDaaS), recognized that to win in today's environment, they needed to be agile and able to constantly align and realign their employees around top priorities. By adopting Betterworks' software, Auth0 took a strategic approach to scaling their business' performance management program.

Ari Schapiro, Chief of Staff at Auth0, shares the key lessons he learned as his company rolled out Objectives and Key Results (OKRs) and the impact they've made on the organization.

What changes were you looking to make in your organization that led you to adopt Betterworks?

Ari:

We are scaling our business rapidly. We have doubled our staff in the past year, and with this growth and momentum came more complexity in aligning departments, goals, and the unified path we are on together. We recognized a need to coordinate and re-evaluate our top priorities as a company and started setting OKRs in the beginning of 2018. The system we were using wasn't enough to support our needs, and we recognized a need to employ a more formal framework for organizing and keeping track of them.

After carefully evaluating eight different platforms, we chose Betterworks as they had the features that we were looking for and met our security requirements.



How did you approach your roll out? What worked well? What challenges did you face?

Ari:

When we initially introduced OKRs, we were using basic spreadsheets to manage them. While this helped introduce OKRs to our organization, it also revealed the limits of such a manual tool. We searched for a more comprehensive platform that could be used company-wide, hence our adoption of Betterworks. It was the most intuitive of the solutions we explored, didn't require extensive training and easily integrated with our HRIS system which made it easier on us from an administrative perspective.

Our biggest challenge was helping employees understand that goals are not just a list of tasks, and that goal setting isn't a heavy commitment. Some employees were initially hesitant to set objectives, as they didn't want to commit to an outcome that they couldn't control. To address this issue, we emphasized simplicity and approached OKR setting as simply writing down what you want to accomplish.

What changes have you seen in your organization since you launched?

Ari:

From a planning perspective, Betterworks enables us to have the right conversations. It prompts our teams to reflect on what they're going to do and how they're going to achieve those goals. It also helped us standardize the language and framework we use to drive our business. We went from a mix of terms (priorities, objectives, focus, etc.) to a consistent language around "what is your goal?"

When there are company goals that everyone is contributing to, there is a great sense of purpose and belonging for everyone in the company, no matter what their role. We emphasize that your individual and/or departmental goals should contribute to the overall company goal in some way, which further reinforces this team mentality.

What is your approach to OKR setting and progress? How do you define success?

Ari:

We have 13 weeks in a quarter. In the first week, our senior leadership team gathers and sets Top Company Objectives. Weeks two and three are focused on setting departmental OKRs. Then we have individuals that own those OKRs. We have a mid quarter check-in around

week seven or eight, where the owners of these departmental objectives and senior leadership gather to discuss the status and details of their objectives. This allows visibility and accountability cross-functionally, and enables leadership to see possible roadblocks in driving progress.

What does success look like to you? What would you like to accomplish with this program in the coming year?

Ari:

One aspect of success is the ability to focus, prioritize, and drive accountability. If we are able to hone in on these three things, we can focus on why objectives may not be met. Initially, it's less about the completion of the objective, but framing focus and collaboration. Another aspect is that we're building the muscle of setting, executing on, achieving and documenting our OKRs.

In the next year, I would like Betterworks to be even more integrated throughout our organization. We're taking it step by step.



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Performance Management and Balancing Recognition and Impact as an HR Leader



Karina Young,
People Operations Manager
at Khan Academy



Performance management is like Internet access: essential to the daily operation of any business but taken for granted until it stops working. While everyone understands why you need consistent and high-quality broadband, the obvious benefits of good performance management often go unappreciated.

This is a common sentiment whenever I talk with my fellow HR professionals at conferences and events. Building and managing a performance management program take a huge amount of time and effort. But despite the fact that these initiatives help your business retain top talent, create a feedback culture that keeps people motivated, and ensure everyone has the skills he or she needs to meet today's goals and face tomorrow's challenges, it can sometimes feel like a thankless task. But it doesn't have to.

Though every business leader will say employees are the company's most important asset, we have to judge leaders by their actions. Sometimes,

talent management falls lower on a leader's priority list, behind developing products, creating marketing campaigns, or closing a big sales deal. And this can be especially true when organizations are in a time of fast growth.

The company I work for, Khan Academy, grew from 40 to 200 employees in just a few years. Although we felt many of the same growing pains as other organizations do, I was fortunate to have a leadership team that supported building a continuous performance management program for our long-term growth. Throughout our journey to date, I learned five valuable lessons about overcoming doubts, fears, and ambivalence to ensure performance management remains a major business priority.

Demonstrate the Value of a Continuous Approach

We've all heard that traditional annual performance reviews don't drive business results, but many companies are still taking that approach. The outdated end-of-year approach forces managers to spend days creating performance reviews for each of their direct reports. Despite the best of intentions, these are riddled with recency bias, lack input from

peers, and include feedback that's usually too late to be useful. On the other side of the coin, employees would almost always prefer to focus on their future development rather than their past mistakes.

Continuous performance management replaces a heavyweight, low-value, once-a-year chore

with a cycle of ongoing conversations around goals, feedback, and development. It ensures that all coaching is timely and useful and keeps everyone focused on achieving what's most important for the organization. These lightweight touches require less preparation time and will deliver value to both manager and employee immediately.

When you hear your leaders saying “annual reviews take too much time away from work,” that’s your opportunity to implement a more continuous program that captures feedback in real time, encourages managers to act as coaches, and removes tired processes from your agile organization.

Show Employees What’s in It for Them

Employees are engaged and motivated when they know that their work has purpose and understand how it contributes to the company’s overall goals. Unfortunately, too many employees simply don’t know what is expected of them at work.

A continuous performance process aligns each individual’s goals to the top business priorities. Even when, inevitably, these priorities change, the ongoing nature of continuous conversations allows managers and employees to adjust goals in an agile fashion. More frequent conversations also ensure employees receive timely feedback and have a clearer understanding of their managers’ expectations.

Fifty-eight percent of people believe that annual performance reviews are done for the benefit of the business, not them. That’s why employee development and personal targets are a key part of continuous performance management. It makes employees feel more invested in the performance process, the overall business, and their own careers.

If you’re not sure where to start or what your gaps are with your employees, try sending out a quick pulse survey. Harvesting current data and feedback is key for HR, and knowing your organization’s pain points will help you design a program that engages everyone across your team.



[This article was originally published in HR Daily Advisor](#)

For Continuous Performance Success, Process is Key and the Right Tech is Essential



Although each of these visionary HR leaders bring their own unique experiences and perspectives, they all share two common elements in their success stories. They were all able to deliver these business-critical results through a combination of developing, deploying and refining a robust Continuous Performance Management process, backed by Betterworks' industry leading technology.

Today's business challenges demand a new approach to aligning, managing and motivating the workforce, and according to Deloitte organizations with effective performance management systems perform 92x better financially than those with ineffective programs.

Betterworks is the complete software and service solution for forward-thinking organizations wanting to motivate their modern workforce to deliver needed business results. Our solution supports truly global workforces, and is used daily by workers from 119 countries in more than 20 languages.

Flexible enough to support every organization's unique program comprising goals, conversations, multi-source feedback and workforce insights, Betterworks helps organizations align work to goals, develop their employees, and accelerate business growth.

About Betterworks®

Betterworks® aligns, develops and activates your workforce for business growth. Through our easy-to-use, integrated software solutions and expertise, we help organizations replace outdated annual review processes with powerful Continuous Performance Management® programs that help managers be better at the conversations, coaching and development necessary to inspire and motivate the entire workforce to meet today's goals and be ready for tomorrow's challenges. Our solution supports truly global workforces, and is used daily by workers from 119 countries in more than 20 languages.

You can [learn more about our products here](#), and for more information about the latest HR strategies and best practices visit our [resources gallery](#).

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