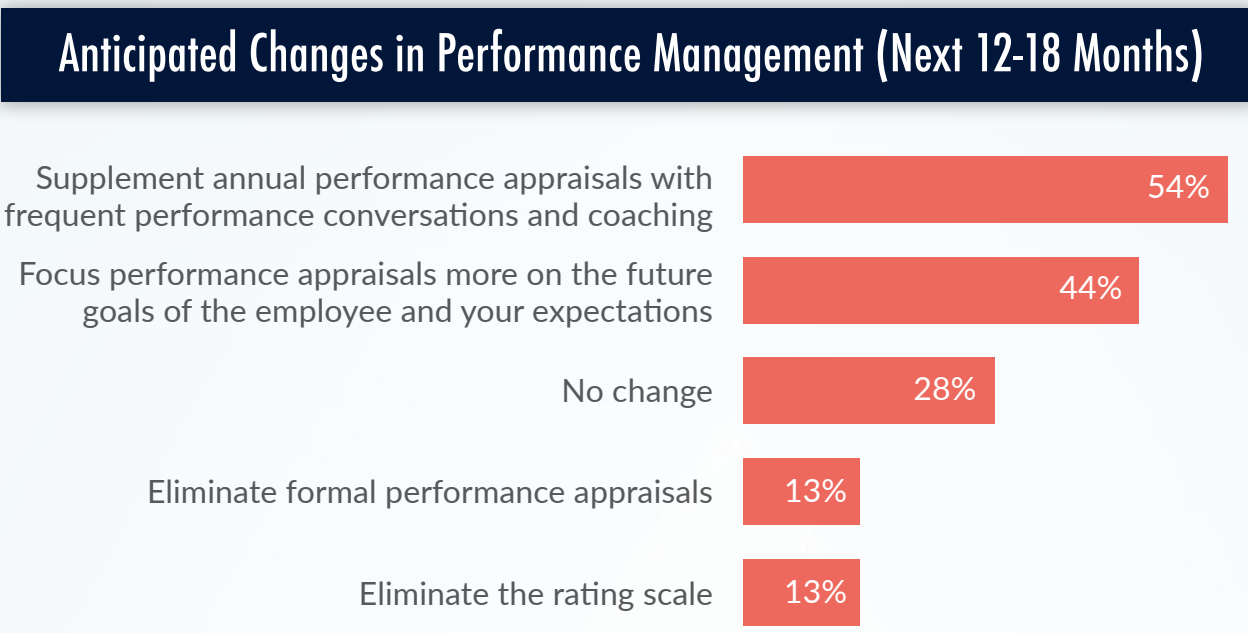


# PERFORMANCE MANAGEMENT 2018: Training, Teams, Technology, Transparency

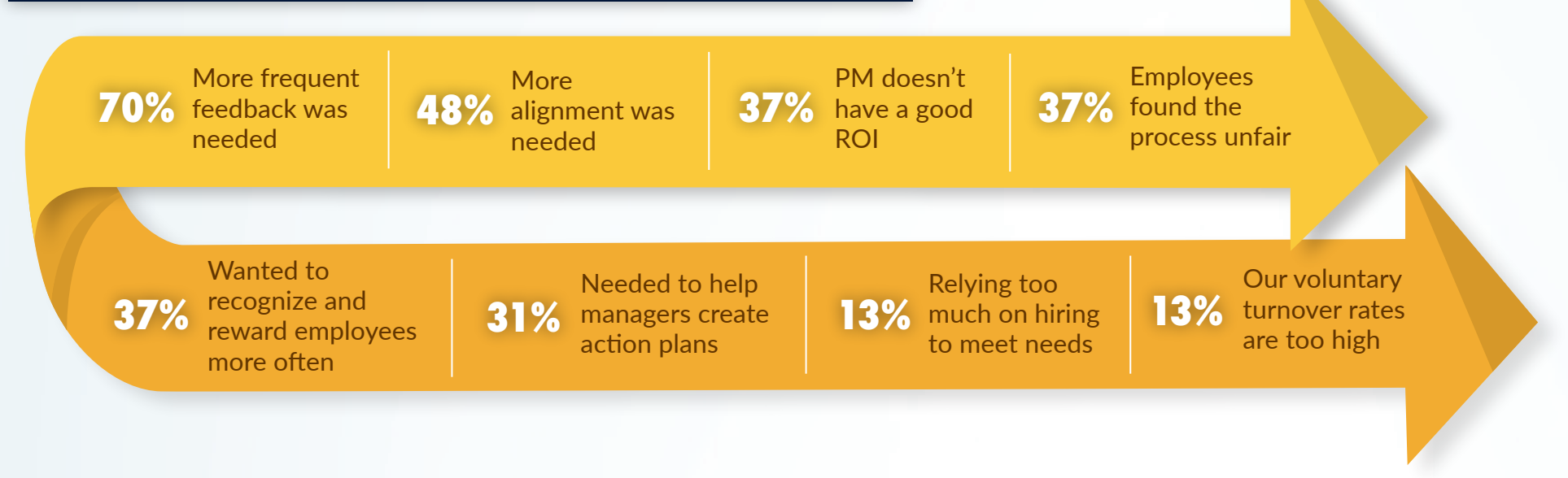
As more organizations move from traditional performance management toward a performance development culture of coaching and continuous conversations, it becomes imperative to change strategies and processes to support the new culture. Brandon Hall Group's 2018 Performance Management Study reveals how the landscape is changing.

## PERFORMANCE MANAGEMENT IS EVOLVING QUICKLY

While few organizations are eliminating appraisals and rating scales entirely, the majority supplements appraisals with frequent performance conversations and coaching.



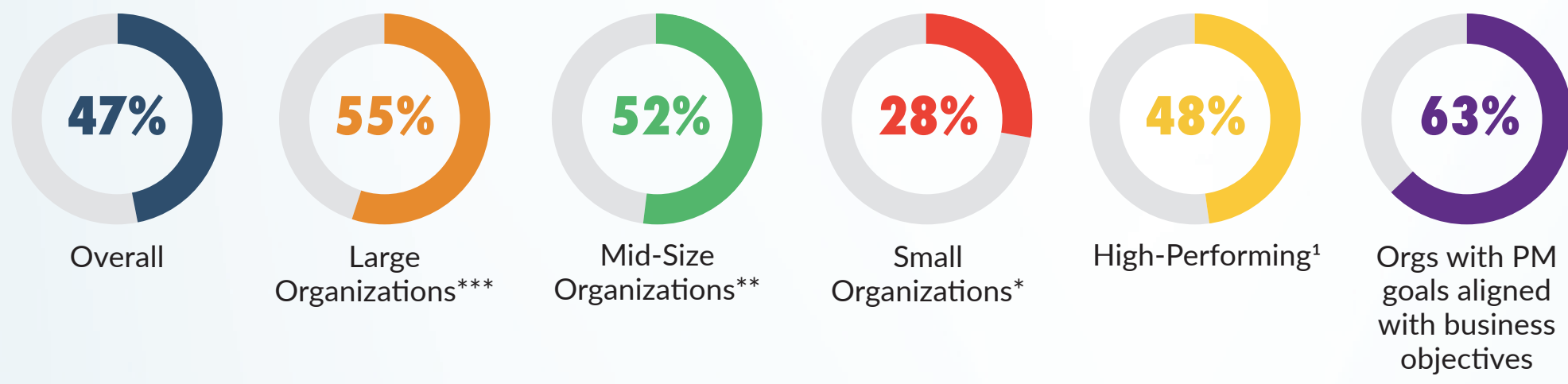
### Drivers of Change to Performance Management Process



## TRAINING MANAGERS TO COACH, MENTOR LAGS BEHIND THE PACE OF CHANGE

Less than half of organizations have formal programs to train managers to be better coaches and mentors. Companies that align performance management goals with business objectives are more likely to train coaches and mentors.

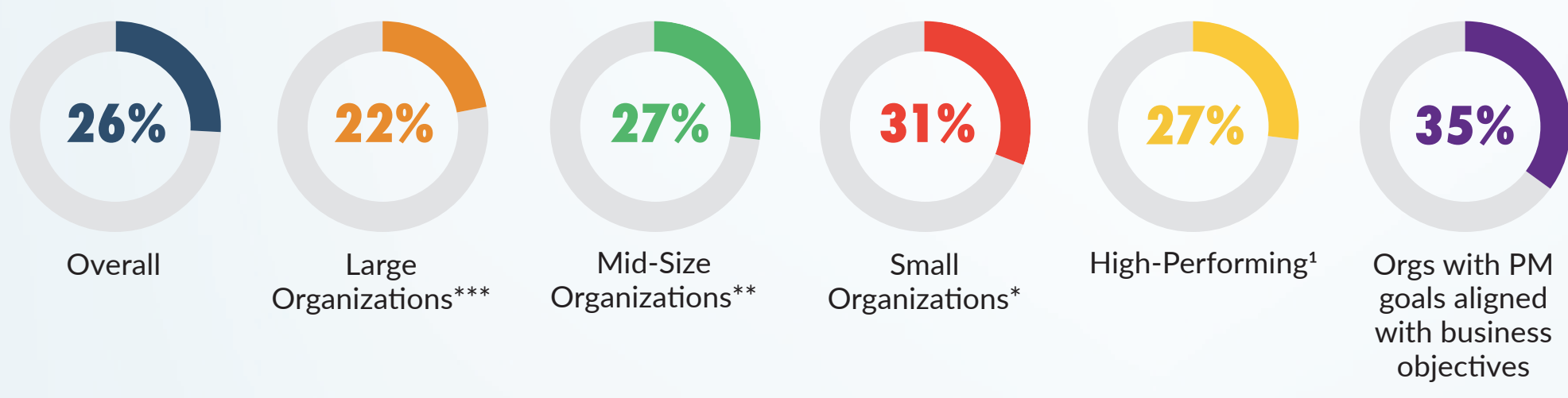
### Formal Training Programs to Improve Coaching, Mentoring



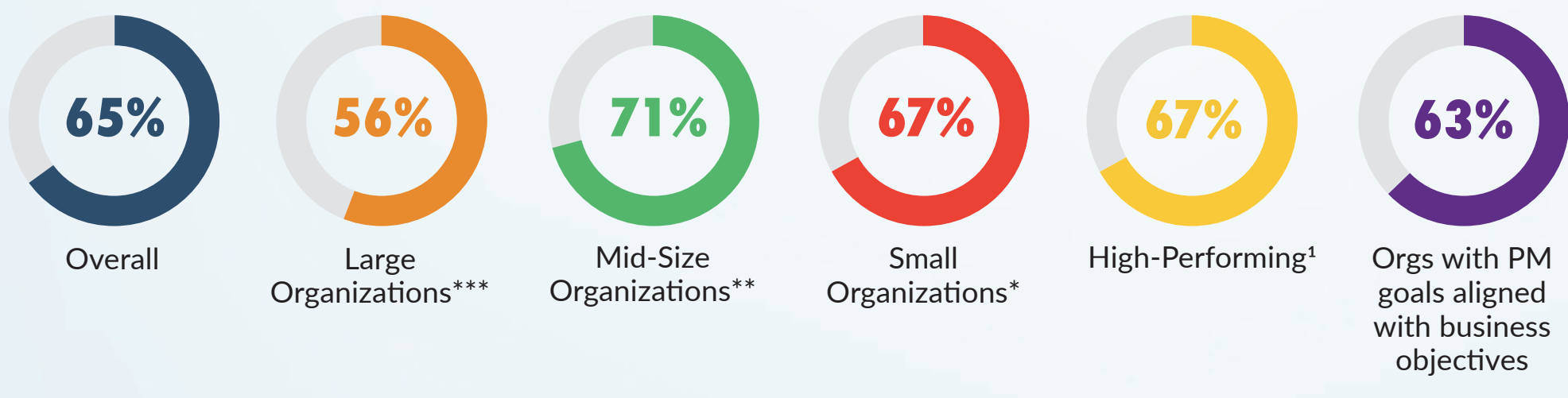
## TEAM-BASED APPROACH TO PERFORMANCE MANAGEMENT

A team-based approach to performance management is taking hold in about one-quarter of organizations. About two-thirds of those companies tie team performance to individual appraisals.

### Organizations with Formal Team-Based Approach to Performance Management



### Does Team Performance Management Impact an Individual's Performance Appraisal?

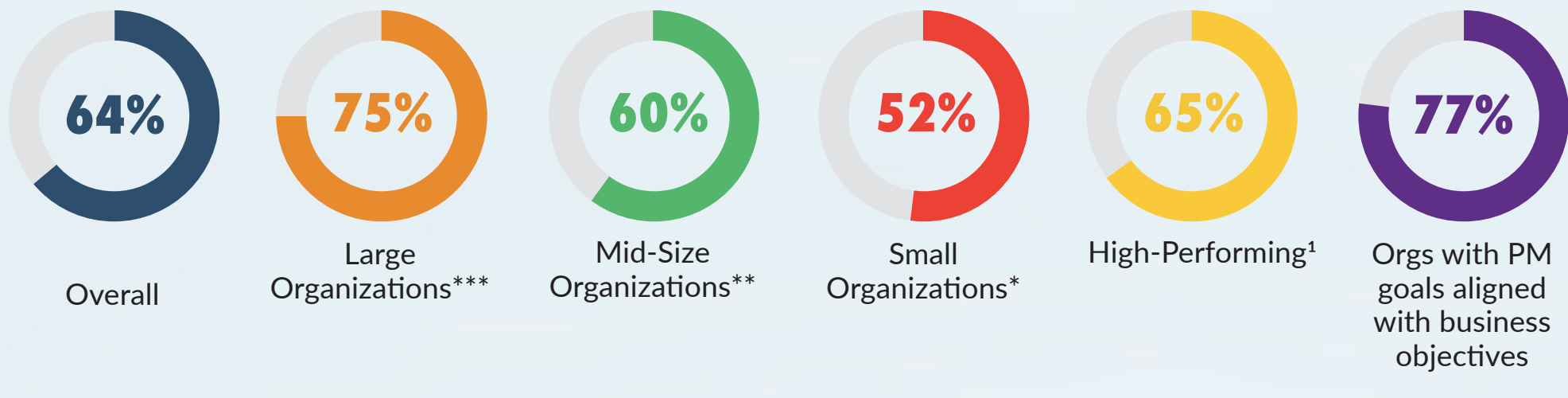


## THE IMPACT OF TECHNOLOGY

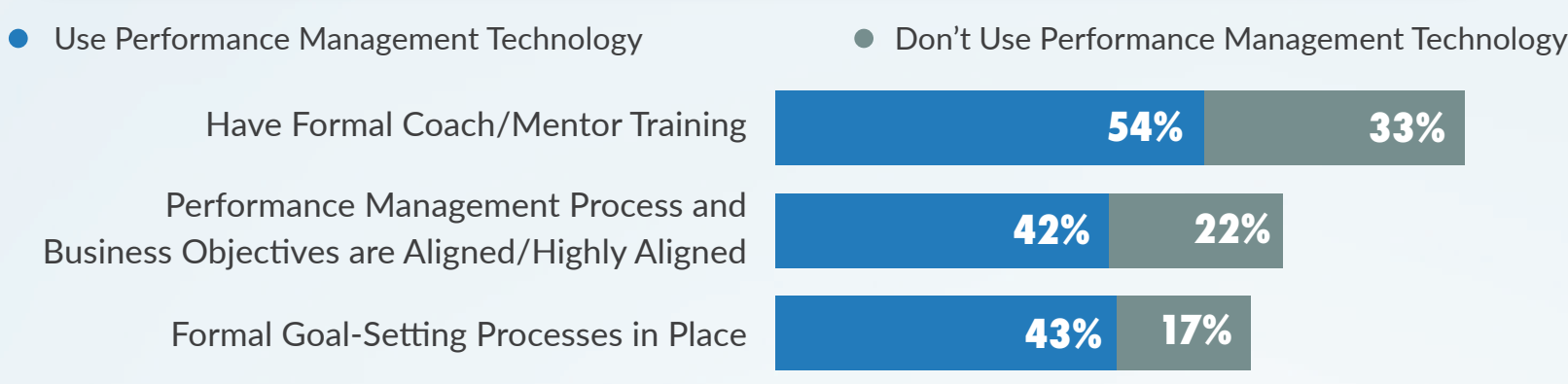
As it does with most talent processes, use of technology impacts results in performance management.



### Use of Technology to Support Performance Management



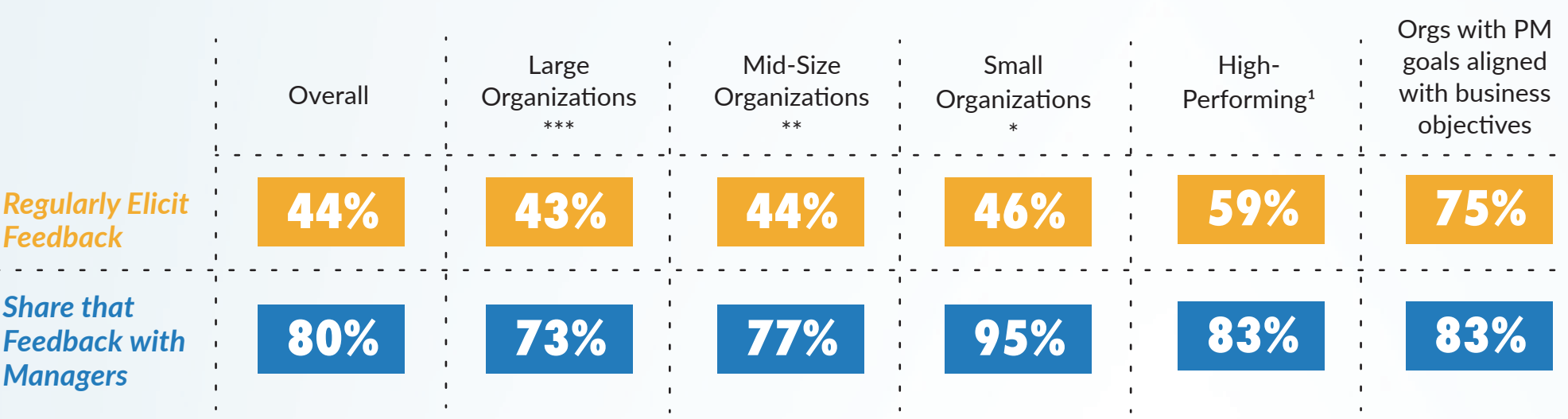
### Correlation Between Technology Use and Performance Management Maturity



## PERFORMANCE MANAGEMENT TRANSPARENCY

Less than half of organizations solicit feedback from employees about the performance management process, but most organizations that seek feedback share it with managers. As in other areas, organizations that align performance management with business objectives do better.

### Organizations that Solicit, Share Feedback from Employees on PM Process



\*\*\*Large organization = 5000+ employees  
 \*\*Mid-size organization = 500-4,999 employees  
 \*Small organization = Less than 500 employees  
<sup>1</sup>High performers are shown through survey results to see overall improvement across these criteria: Employee engagement; Customer satisfaction; Organizational revenue/performance; Voluntary turnover; Organizational productivity.