

# 2013 Performance Management Effectiveness Report

*Interim*



The survey covers managers and individual contributors in both small, medium and large enterprises in Europe and North America. 30% of respondents are Individual contributors while 70% are responsible for both their own performance and that of other individuals.

The area we are addressing is Individual performance management and alignment of Individuals performance with that of the organization.

The primary aims of this survey are to:-

- **Confirm that although good practice is well understood and often in place, the execution and, the quality of outcomes are inconsistent and sub-optimal, for performance management.**
- **Identify those areas that practitioners see as being barriers to effective performance management practice.**
- **Identify those improvement areas practitioners see as having the biggest positive impact**
- **Understand the level and type of modern technology adoption to aid in improving performance management.**

The survey runs during November and early December 2013 and this report is an interim review of findings.

### **Interim Findings**

- *Though the central focus is how to maximize an individual's contribution to the organisations performance , slightly over 50% of respondents indicated the primary responsibility for an individual's performance lies with their performance manager rather than the individual themselves.*
- *In excess of 90% of respondents indicated that they value performance management and it is highly important in their organisation, however 40%+ indicated that their organisation and managers were not effectively enabling individuals attain their performance potential.*
- *Over 66% of respondents indicated there was strong opportunity to improve clarity and alignment of their roles, objectives and KPI's, indicating that the fundamental principles that underpin an individual taking ownership of, and driving their performance improvement is hampered at the start of the process.*
- *Between 60% & 70% indicated that more frequent informal performance review and planning meetings would improve their performance effectiveness (Recorded and Unrecorded)*
- *Just over 50% of respondents indicated that reducing the overhead associated with performance management presented strong opportunity for improvement of the process and outcomes.*
- *93% of respondents indicated there is a strong opportunity to leverage modern IT to improve performance management.*
- *50% of respondents indicated they only use IT in a limited capacity to enable good performance management, such as records and MS Office type templates. 40% have some form of performance management application available for use.*
- *Over half of the respondents indicated that the priority for enabling automation should focus on objective setting and management, scheduling and execution of frequent review meetings.*
- *The area of career management and personal development needs to be integrated into the performance management process.*

### **Interim Conclusions**

At this stage we can conclude that there is significant potential to improve organization outcomes, through improvements in both the process and tools available to Individuals and their performance managers, leveraging modern IT to increase the frequency and quality of the engagement between the parties. The invention is done , we know and understand what works, it's the innovation (application) that will drive the next step forward in enhancing performance management.