

## TOP FINDINGS FROM

# High-Impact Performance Management RESEARCH

New technologies, an empowered workforce, and the breakdown of organizational hierarchies are providing the catalyst for a fundamental mindset shift in performance management. Bersin's High-Impact Performance Management research can help organizations move from managing performance to enabling performance in the flow of work.

## Top Findings at a Glance



**1** Most performance management approaches are despised and fail to generate required organizational capabilities.



**2** Ratings and reviews are not dead at all—and simply eliminating them is not the answer.



**3** High-performing organizations focus on purpose and mindset over processes and models.



**4** High-performing organizations instill a sense of progress and growth in their workforce—and use pay for performance to differentiate and reward.



**5** Individuals and teams drive high-impact performance management through effective feedback and in-the-flow development.



**6** Leaders in high-performing organizations play a human-centered role in creating the conditions for workforce success.



**7** High-performing organizations use technology to embed performance and development activities into the flow of work.

## Business Outcomes

High-performing organizations surveyed are . . .



**1.4X** more likely to meet financial targets



**2.2X** more likely to improve efficiency



**4.9X** more likely to manage change



**2.4X** more likely to innovate



**1.7X** more likely to delight customers

. . . than are low-performing organizations.

## Workforce Outcomes

High-performing organizations surveyed are . . .



**3.7X** more likely to address workforce development needs



**4.5X** more likely to develop leaders continuously



**2.7X** more likely to engage the workforce



**4X** more likely to encourage appropriate risk taking

. . . than are low-performing organizations.

Companies have been trying to optimize performance management for decades. However, organizations are often unsure of what they should focus on to enable individual and team performance. Our High-Impact Performance Management study offers specific guidance on performance management practices that empower people to do their best work and provide actionable insights on driving business and workforce outcomes.

To learn more, read *Seven Top Findings for Enabling Performance in the Flow of Work*, Bersin, Deloitte Consulting LLP.