# REINVENTING **PERFORMANCE** MANAGEMENT

Processes won't unlock human performance. Here's what will.



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# REINVENTING PERFORMANCE MANAGEMENT

While performance management processes enable business and talent decisions, engineering human performance takes more than a process.

Why doesn't performance management work?

Despite decades of reinvention, people still don't like performance management. While we can (and should) continue to improve it, the real issue is that we are expecting too much from a process, as if it is the primary driver of human performance. But unlocking human performance requires a broader, long-term effort to engineer human performance in the flow of everyday work.

#### Tension: Traditional performance management is broken

- Most managers and workers don't trust their performance management process and organizations don't trust their ability to accurately evaluate the value created by individual workers.
- With a lack of organizational support and limited time they're able to spend on people development, managers resort to outdated, but easy-to-measure productivity metrics.

# WHAT THE DATA SHOWS



72% of workers

**do not trust** their organization's performance management process



said they're doing great things using data and evidence to capture the value of workers' performance while enhancing worker trust

# REINVENTING PERFORMANCE MANAGEMENT

Organizations can enhance performance management by setting clear goals, providing real-time feedback, supporting personal and business growth through trained managers, involving employees in shaping evaluations, and ensuring fairness with evidence-based assessments that minimize bias and build trust.



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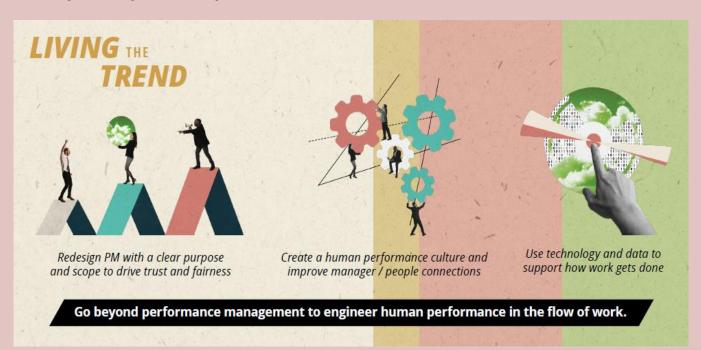
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**ORG & CULTURE** 

## REINVENTING PERFORMANCE MANAGEMENT

- Clearly define the purpose and scope of performance management.
- Design to build trust and fairness.
- Tying bonuses to performance goals to drive business and human outcomes
- Simplify the process and model it from the top. Engineering day-to-day human performance

- Create a human performance culture and org design.
- Improve manager and people connections.
- Redesign workforce practices for human and business outcomes.
- Use technology and data to support how work gets done.



#### **Nambian Readiness Gap**

According to the Deloitte 2025 HC Trends survey results, only 12.82% of Namibian leaders in organizations are busy rethinking or replacing Performance management to use data/evidence to better capture the full value of workers, while also enhancing trust.

## REINVENTING PERFORMANCE MANAGEMENT

processes won't unlock human performance. Here's what will.

#### Improve the performance management process

- Clearly define the purpose and scope
- Design with a focus on simplicity, clarity, and fairness
- Ensure top leadership is driving





### walk me

WalkMe offers quarterly bonuses across a wide range of roles. The bonus structure is designed to be clear and attainable, and individual goals are developed in partnership with one's manager. This builds trust- workers like knowing exactly what they need to achieve and the ability to influence their take-home pay.



McLaren has implemented various strategies to support the physical and mental wellbeing of its employees, including access to inhouse doctors, psychologists, and fitness coaches for manufacturing staff and race teams alike.

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#### Engineering day-to-day human performance

- Optimize organizational design, workforce practices, and work conditions to support human performance
- Use technology and data to enable new ways of working
- Create a human performance culture
- Improve manager capabilities and people connections



Standard Chartered created a robust development and accreditation process for managers based on developing capabilities such as building trust and aligning teams, and a separate one devoted entirely to coaching.





Roche used technology to enhance its learning and development approach to rapidly equip its engineers and specialists with the latest and greatest skills required to build biotechnology for its customers. This simplified the learning experience by allowing learners to simultaneously engage in both mandated and skill-based training, with clear pathways and checkpoints throughout the journey to support individual learning while also about ensuring competence.