Is performance management performing?

98% of UK leaders believe performance management drives business performance. But changes are required to ensure performance management effectively supports the workforce of the future.

More change is needed

73% of UK organizations have made changes to their performance management practices in the past five years.

81% of UK employees believe their performance will significantly improve if performance management is changed further.

Work is changing

87% say work is changing:
• Faster
• More collaborative
• More networked
• Requires ever-evolving skills

The workforce is changing

90% say the workforce is changing:
• More diverse
• Desires transparency
• Expects training and professional development

But performance management is lagging behind

48% of UK leaders believe most organizations assess performance in ways that are ineffective.

According to UK employees, this is caused by:

57% One-size-fits-all practices
56% Feedback provided in a discouraging way
40% Evaluations based on judgment rather than objective data
40% Evaluations based on one supervisor (vs. multiple sources)

What should organizations do to improve performance management?

1. Help leaders provide constructive conversations and real-time coaching
2. Embrace simplicity and transparency
3. Personalize performance management across the workforce
4. Move people decisions closer to the people
5. Clearly define what high performance means in the context of the workforce of the future

For more information visit: www.accenture.com/IsPerformanceManagementPerforming

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Methodology: From December 2015 to January 2016 Accenture Strategy surveyed 1,050 leaders and 1,050 employees from 12 industries including 81 leaders and 67 employees from the UK. Our objective was to understand how performance management needs to be refined and updated to better support next-generation work practices, as organizations transform into digital, collaborative, networked businesses that need to attract and retain a new generation of workers. The term leaders is defined as respondents in a variety of roles at all levels with supervisory experience over teams and/or groups.

Feedback provided in a discouraging way
56%
Evaluations based on judgment rather than objective data
40%
Evaluations based on one supervisor (vs. multiple sources)
40%
One-size-fits-all practices
57%

1. Leaders surveyed include a variety of roles at all levels with supervisory experience over teams and/or groups.
2. Percentage of employees citing practice in top three for negative impact.