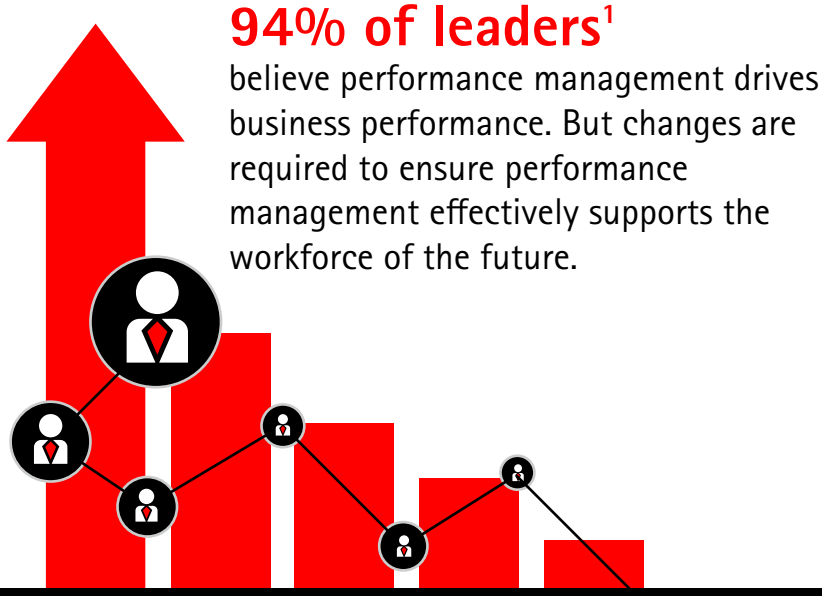


Is performance management performing?



High performance. Delivered.

More change is needed



Work is changing

- 92%** say work is changing:
- Faster
 - More collaborative
 - More networked
 - Requires ever-evolving skills



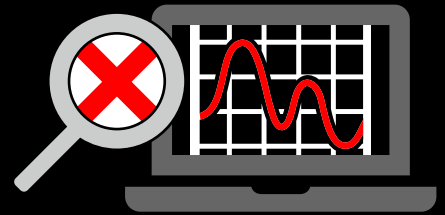
The workforce is changing

- 91%** say the workforce is changing:
- More diverse
 - Desires transparency
 - Expects training and professional development



But performance management is lagging behind

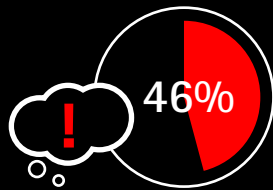
57% of leaders believe most organizations assess performance in ways that are ineffective



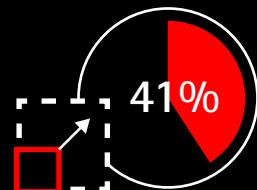
According to employees, this is caused by²



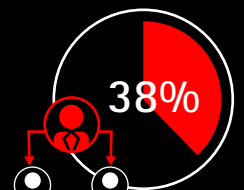
Feedback provided in a discouraging way



Evaluations based on judgment rather than objective data



One-size-fits-all practices

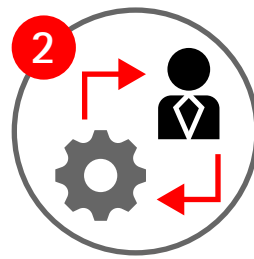


Evaluations based on one supervisor (vs. multiple sources)

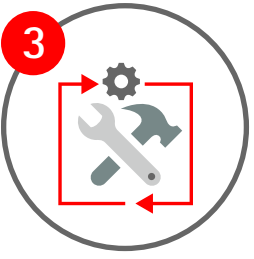
What should organizations do to improve performance management?



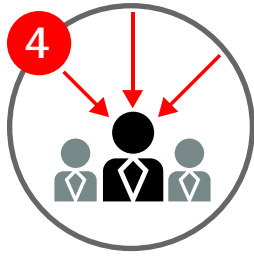
Help leaders provide constructive conversations and real-time coaching



Embrace simplicity and transparency



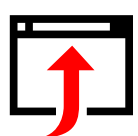
Personalize performance management across the workforce



Move people decisions closer to the people



Clearly define what high performance means in the context of the workforce of the future



For more information visit:

www.accenture.com/IsPerformanceManagementPerforming

¹Leaders surveyed include a variety of roles at all levels with supervisory experience over teams and/or groups.

²Percentage of employees citing practice in top three for negative impact.

Methodology: From December 2015 to January 2016 Accenture Strategy surveyed 1,050 leaders and 1,050 employees from 12 industries, in 11 countries covering: Asia-Pacific, Europe, Latin America, and North America. Our objective was to understand how performance management needs to be refined and updated to better support next-generation work practices, as organizations transition into digital, collaborative 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.