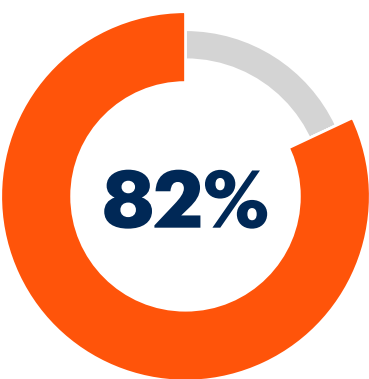


Why Performance Management Is Failing

By Royce Brosseau

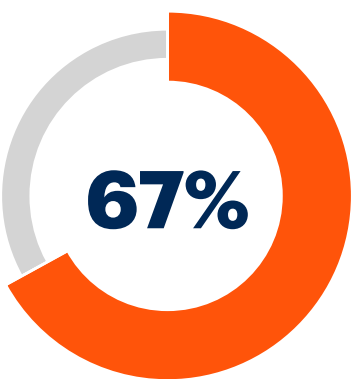
Performance management is top of mind for HR professionals, especially as performance reviews are approaching. However, performance management is frequently viewed as not worth the time and effort. Past fixes focused on reducing effort, but HR should reprioritize and focus future changes on increasing performance management’s utility.



82% of HR leaders say **performance management is ineffective** at achieving its primary objective.



The good news is that **81% of HR leaders understand this and are making changes.**



67% of organizations said the purpose of their performance management changes focus on **reducing the time and effort of performance management.**

HR leaders are focusing on the wrong thing.

Counterintuitively, **decreasing effort** actually has a **negative impact on workforce performance.**

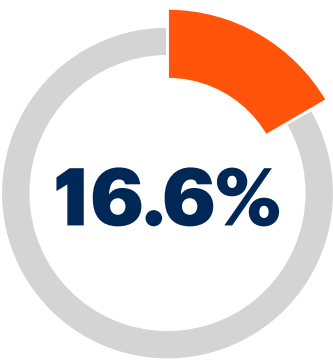


Effort Is Too High

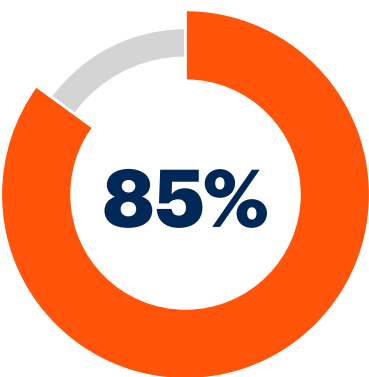
- Not user-friendly
- Too much time required
- Requires extensive energy
- Asking too much of managers and employees
- Cumbersome technology
- Overly complex

Utility Is Too Low

- Disengaging and unmotivating
- Built for individuals, not collaboration
- Not aligned with business needs
- Little line of sight to business priorities
- Not relevant to work
- Inaccurate and unfair



Focusing on reducing effort reduces workforce performance by **16.6%.**



85% of employees perceive performance management to be **worth the time and effort when it has high utility.**

The focus should be on increasing utility, not decreasing time and effort. Regardless of how much time and effort is actually spent on performance management, employees perceive performance management to be worth the time and effort when it has high utility.