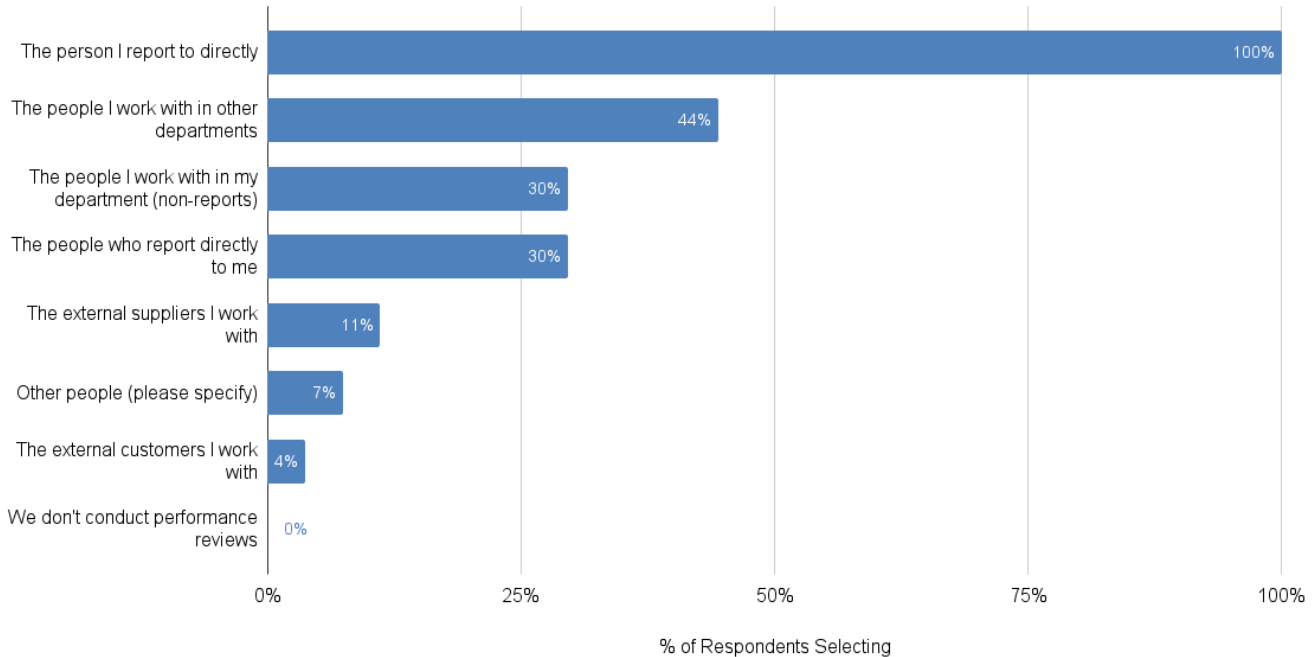


In addition to yourself, who participates and provides input in conducting your performance review? Check all who apply.



## RESPONDENT PROFILE

Respondent Profile (n=27)			
Seniority Level		Industries	
Manager	52%	Food & Beverage	22%
Director	19%	Retail	22%
VP	15%	Consumer Goods	11%
SVP	4%	Distributor	4%
CxO	0%	Automotive	4%
Other	11%	Manufacturing - Other	37%
		Medical Equipment	7%
		Building Materials	0%
Geography		Company Size	
North America	82%	> \$1 Billion	52%
Europe	7%	\$501M - \$1B	7%
Asia	7%	\$100M-\$500M	30%
Latin America	4%	< \$100M	11%
Middle East	0%		
Other	0%		

## SURVEY INTRODUCTION

Most companies conduct performance reviews of their employees at least once per year. Who conducts and provides input in the process? What key performance indicators and documented skills play a role? Does the process consider both the “What” and the “How”?

## SUMMARY OF RESULTS

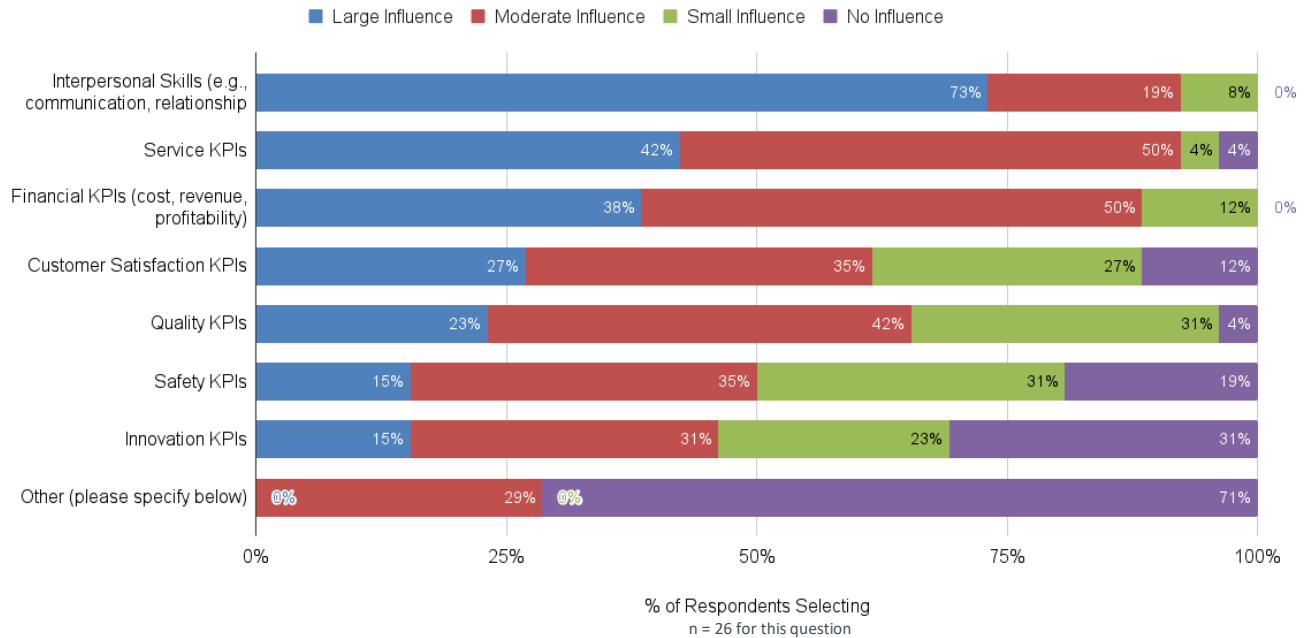
Overall, the survey results indicate that few people other than “The person I report to directly” participate and provide input in performance reviews. 44% of our member respondents said that “The people I work with in other departments” participate in the process, but only 11% said that external suppliers, and only 4% said that external customers, participate.

In terms of the KPIs or skills that have the largest influence in receiving a favorable review, “Interpersonal Skills” topped the list, with 73% of the respondents saying it had a “Large Influence.” It was followed by “Service KPIs” (42%) and “Financial KPIs” (38%). Surprisingly, “Innovation KPIs” (15%) was at the bottom of the list.

More than half the respondents (54%) said that their company’s performance review process focuses equally on the “What” an employee accomplished during the year and “How” they accomplished those goals.

To read all comments, [please visit survey results dashboard](#)

For each of the key performance indicators (KPIs) or documented skills below, what is their influence in you obtaining a favorable review?



**RESPONDENT COMMENTS: DOES THE CURRENT PROCESS FAIL TO CAPTURE IMPORTANT ASPECTS OF PERFORMANCE?  
HOW CAN PERFORMANCE REVIEWS BE IMPROVED?**

“It’s an imperfect part of the process that has been overly engineered by HR professionals. At the end of the day, it’s the results that matter and any performance review should detail how you are contributing to the company’s goals. I’m reminded of the Bill Parcells quote: ‘You are what your record says you are.’”

“Our current process fails to capture aspects such as peers and internal and external customers. At the end of the day, it is just an evaluation based on your boss’s perceptions.”

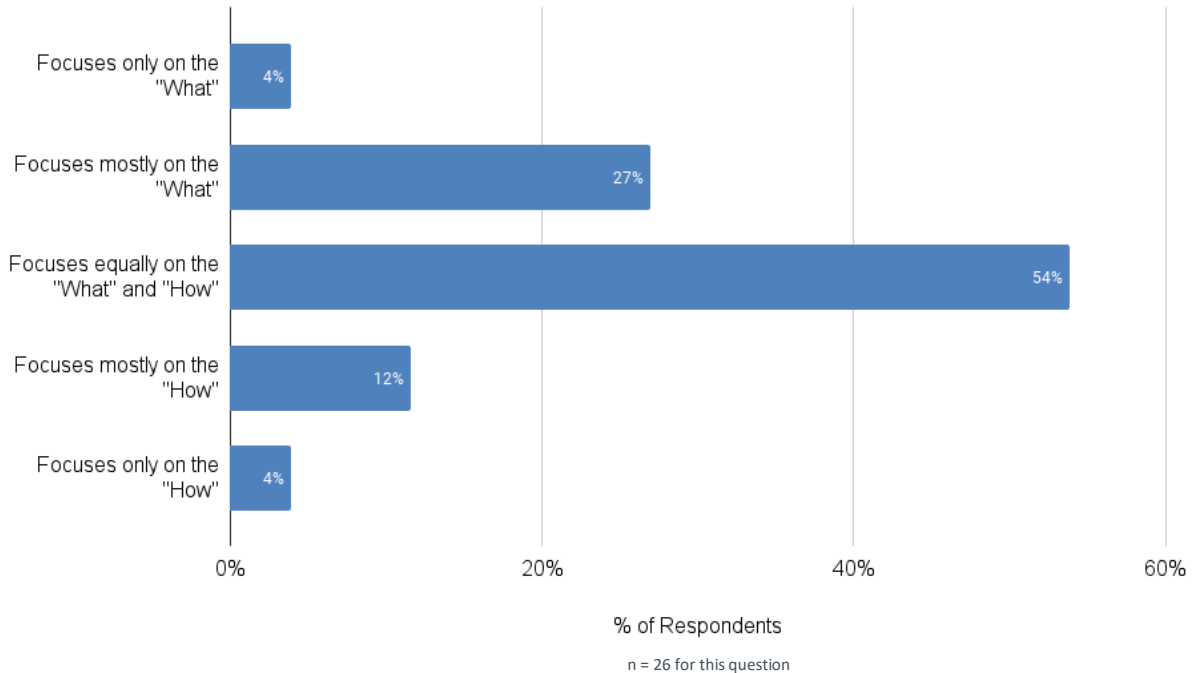
“We are transitioning to a perpetual review system. Instead of a single annual review, it will be broken down quarterly related to our KPIs.”

“Our current process does not account for the day in and day out activities that really drive the overall performance of the company. The goals focus on projects that seek to develop the employee or drive systemic improvements, but I believe the most impactful tasks are executed each day.”

“I feel that performance reviews are extremely outdated these days. Or they should be more streamlined across the country.”

“I am a supporter of soliciting 360-degree feedback for performance reviews whenever possible.”

## How would you characterize the focus of your performance review process?



### RESPONDENT COMMENTS: DOES THE CURRENT PROCESS FAIL TO CAPTURE IMPORTANT ASPECTS OF PERFORMANCE? HOW CAN PERFORMANCE REVIEWS BE IMPROVED?

“At my level of the organization (Executive Team) we conduct 360-degree reviews - so I get assessed by my boss (CEO), my direct reports (Directors and Managers), and my peers (other EVP, VP members of Executive Team). Assessments are mostly based on results (i.e. the What) but with a healthy dose of methods (i.e. the How).”

“Equal weight for both Business and People goals. People are a very big part of our organization, with a large focus on inclusivity.”

“To improve reviews, they should be conducted more frequently. Then, they are in a sense already completed by the end of the review period. By the way, we generally do not conduct reviews of our manager (e.g. Performance 360). I wonder what the data shows on its effectiveness.”

“I’m currently working in a small business. I find some of the focus on performance reviews (the approach and how they are conducted) a bit lacking. However, I am sure some of this is tied to a lack of resources and the business' need to continue to grow and scale its resources for more effective performance review, goal setting and forecasting.”

“Performance reviews provide an opportunity to coach. Nothing should be a surprise if you lead well.”

“Performance reviews should include the soft skills that is required to achieve the KPIs.”