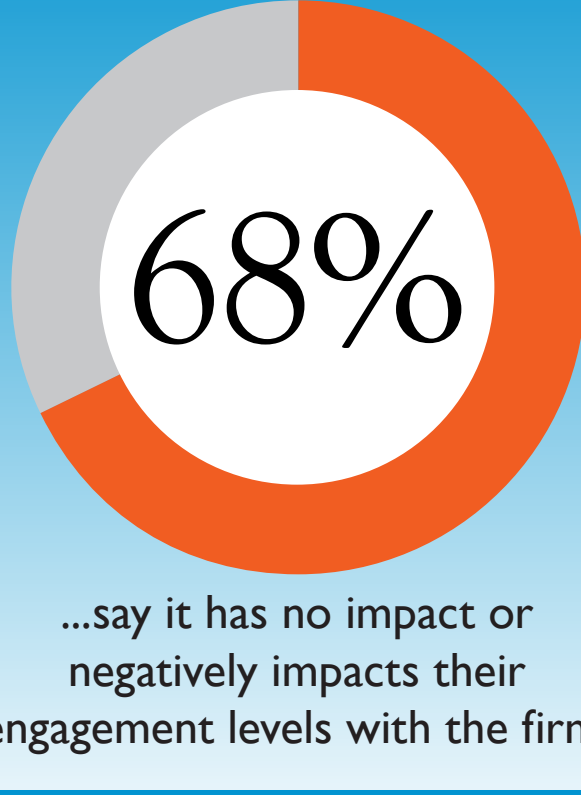
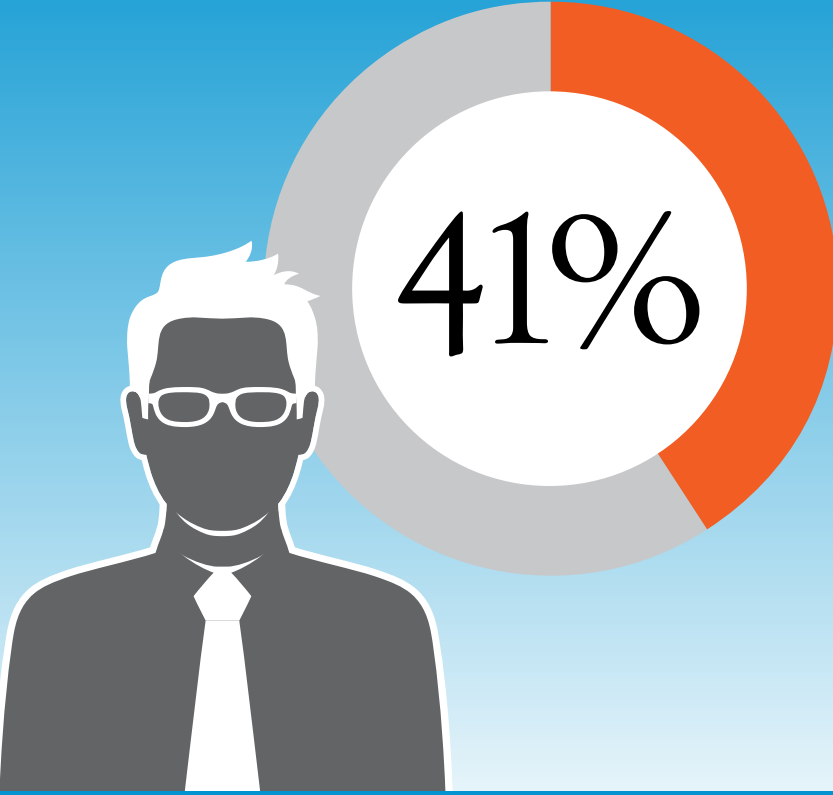


# Performance Management: ASSESS or UNLEASH

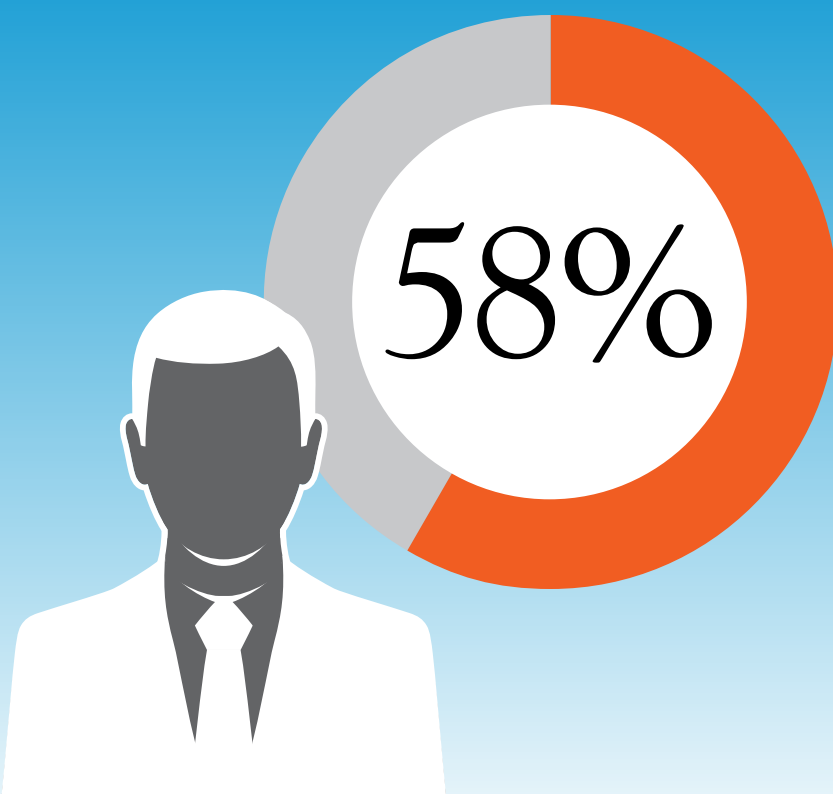
## INDIVIDUALS



## MANAGERS



## EXECUTIVES



<sup>(1)</sup> (Deloitte Survey 2015)

## APPROACHES TO PERFORMANCE MANAGEMENT should depend on your workforce make-up and business situation:

### COMPETITIVE: Forced ranking & 'first past the post'

VS

### COLLABORATIVE: Developmental focused and supportive.

Workforce triage in sluggish performance

Lots of dead wood

Lots of logarithmic/routine tasks

Running lean

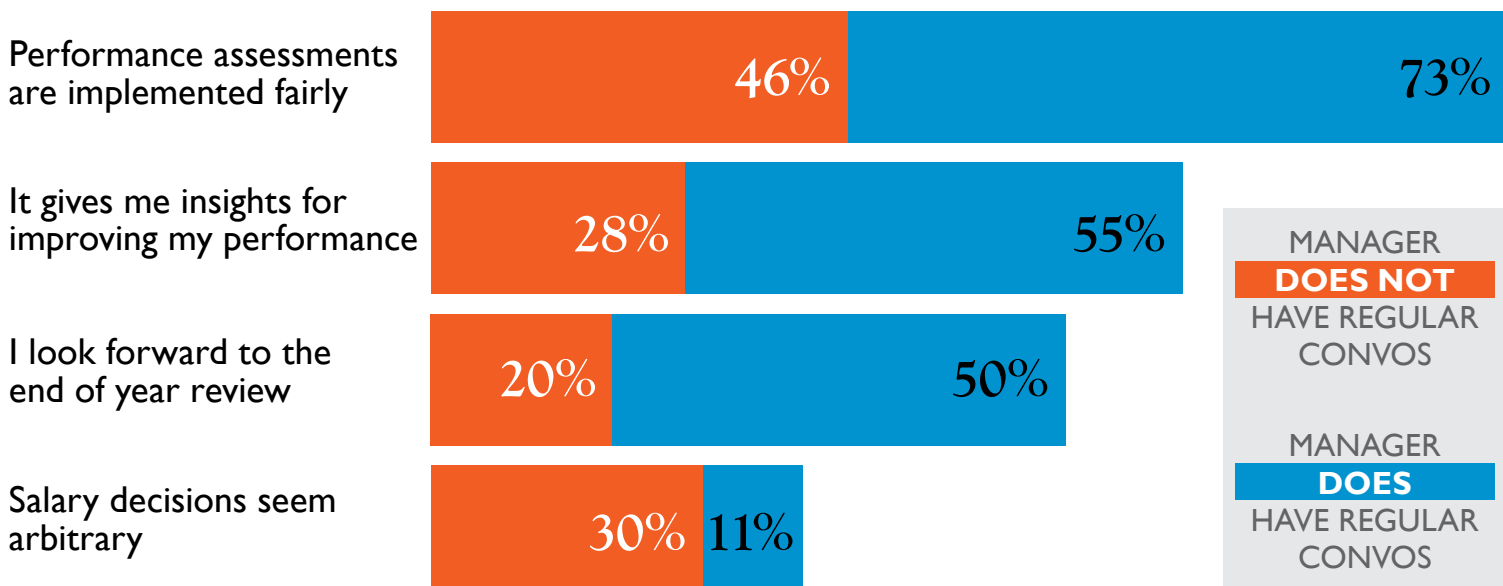
Foster engagement, innovation, teamwork & discretionary effort

Retention is a top concern

## THE IMPACT OF COACHING YEAR ROUND

Employees who receive regular feedback and coaching have a significantly more positive outlook:

ITEM: PERCEPTION OF PERFORMANCE MANAGEMENT PROCESS OVERALL



## 6 PRINCIPLES to OVERHAUL YOUR APPROACH

**1 Keep an Eye on What is Really Happening**  
Organizations often have a faulty impression on the effectiveness of performance management – it's time for a sanity check.

**2 Stop Looking Backward and Begin Looking Forward**  
Performance management needs to focus on developing future success, not revisiting the past.

**3 It's all About the Conversation**  
At the end of the day, nothing will change until productive, quality conversations are taking place between an employee and her/his immediate manager.

**4 Balance Structure and Trust/Skills**  
Managers who have built up trust and skills can gradually move away from structured conversations to explore more fertile ground.

**5 New Skills are Required – for both Managers and Employees**  
The current performance management approach allows managers and employees to stick to prescribed scripts – but to be more effective, they will need to develop some new skills and a new mindset.

**6 Empower the Employee**  
Putting the employee at the center of the conversation has several major benefits.

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The information in this infographic is based on the research report "Performance Management: Assess or Unleash" by BlessingWhite, a division of GP Strategies

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