

workhuman*

Performance in the Future of Work

**PERFORMANCE MANAGEMENT STRATEGIES THAT
DRIVE ENGAGEMENT**





Humans are at the heart of the future of work.

Technology may take over menial tasks, but that's opening up even more opportunities for companies to leverage the previously untapped creativity and innovation of people – to prioritize humanity and emotional intelligence at work.

For humans to thrive, companies need to double down on performance management processes that enhance trust, appreciation, respect, gratitude, autonomy, and equity.

Each year, Workhuman® surveys thousands of full-time workers across the United States, Canada, Ireland, and the United Kingdom to learn about the emotional connections binding them to their teams, their managers, and their employers. Across industries and geographies, these insights can be used to improve performance and development for humans in the future of work, with the goal of creating work cultures that are mutually beneficial to businesses and the people driving them.



Annual reviews are no longer the answer.

Traditional performance management continues to erode. Case in point: Gallup research finds only 14% of employees strongly agree performance reviews inspire them to improve. Robert Sutton and Ben Wigert write: “if performance reviews were a drug, they would not meet FDA approval for efficacy.” The process of conducting reviews is also extremely wasteful. Gallup estimates \$2.4 million to \$35 million a year in working hours is spent on performance evaluations at an organization of 10,000 employees.

Reducing the amount of time and energy spent on these formal meetings and assessments is a positive trend for bringing more humanity into the future of work.

It's also a trend that's in line with growing frustration from employees. More than half of workers (53%) say performance reviews are not indicative of all the work they do, and 55% say they do not improve performance.

Action item

Prioritize ongoing communication in the flow of work. Stop activities like annual performance assessments, which do not add business value or contribute to a positive employee experience.

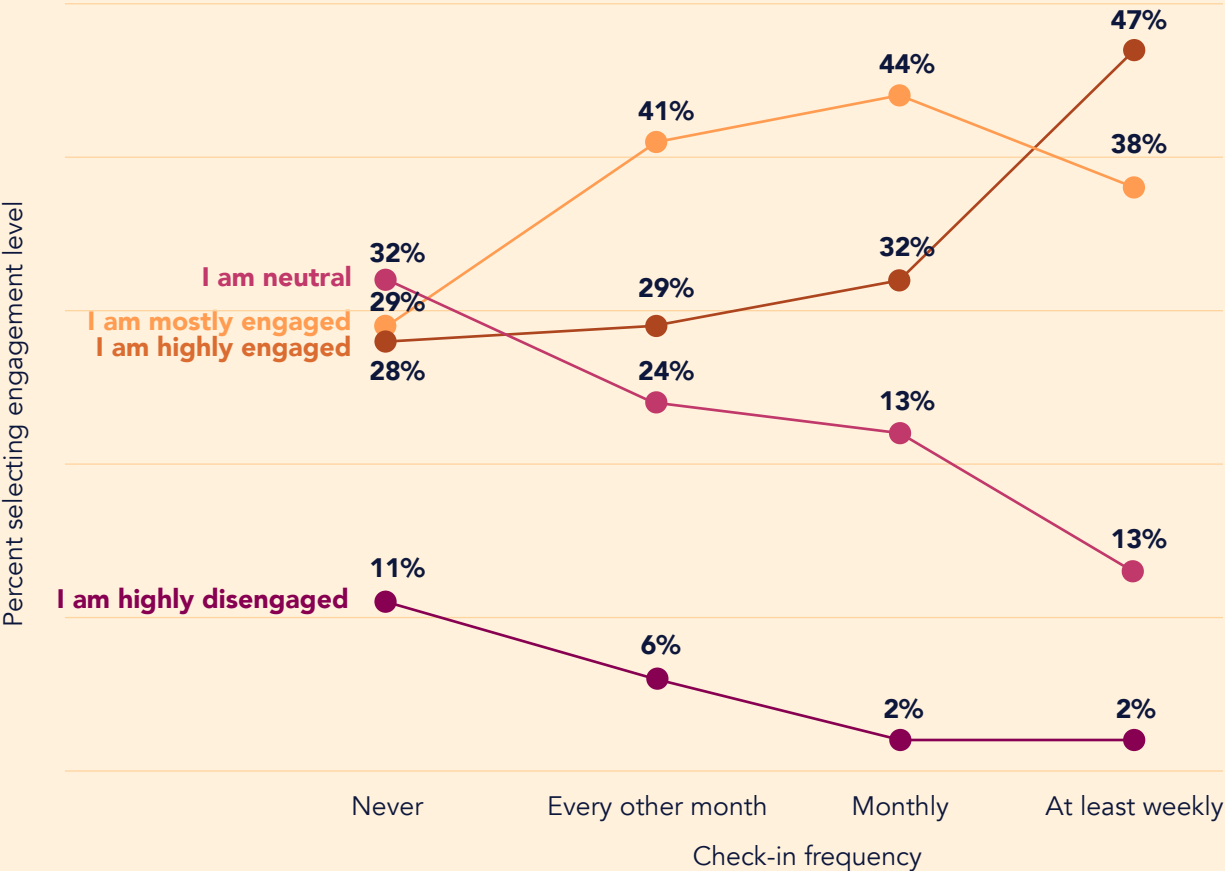


More check-ins lead to more engagement.

Could more frequent communication be the key to managerial competence and effectiveness? The short answer is yes. In a roundtable discussion with “Manager of the Year” finalists, Gallup found one of the eight behaviors of good managers is committing to one meaningful conversation per week with each team member.

Workhuman data supports this finding and suggests a strong relationship between more frequent manager-employee check-ins and higher levels of trust, respect, and engagement.

More check-ins lead to more engagement.



Workers who check in with their manager at least weekly as opposed to never are:

More than 2x as likely to trust their manager

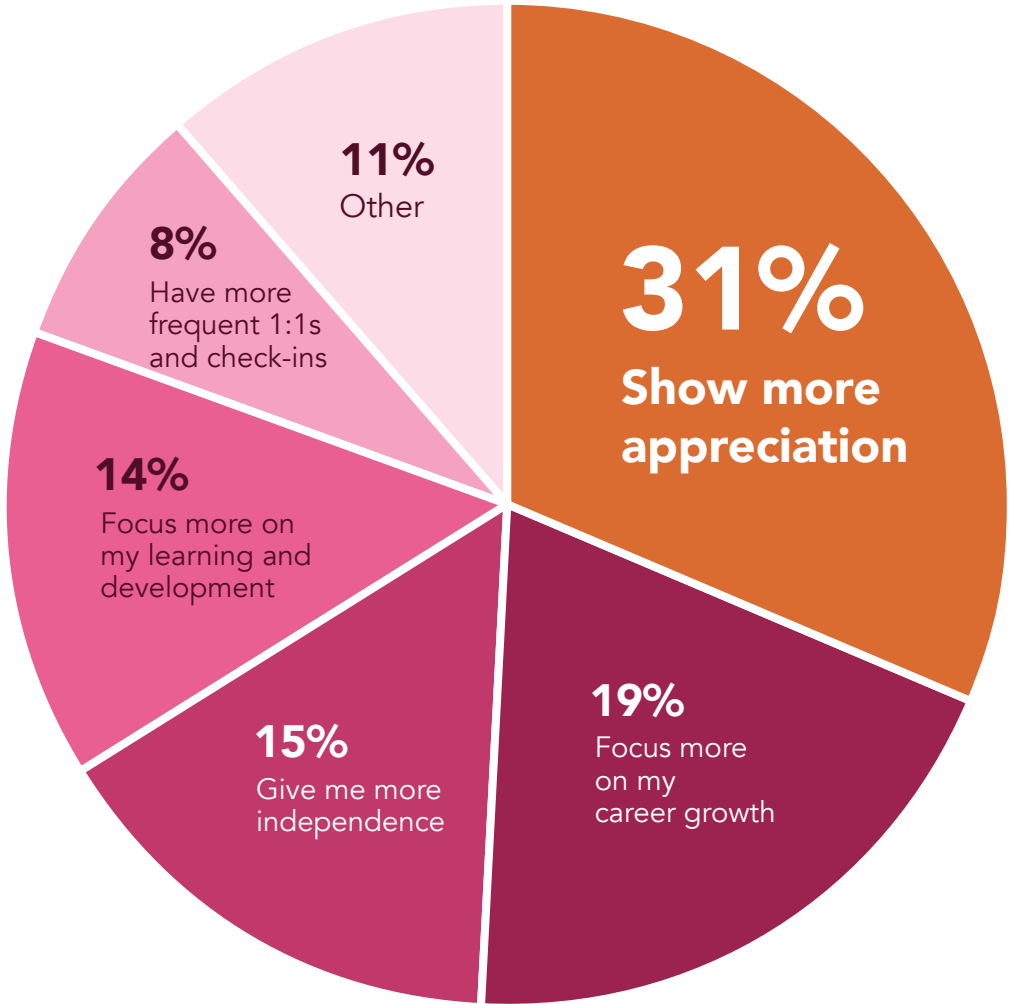
Nearly 2x as likely to respect their manager

5x less likely to be disengaged

Nearly 2x as likely to believe they can grow in the organization

From an employee's perspective, what could managers be doing differently?

Workers wish their managers would:



These findings give HR and business leaders a clear path forward in building a future workplace that's fit for humans. Workers are primarily looking for meaningful work at organizations where they feel recognized and respected. And one of the simplest things they wish their managers did more often? Show more appreciation.

The future is bright for organizations that leverage human applications such as Conversations® to empower employees to drive their own development through having more frequent check-ins, giving feedback to and receiving it from peers and managers alike, and setting priorities in line with personal and organizational goals.



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our powerful continuous performance
development platform.**

+1 888.743.6723 | workhuman.com
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