



#PMBenchmarks18

# 2018 Performance Management Benchmark Report



## INTRODUCTION

It's an exciting time to be in people leadership. In the past few years, I've met countless business leaders and human resources professionals who know they have one problem holding back their talent: bad managers. But I've learned from reviewing research and meeting with academics and tenured business leaders that the answer is within reach.

A performance management (PM) benchmark study is the most-requested research from Reflektive's customers and greater community of people leaders. We started as a real-time feedback and performance management software company, but today our software serves a greater value: helping employees and managers work better together.\*

This study on the PM practices of more than 250 human resources and business leaders and 850 U.S. full-time workers is the first step in creating a blueprint that will help companies take the next step in this seismic shift. We're excited to walk alongside our customers and partners in making companies everywhere better places to work. Making this shift is the only way forward to attract, develop, and retain the talent your business needs.

I hope you find some value in this study and the opportunity to learn from your peers.



**Dani Fankhauser**

Director of Content, Reflektive

# The State of PM

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We've heard it said that the performance appraisal is a common enemy. Employees, managers, and HR leaders alike wish it dead and gone. The origin of the annual review goes back more than 100 years, with the concept being popularized in the 1950s.

Think of how much the world has changed. Facebook first launched 14 years ago, followed by Twitter two years later and Instagram in 2010. You don't wait six months to see how many people liked your social media post – why would you wait that long for performance feedback?

These tools change the way we relate to each other. The performance appraisal was never a desirable process, but today, a better way is at the fingertips of every employee at your company. Still, our survey finds that organizational change is slow.

In this report, you will find comments from leading industry experts including analysts, authors, and HR leaders to distill the survey findings. You will also see anecdotes of true performance review horror stories from our #MyWorstPerformanceReview contest. Lastly, you'll see links to resources Reflektive has created over the past few years as we've become an expert on PM transformation, working with more than 450 companies to improve their processes.

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**We've captured where PM is today.  
Where will you take it next?  
Tell us on social media: #PMBenchmarks18**

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## From the Experts

"The data from the Reflektive 2018 PM Benchmark Study underscores the profound shift – especially for organizations with fewer than 5,000 employees – from performance management as an annual, assessment-based process, to a much more continuous, feedback-focused activity designed to actually improve performance. For example, the fact that 60% of respondents indicated the purpose of performance management is to either improve individual performance or to create a feedback culture is very different from the type of data we saw just five years ago, when the focus was primarily on assessment (just 14% in this survey).

Using engagement scores, eNPS scores, and employee, manager, and leader PM satisfaction scores are all new measures of PM effectiveness, and represent a shift toward creating a process that is truly useful to employees and managers – not just to HR.

These data share a hopeful message about where PM is going and the changes that have been made to make it a process that can drive business impact."



**Stacia Sherman Garr**  
Co-founder and Principal Analyst,  
RedThread Research

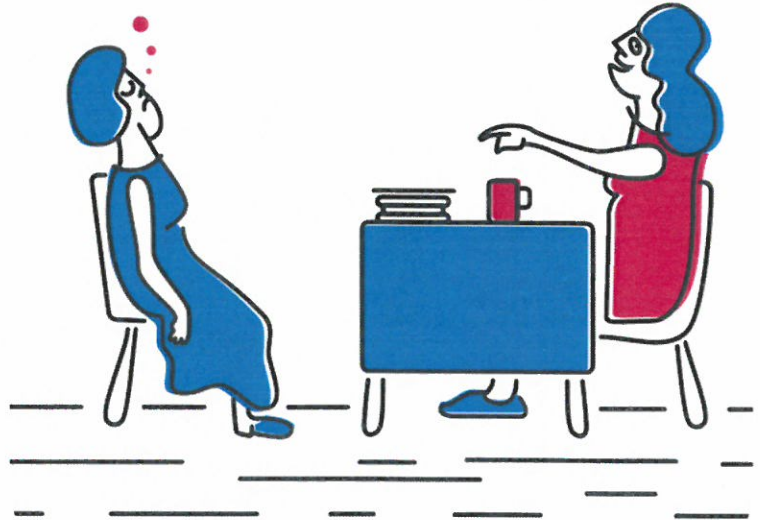
# The Purpose of PM

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## #MyWorstPerformanceReview

Higher level position years ago - boss spent 70% of the performance review talking about her husband, 30% was in-the-weeds process recommendations like: "If a team member removed paperclips from incoming documents that's a big process improvement. Useless info!



### Compliance PM:

We must document performance so we protect ourselves from legal action when someone is fired.

What gets measured, gets done. The PM systems designed in the 1950s no longer serve today's needs, but the way we evaluate performance will not change until we change the way we measure our feedback programs.

### Modern PM:

Feedback programs should motivate and develop employees, and align them with business objectives for customer success and revenue growth.



We were HR police – managers spent an inordinate time just getting through the process instead of having a real, genuine conversation with the employee.

**Wendy Evesque**

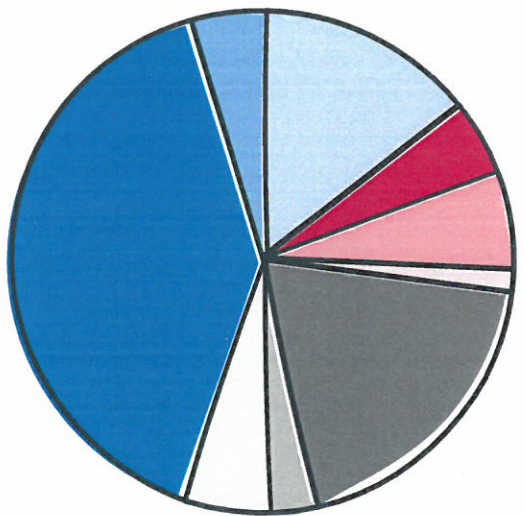
Chief Human Resources Officer, Protective Life

# The Purpose of PM

Our study finds the leading purpose of PM is to develop employees (40%), but the top way programs are currently measured is completion rate (45%). This dissonance underscores the crisis in talent — how can we better enable HR teams to measure what matters?

As analyst Stacia Garr mentioned, the use of eNPS (7%) and satisfaction rate (38%) is encouraging, but has a long way to go — a whopping 16% do not measure the health of their PM program at all.

## What does your company consider the most important purpose of performance management?



|  |        |
|--|--------|
| Improve individual performance                   | 40.26% |
| Differentiate talent resources/employees         | 4.76%  |
| Objective and accurate evaluation of performance | 14.29% |
| Measure individual employee competencies         | 4.76%  |
| Improved productivity                            | 6.49%  |
| Increase promotions from within                  | 1.30%  |
| Feedback culture                                 | 19.91% |
| Documentation for legal needs                    | 3.03%  |
| Other (please specify)                           | 5.19%  |

## From the Experts

“Performance management remains broken in the enterprise, meaning people are happy when a review gets cancelled ... therefore good enterprises are experimenting with different approaches and tools to fix and address the issue.”



**Holger Mueller**

Principal Analyst,  
Constellation

### Submitted as “Other”

- ▶ Clarify expectations and provide feedback to individuals
- ▶ Merit increase rankings
- ▶ Work towards individual and company goals
- ▶ Support and guide career development
- ▶ To drive company performance and meet company and organizational goals
- ▶ Improve institutional performance
- ▶ Growth mindset and culture
- ▶ Managing poor performers out of the organization

# The Purpose of PM

## How do you measure the health of your performance management process?



|  |        |
|--|--------|
| Completion rate  | 45.45% |
| Engagement score   | 27.27% |
| Employee survey results  | 35.06% |
| Time spent on review   | 7.36%  |
| Retention  | 29.00% |
| Goal completion rate   | 16.88% |
| eNPS   | 6.93%  |
| Satisfaction rate with process (manager, employee, leader or HR) | 38.10% |
| None   | 16.02% |
| Other (please specify)   | 2.16%  |

### Submitted as "Other"

- ▶ Whether or not it is achieving necessary growth and/or change in performance
- ▶ Promotion rates
- ▶ Informal feedback
- ▶ Leader-specific surveys

## How do you compare?

Tell us on social media: #PMBenchmarks18

# Reviews and Check-Ins



## #MyWorstPerformanceReview

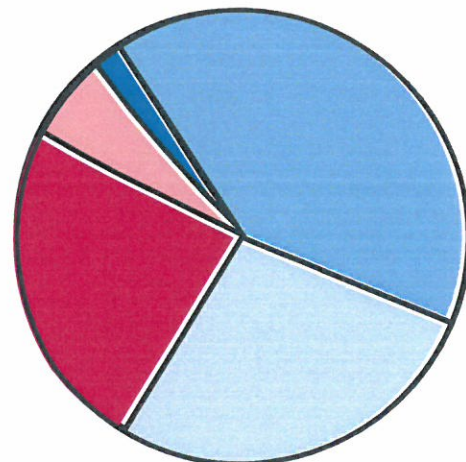
I resigned two days after my performance review. That says it all, surely? I was working for a big corporate at a time when, yes, I was starting to question my role and next steps. As part of a leadership coaching course, I was given my boss's boss as a mentor. I arrived quite excited at the idea of being mentored and discussing next steps. Instead, he looks at me and says I have huge potential, but he feels like I have one foot on the gas and one foot on the brake. Then he looks at me and says: Are you in or are you out?



Eliminating the annual review makes headlines, but does it work? The key, companies including Adobe, Deloitte, and Goldman Sachs have demonstrated, is the unwieldy year-end review must be replaced by something better – modern PM.

When the purpose of PM is to improve performance and drive feedback culture, the systems used must be frequent and tied to goals. But our study finds most companies still lag behind.

## How frequently do you run a review or check-in for the majority of your staff that is documented?



|                                |        |
|--------------------------------|--------|
| Less frequent than annual      | 2.39%  |
| Annually                       | 40.64% |
| Semi-annually (twice per year) | 27.49% |
| Quarterly                      | 23.90% |
| More frequent than quarterly   | 5.58%  |

# 68%

of respondents run an annual or bi-annual review, with nearly 30% running reviews at least quarterly

# Reviews and Check-Ins

More than a quarter of those surveyed provide a self-review so employees are enabled to make a case for their own performance and drive their development and growth. 68% of respondents run an annual or bi-annual review, with nearly 30% running reviews at least quarterly.

This benchmark contrasts sharply with data from Reflektive customers. Nearly 50% run check-ins or reviews more frequently than quarterly. On average, new customers have about six months in between their first and second cycle on Reflektive, suggesting most run biannual reviews, but over time, cycles get more frequent, with just three months on average between fifth and sixth cycles – most are running quarterly or more frequent reviews.

## 6 months

average time new Reflektive customers have between their first and second cycle on Reflektive

## What type of evaluation(s) do you run?



|   |        |
|---|--------|
| Self review   | 76.49% |
| Upwards review (direct report reviews manager)                  | 25.90% |
| Downwards review (manager reviews direct report)                | 84.86% |
| Peer review   | 35.86% |
| Targeted to managers  | 11.16% |
| Targeted to roles or departments                                | 10.76% |
| Anonymous   | 17.13% |
| Non-anonymous (i.e. attributed)                                 | 15.94% |
| 30, 60, or 90 day or similar reviews for new hires              | 37.85% |
| 30, 60, or 90 day or similar reviews for employees in new roles | 13.15% |
| Other (please specify)  | 8.76%  |

### Submitted as "Other"

- ▶ Ongoing feedback, more informal
- ▶ 6 month review new hires and annual reviews after that
- ▶ Skip level feedback: An employee gives feedback on their manager to their manager's manager
- ▶ End-of-probation review for new hires
- ▶ Competency assessments
- ▶ For certain roles, every 90 days until incumbent hits max pay
- ▶ Non-rated performance conversation 3x per year for all, quarterly review of goals tied to bonus for managers and above

# Reviews and Check-Ins

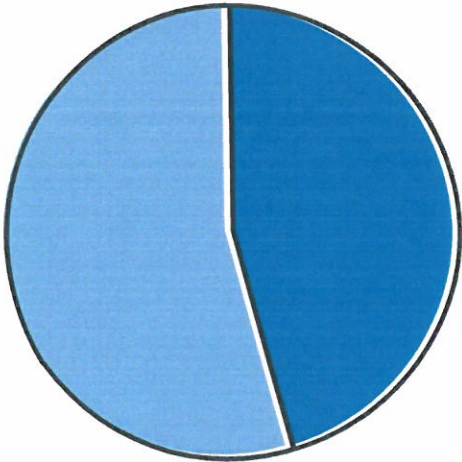
Today's reviews offer little personalization by function or level, with only 10% targeting roles or departments, and 11% targeting managers, the rest simply offering the same review, no matter what each person's job entails.

That said, 38% do 30, 60, or 90 day reviews for new hires, underscoring the importance of onboarding to many companies.

Can an employee absorb developmental feedback during a performance conversation? Neuroscience says no, but almost half of respondents still combine these conversations.

[Learn more in our blog post: The Neuroscience of Feedback](#)

## Do you separate performance conversations from developmental conversations?



■ Yes 45.71%  
■ No 54.29%

## From the Experts

"The data from the survey shows that the majority of organizations take a traditional approach to employee evaluations. Most likely these reviews are tied to bonuses and compensation. Another 6% conduct reviews more frequently. Further analysis may indicate that these organizations are engaged in continuous performance reviews in which employee development and compensation discussions are completely separate.

A continuous performance approach is the future of an engaged, productive, and happy workforce. It does require a mindset change, supportive technology, and a reasonable number of employees to manage. Managers act as coaches. They guide their employees to meet their goals, suggest ways to be more productive, listen to their ideas, concerns, and future career goals, and support growth opportunities."



**Claire Schooley**  
Consultant and Analyst

# Reviews and Check-Ins

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Companies will get the most out of their talent when they create distinctions between types of conversations. A performance review, like a job interview, is a chance for the employee to advocate for her accomplishments in hopes of attaining a promotion or compensation increase. The employee will (rightly) be on the offensive if any critical feedback is shared in this conversation.

In a performance check-in, the focus of the conversation is on development and coaching. Performers at all levels should be setting stretch goals, thinking about where they want to be in six months, and how their manager can help them grow. Top talent, especially, is looking for career growth at their current company, and if it's not available, they'll find it elsewhere.

## Additional Resources:

- [The Ultimate Guide to Check-Ins](#)
- [Sample Performance Review Questions](#)
- [Protective Life Establishes Manager-Employee Alignment With Check-Ins](#)

## From the Experts

"Employee performance and development are definitely related, but that doesn't mean that the conversations about them have to be. Organizations should spend time talking about performance but dedicate more time toward development. Because development drives performance. Another thing to consider: Employees should be given the tools they need to help them think about performance and development during their self-reviews as well. The real value in the conversation is having both managers and employees focused on the same things."



**Sharlyn Lauby**

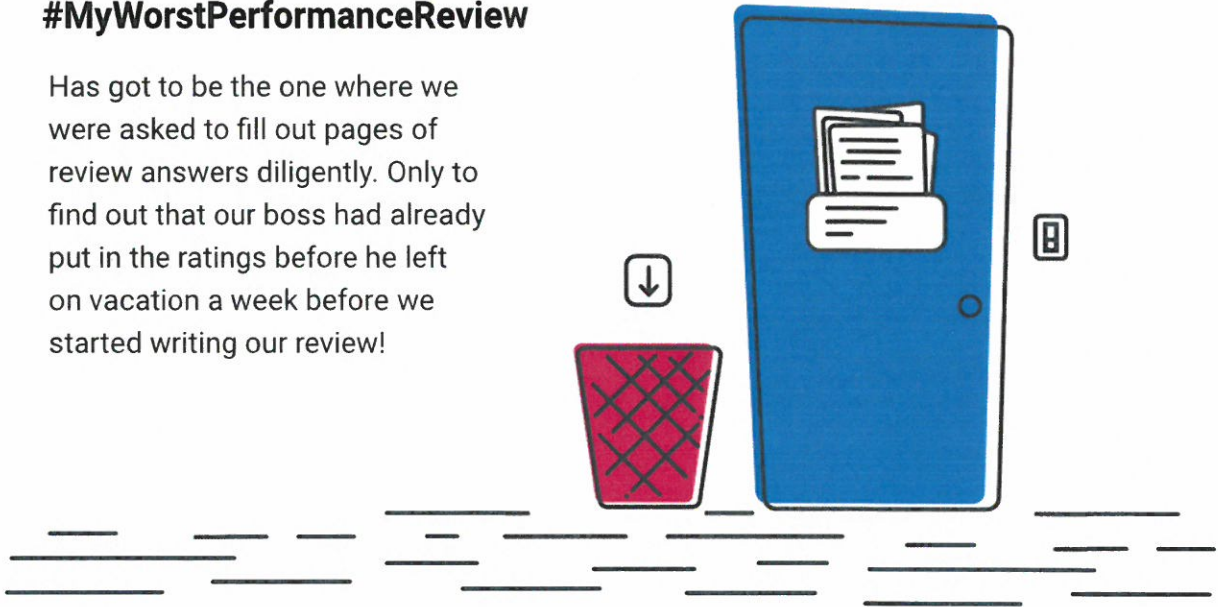
Consultant and Author, *HR Bartender*

# Performance Ratings



## #MyWorstPerformanceReview

Has got to be the one where we were asked to fill out pages of review answers diligently. Only to find out that our boss had already put in the ratings before he left on vacation a week before we started writing our review!



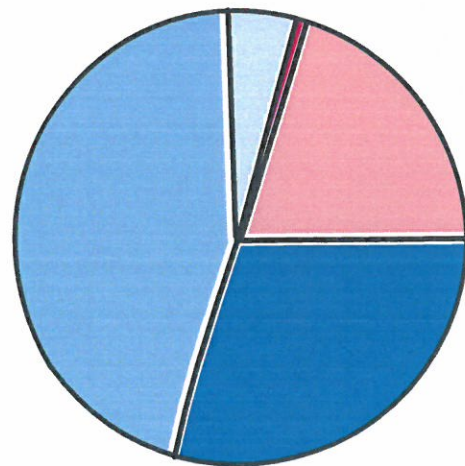
Countless studies show performance ratings are demotivating, causing a drop in engagement months afterwards and a spike in voluntary attrition. Yet 80% of companies continue to do ratings, and nearly 90% of those companies communicate ratings to employees.

# 84%

of respondents use ratings to influence compensation

Without a quantitative measure of performance, today's organizations are lost on how to pay fairly.

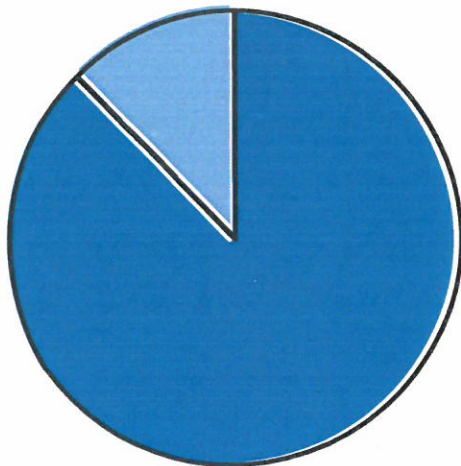
## Do you use ratings?



|  |        |
|--|--------|
| Numeric (i.e. 1-5)                             | 29.69% |
| Descriptive (i.e. average, meets expectations) | 44.92% |
| 9-box  | 4.69%  |
| Pass/fail                                      | 0.39%  |
| I don't use ratings                            | 20.31% |

# Performance Ratings

## Do you communicate ratings to employees?



■ Yes 87.44%  
■ No 12.56%

“

Employees hate performance ratings, but managers hate performance ratings by a multiplier of how many direct reports they have.

### Jason Lauritsen

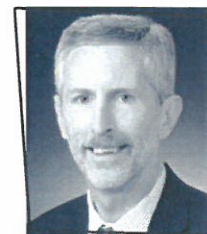
Author, Consultant, and Keynote Speaker

## From the Experts

“Getting rid of ratings won’t solve all our problems ... but that doesn’t mean we should keep them either. Clearly we need to get rid of ratings. The science is abundantly clear — human beings can’t observe, judge, and evaluate the performance of other human beings accurately, consistently, and reliably.

Even if they could, they won’t, especially when there is a lot at stake. Many say we need to keep these flawed ratings because important downstream decisions call for them. I fail to see the logic in this position. It makes no sense to use rotten tomatoes in a recipe for spaghetti sauce simply because the recipe calls for tomatoes.

If all you have is rotten tomatoes, change the recipe or make something else! We shouldn’t keep ratings because our decisions depend on them; we should change our decision processes so they don’t depend on performance ratings.”



### Alan Colquitt

Consultant and Author of *Next Generation Performance Management: The Triumph of Science Over Myth and Superstition*

# Performance Ratings

## From the Experts

“Removing ratings is the wrong question to ask. A lot of companies move to no ratings and then retract it. The conversation isn’t about no ratings; it’s about changing a judgemental system to something more developmental. The only way a no-rating environment succeeds is if there’s another way to communicate feedback. It seems like a quick fix, but then when companies pull it out, they realize that the whole house of cards fall apart – people have lost jobs because of this!

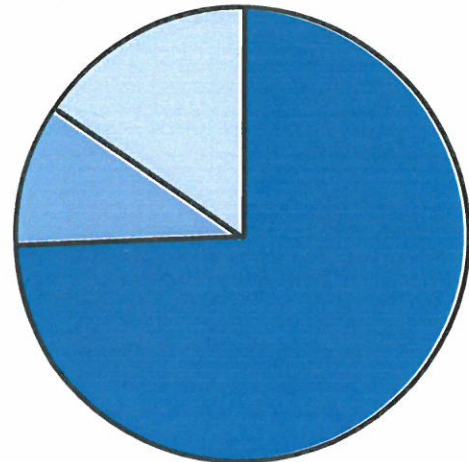
The journey starts with creating a culture of feedback. Are managers ready for this? What does it take to build a culture of feedback? Don’t think about ratings. Don’t break if it’s not broken.

We are in a world where everything is measured – getting rid of ratings goes against this.”



**Anna Tavis**  
Ph.D, Clinical Associate  
Professor of Human  
Capital Management,  
Academic Director  
HCM Program New  
York University

## Are performance ratings a factor in determining compensation?



|   |        |
|---|--------|
| ■ Yes, one of many factors                                | 74.37% |
| ■ Yes, the only factor                                    | 10.05% |
| ■ No, compensation is not affected by performance ratings | 15.58% |

## Additional Resources:

- [How to Manage Compensation Without Performance Ratings](#)
- [The Ultimate Guide to Performance Ratings](#)
- [Ditching the Annual Review and Ratings – Surviving the Switch](#)

# Real-Time Feedback



## #MyWorstPerformanceReview

Spending two years at a company with one of the premium HR and talent management software solutions and NEVER having a single performance review (despite asking)



Our research reveals the highly-publicized elimination of the annual review may be a misnomer – 68% of respondents run an annual or bi-annual review, with just under 30% running reviews at least quarterly.

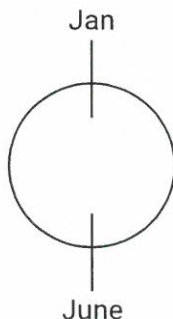
Businesses may wish to get rid of the bureaucratic process, but few have done so. In most cases, companies are updating their review process to be less

time-consuming, shifting from paper to modern software to reduce the administrative burden, and adding real-time feedback so the review is more accurate and less stressful.

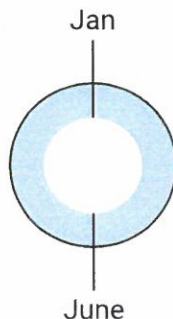
The end of the annual review is not a sudden death, but rather a progressive shift that requires design thinking and iteration.

### PM Maturity: Conversation Frequency

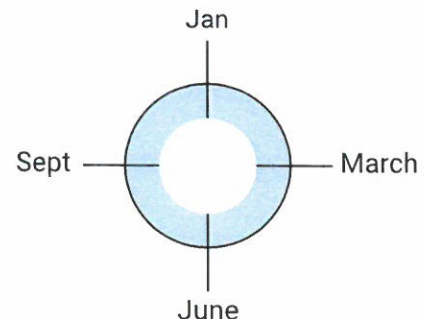
Performance Reviews



Reviews with Real-Time Feedback



Quarterly Check-Ins with Real-Time Feedback



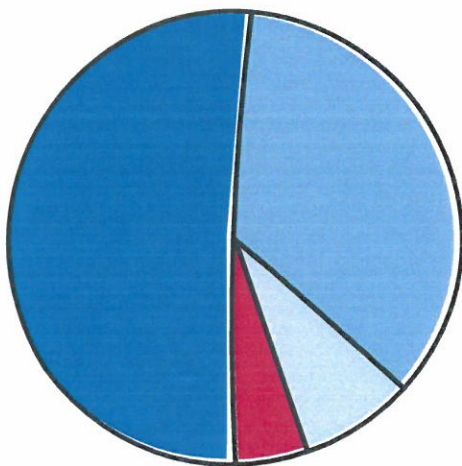
# Real-Time Feedback

As mentioned earlier, Reflektive customers on average run bi-annual reviews complemented with real-time feedback and recognition when they first adopt our software, and gradually shift to more frequent reviews or check-ins.

For companies that are shifting to real-time feedback, executive involvement is key. For 30% who successfully rolled out real-time feedback, an executive initiated the change, and another 38% had an executive sponsor.

In our benchmark, we saw companies that had an executive involved in transformation ran reviews or check-ins more frequently – 49% run reviews at least quarterly – up from 30%. There is a clear correlation between executive involvement and frequency of feedback.

## Are you evolving your performance management to include continuous feedback or coaching?



|  |        |
|--|--------|
| Yes, we currently use continuous feedback        | 51.22% |
| We plan to make changes in the next 12-18 months | 35.37% |
| No plans currently                               | 8.13%  |
| Other (please specify)                           | 5.28%  |

# 11%

of respondents run reviews quarterly

### Submitted as "Other"

- ▶ HR is challenging the C-staff to change the current PM tools
- ▶ Coaching is encouraged, but execution is up to the manager
- ▶ We have continuous feedback for a limited population
- ▶ We have just implemented a framework that is based on regular check-ins with managers, regular feedback, and coaching. The behavioral shift is proving challenging for the majority of employees and managers
- ▶ We're trying to train managers to use continuous feedback, and we're going to move to a quarterly review/check-in system in 2019
- ▶ Started with quarterly with upper management, asking managers to do feedback within 6 months
- ▶ We encourage ongoing coaching and feedback but our formal process is still the twice-year (year-end and mid-year) performance conversation structure
- ▶ We are just getting off the ground with feedback through Reflektive. Have only launched one 1 on 1 so far and eventually want to establish monthly 1 on 1s
- ▶ Currently informally practiced
- ▶ No formal plan for continuous feedback, but managers are encouraged to have weekly check-ins.
- ▶ We are beginning a discussion about making a change

# Real-Time Feedback

The three leading strategies to roll out real-time feedback are education (89%), recommending a frequency or cadence (71%), and suggesting an agenda (56%).

The biggest threat to PM transformation is a traditional company culture (35%) with 18% unable to get budget and 18% unable to dedicate resources to change management.

## From the Experts

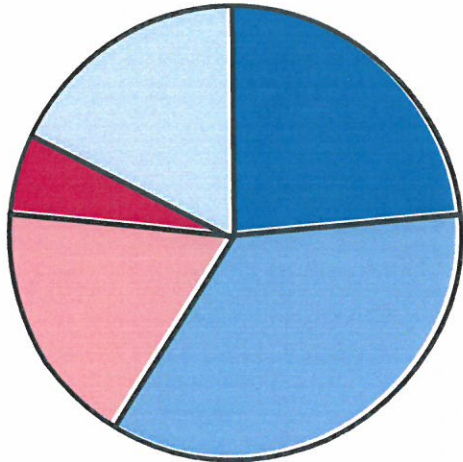
“Despite the hype that started almost 10 years ago now that the legacy system does not deliver the desired results, change is taking longer than anyone would have expected.

What’s the answer to the question: ‘Why is it taking this long for the continuous, agile performance management to catch on?’ Change after all may not be as simple as we first thought. The top reason is ‘culture’ or ‘lack of senior management sponsorship.’ Can HR initiate the change on their own, and where will the support come from for the change?”



**Anna Tavis, Ph.D.**  
Clinical Associate Professor of Human Capital Management and Academic Director, HCM Program, New York University

## What is the primary reason you aren’t making changes to performance management?



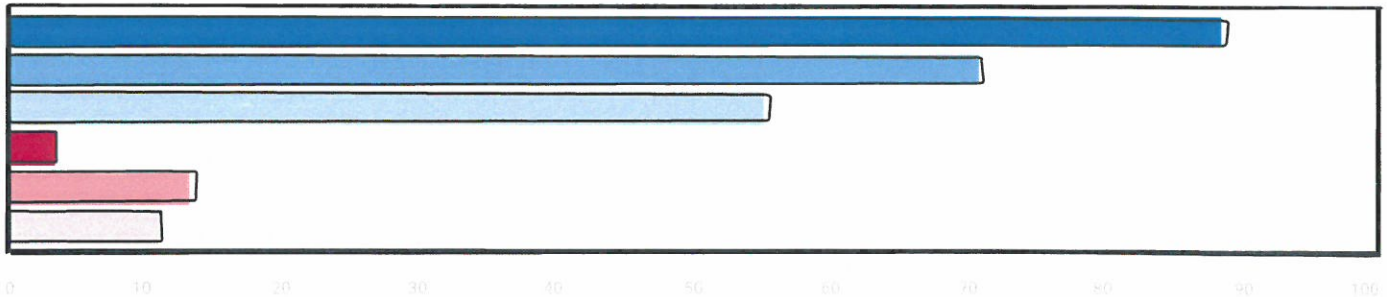
|   |        |
|---|--------|
| ■ We are happy with the current process       | 23.53% |
| ■ Company culture is traditional              | 35.29% |
| ■ Don't have time to handle change management | 17.26% |
| ■ Don't have executive support                | 5.88%  |
| ■ Cannot get budget                           | 17.56% |

### Additional Resources:

- [How to Transition Annual Reviews to Real-Time Feedback](#)
- [How to Get Executive Buy In for Evolving Performance Management](#)
- [Wavemaker Creates Feedback Culture With Reflektive](#)
- [Sample 1 on 1 Questions](#)

# Real-Time Feedback

## What steps have you taken to move to continuous feedback?



|  |        |
|--|--------|
| ■ Educate managers and/or employees on feedback  | 88.71% |
| ■ Suggest a frequency for informal feedback      | 70.97% |
| ■ Provide a recommended agenda for conversations | 55.65% |
| ■ Offer a contest related to feedback            | 4.03%  |
| ■ Run an initiative with executive feedback      | 13.71% |
| ■ Other (please specify)                         | 7.26%  |

“

In our last two annual engagement surveys, increasing and improving recognition has been one of our highest priorities. We have found that the best way to achieve this objective is twofold: Identify and engage Recognition Champions to create buzz around recognition, and have an easy-to-use platform.

**Kate Hyatt**

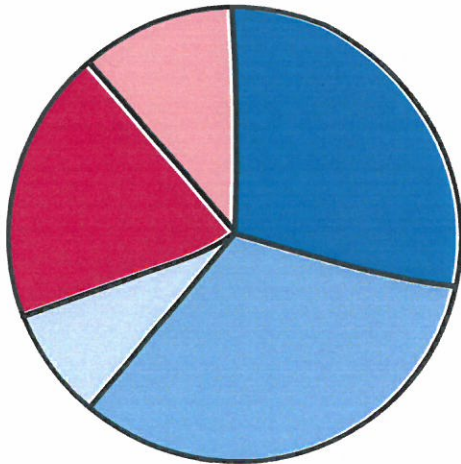
Chief People Officer, Healthgrades

### Submitted as "Other"

- ▶ Provide tools for feedback and guidance on language of feedback vs. criticism
- ▶ Peer recognition wall
- ▶ Coach on a regular basis and talk weekly through 1 on 1s
- ▶ Monthly scorecard for measurable performance metrics
- ▶ Recommend the use of the 1 on 1 Agenda feature on Reflektive
- ▶ Installed new performance management software that provides feedback in real time, if used properly.
- ▶ Continuous feedback tool

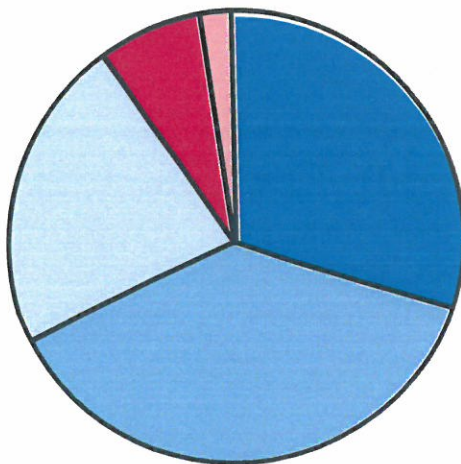
# Real-Time Feedback

## What most helped you make a change to your performance management?



|  |        |
|--|--------|
| ■ Internal resources to manage process | 28.57% |
| ■ Executive support                    | 32.54% |
| ■ New leader                           | 7.94%  |
| ■ Industry research showing ROI        | 19.84% |
| ■ Other (please specify)               | 11.11% |

## How involved is your leadership team in the change?



|   |        |
|---|--------|
| ■ Executive initiated the change            | 29.84% |
| ■ Executive sponsor is involved in strategy | 37.90% |
| ■ Executives are informed of change         | 22.58% |
| ■ Executives are not involved               | 7.26%  |
| ■ Other (please specify)                    | 2.42%  |

### Submitted as "Other"

- ▶ People hated the old process and heard many complaints from executives
- ▶ We believe in it
- ▶ Feedback from managers about the old process
- ▶ Reviews were discontinued, forcing alternatives
- ▶ Test, learn, iterate
- ▶ Consultant
- ▶ Company values
- ▶ Best practice to provide continuous feedback
- ▶ Listening to employees; attempting to address needs of organization
- ▶ Founder and senior leadership requested because employees were requesting more feedback
- ▶ Internal research and data on our old process effectiveness

### Submitted as "Other"

- ▶ Executives provide feedback around process
- ▶ PM was requested by leadership but support and adoption by leadership has been inconsistent by them – best traction with mid-level and line managers

# The Manager-Employee Relationship

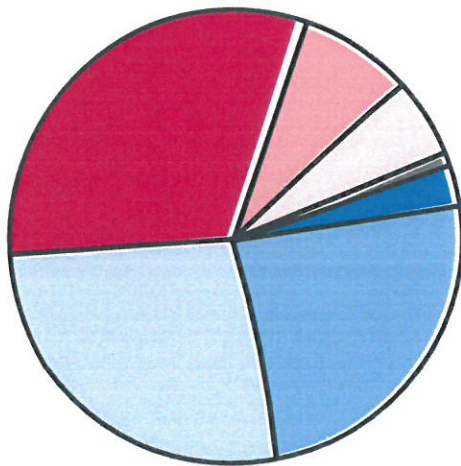


## #MyWorstPerformanceReview

My ex-manager: "Your greatest strength... your listening abilities. well, there might not actually be anything going on in your head, but you SEEM like you're listening."



## How frequently is the minimum you currently expect your managers to offer feedback to their direct reports?



|               |        |
|---------------|--------|
| Daily or more | 3.04%  |
| Weekly        | 24.35% |
| Monthly       | 26.96% |
| Quarterly     | 31.30% |
| Biannually    | 7.83%  |
| Annually      | 6.09%  |
| Less often    | 0.43%  |

The manager-employee relationship is the building block of every organization. It's how company goals get communicated down to the front lines, and how inefficiencies are sorted out through the ranks.

Goal-setting and feedback are key to this process. Feedback cannot be effective if expectations are not first set and agreed upon by both manager and employee. Both recognition and constructive feedback ensure employees work on the right things, stay motivated, and develop their skills. Our survey finds feedback systems are working as expected at most companies.

More than 50% of people leaders expect managers to offer feedback at least monthly. Even for those who only run an annual review, 50% expect managers to provide at least monthly feedback to reports, and 77% expect quarterly or more often.

# The Manager-Employee Relationship

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In our employee survey in the following section, we found 58% of employees say they receive manager feedback at least monthly. More than 80% offer some type of training, either for all employees, or specifically for managers. Giving and receiving feedback is simply not a skill all workers possess, but is crucial to creating the trusting relationships that enable work to get done.

## From the Experts

“To create a feedback culture, the company needs to set an example through leadership. Polls show the employee voice is valued and set a tone across the organization on the importance of asking and listening to the employee’s opinion and input. At Reflektive, because of ongoing asking and listening, employees feel comfortable asking for and giving feedback. This builds a trusting culture where people can feel empowered to listen and act, or explain why they are not acting on feedback. People leaders need to provide tools so employees know how to have these conversations.”



**Rachel Ernst**

VP of Employee Success,  
Reflektive

# 58%

of employees say they receive manager feedback at least monthly

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# More than 80%

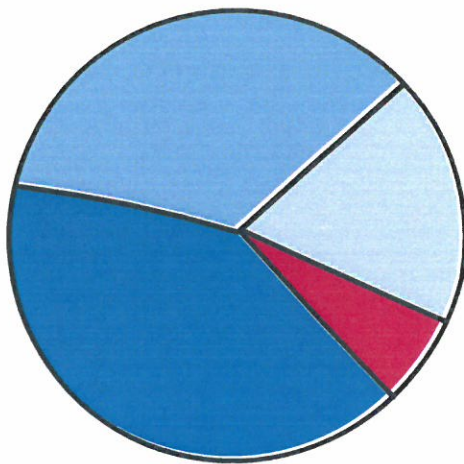
of respondents offer some type of training, either for all employees, or specifically for managers

### Additional Resources:

- [The Ultimate Guide to 1 on 1s](#)
- [How to Improve Your Managers With Modern Performance Management](#)
- [Manager Worksheet: How to Have Effective Feedback Conversations](#)

# The Manager-Employee Relationship

Do you offer training related to performance coaching, development, or giving and receiving feedback?



|                                  |        |
|----------------------------------|--------|
| Training for managers            | 40.00% |
| Training for employees/all staff | 35.22% |
| None                             | 18.26% |
| Other (please specify)           | 6.52%  |

## Submitted as "Other"

- ▶ Just starting to offer performance coaching development
- ▶ Awareness and resources are available - specific training is not yet in place
- ▶ Currently developing a program for managers
- ▶ There are plans to develop a management development framework with associated learnings in 2019
- ▶ Manager development tool
- ▶ We are currently evaluating multiple developmental options for our leaders
- ▶ For managers during year-end review process

# Employee Satisfaction With PM



## #MyWorstPerformanceReview

I went in for my 30 day review all excited about all I'd been able to do in a newly created position. I was told that I hadn't done anything they had wanted me to do even after he admitted that they hadn't actually decided what they wanted to measure the position on; they just knew I hadn't done it. I had been meeting with my supervisor for a 1-on-1 every week and he'd never said anything! I upped my documentation, reporting, project management, asked for more feedback and clearer expectations only to sit down at my 6 month review and get told a similar story – my work was exemplary, but it wasn't what they wanted. I left that company and the person after me lasted 6 months too.

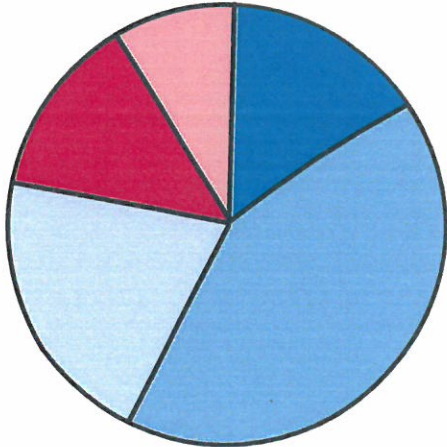


When it comes to success of a PM program, the easiest and most frequently used measure is a lack of complaints. Without criticism (and sometimes despite it), traditional programs that no longer drive value remain in place. Because human resources teams are so often under-resourced, it often requires complaints, either widespread or from high up, to justify a change.

In today's talent shortage, PM is one of the few ways to retain and develop your people. A simple survey or poll can capture the health of your PM program. This proactive approach can better identify pain points of your workforce in the way they are being managed and prioritizing goals – before a problem arises.

### The formal performance review process takes the right amount of time each review cycle

(consider preparation, writing your self-appraisal, meetings with your manager).



|                   |        |
|-------------------|--------|
| Strongly agree    | 15.53% |
| Agree             | 41.75% |
| Neutral           | 20.39% |
| Disagree          | 13.59% |
| Strongly disagree | 8.74%  |

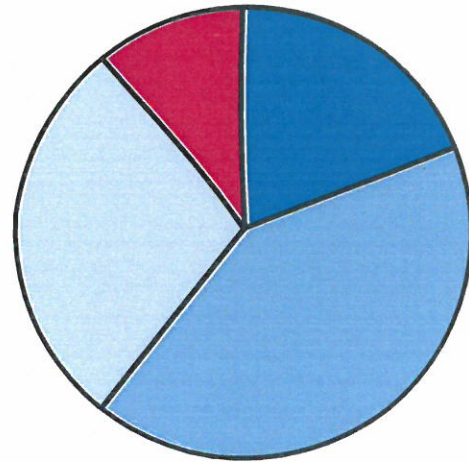
# Employee Satisfaction With PM

The following results are a benchmark of 850 full-time workers in the U.S.

In our survey of leaders covered earlier, we saw 41% of respondents run an annual review, with nearly 30% running reviews at least quarterly. Our employee benchmark finds 61% of workers would like a review at least quarterly, while only 11% prefer annual reviews.

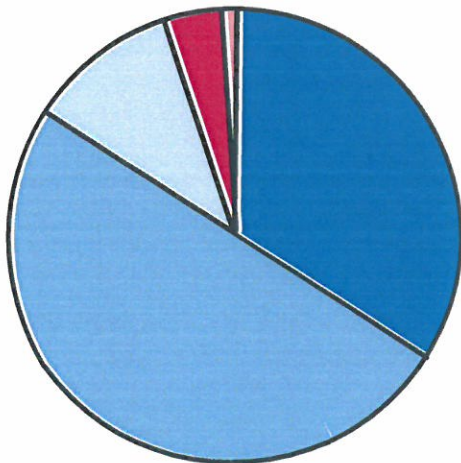
Additionally, our benchmark survey found 85% would like more coaching, career planning, and alignment feedback, compared with 15% who would like appreciation or evaluation. The culture and needs of employees are different at each company – we recommend you run this survey for your own workforce in order to design a PM program that will be most effective for you.

## How often would you like to have a formal feedback conversation with your manager?



|   |        |
|---|--------|
| <span style="color: #0056b3;">■</span> Monthly or more frequently | 19.10% |
| <span style="color: #4682b4;">■</span> Quarterly                  | 41.54% |
| <span style="color: #add8e6;">■</span> Semi-annually              | 28.65% |
| <span style="color: #dc143c;">■</span> Annually                   | 10.71% |

## I understand how to be successful in my job.

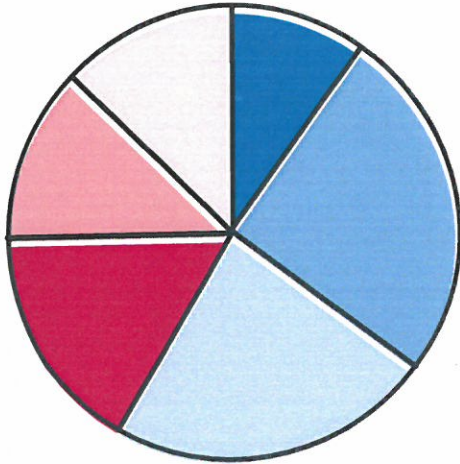


|  |        |
|--|--------|
| <span style="color: #0056b3;">■</span> Strongly agree    | 33.96% |
| <span style="color: #4682b4;">■</span> Agree             | 50.49% |
| <span style="color: #add8e6;">■</span> Neutral           | 10.68% |
| <span style="color: #dc143c;">■</span> Disagree          | 3.88%  |
| <span style="color: #f08080;">■</span> Strongly disagree | 0.97%  |

See how you stack up. Get a copy of our methodology and survey to measure your employee satisfaction with PM: [hello@resektive.com](mailto:hello@resektive.com)

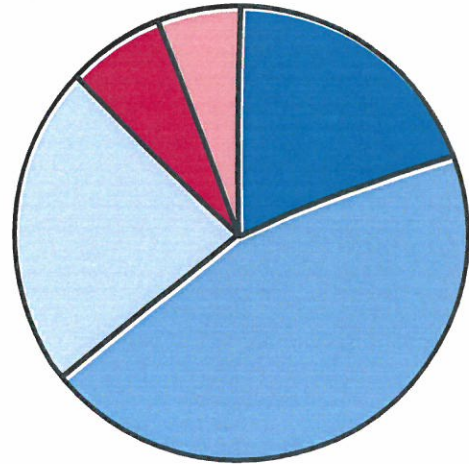
# Employee Satisfaction With PM

I receive effective feedback from my manager \_\_\_\_\_.



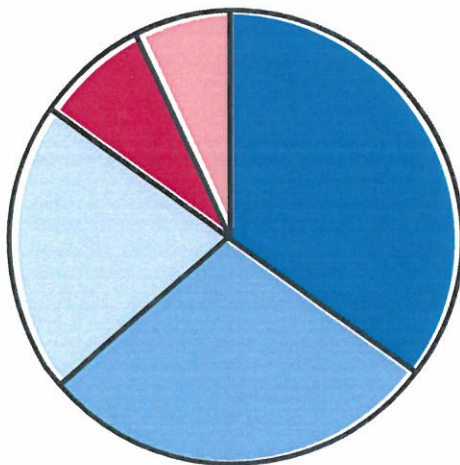
|           |        |
|-----------|--------|
| Daily     | 9.71%  |
| Weekly    | 25.24% |
| Monthly   | 23.30% |
| Quarterly | 16.50% |
| Yearly    | 12.62% |
| Never     | 12.62% |

My manager and I are clear on my goals for the next quarter.



|                   |        |
|-------------------|--------|
| Strongly agree    | 19.42% |
| Agree             | 44.66% |
| Neutral           | 23.30% |
| Disagree          | 6.80%  |
| Strongly disagree | 5.83%  |

What type of feedback would you like to receive more of?



|                    |        |
|--------------------|--------|
| Appreciation       | 8.33%  |
| Alignment on Goals | 20.02% |
| Coaching           | 35.30% |
| Career Planning    | 29.60% |
| Evaluation         | 7.75%  |