

Building a performance process that works for you



At Culture Amp, we see performance management as more than a formalized process for measuring performance. We see it as a powerful way to develop people, increasing both organizational and individual performance and engagement over time. Especially when it's in alignment with your unique business priorities and is customized based on where your performance management process is today.

PERFORMANCE MEASUREMENT <i>Evaluating past performance</i>		PERFORMANCE DEVELOPMENT <i>Enabling future performance</i>
Backward looking	LENS	Forward looking
To measure and differentiate	GOALS	To accelerate and maximize
How well am I doing?	INDIVIDUALS ASK	How can I get better tomorrow than I was yesterday?
What did our people do?	LEADERS ASK	How can we inspire and equip our people to do even more?

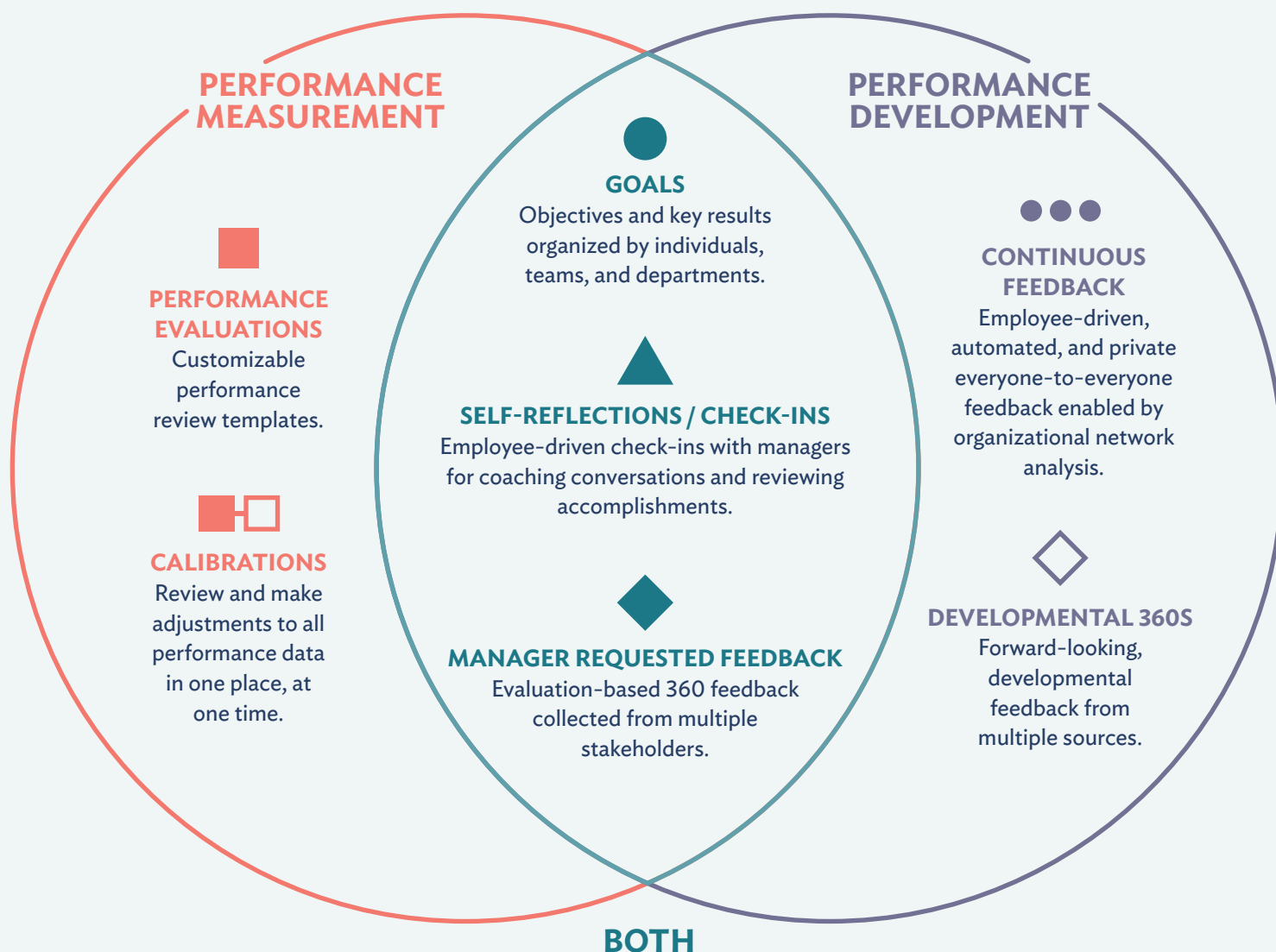
In the following guide, we share some useful approaches to building a performance management process that can help individual employees and entire organizations achieve their full potential:

Performance management building blocks

When you sit down to update and formalize your organization's approach to performance management, it's helpful to think about the components of the process as different building blocks you can use to achieve a specific result.

When you're familiar with a certain shape of building blocks, a box of them represents an infinite world of possibilities based on how you arrange them together. And when you aren't familiar with them, it can be helpful to see how all of the pieces can be configured to build things.

Here are the basic components of a performance management process that can be rearranged to achieve different organizational performance outcomes.



Assessing your fit

There are several ways to customize a performance management process to your company. In the section that follows, we'll look at how to identify the best fit for you based on where you are with your process today. Each path represents different ways of arranging the building blocks that will empower you to take your employee performance where you want it to go, no matter where you are now.



TRADITIONAL FIT

COACHING FIT

MEASUREMENT FIT

PROGRESSIVE FIT

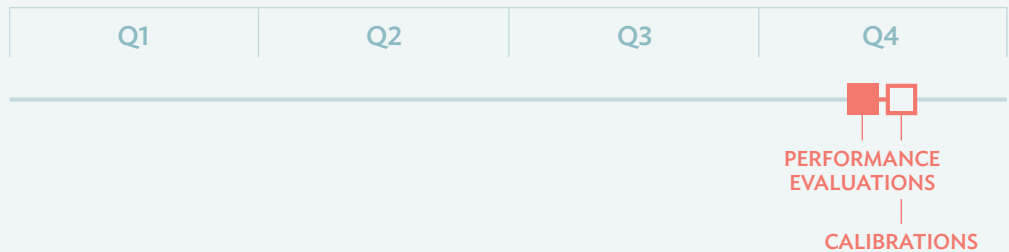
How to know if this is the right fit for your organization:

- You currently have no performance management process in place, or you've inherited a once-per-year approach
- Your current performance management process is based on manual tools like online documents and spreadsheets
- Your approach to performance is primarily evaluative (i.e., performance measurement)

Traditional path

Organizations often use this path to quickly digitize paper-based yearly reviews

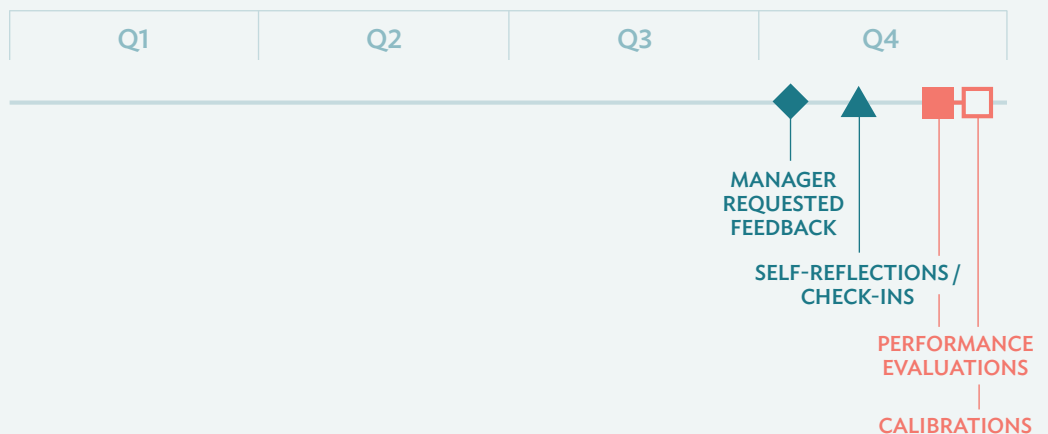
Calibrations ensure leaders maintain a fair process and evaluate people consistently



Traditional 360 path

Adds the capability of splitting feedback, self-reviews, and manager evaluations into separate modules

Organizations often use this path to set up a foundation for more sophisticated configurations as you evolve your approach.



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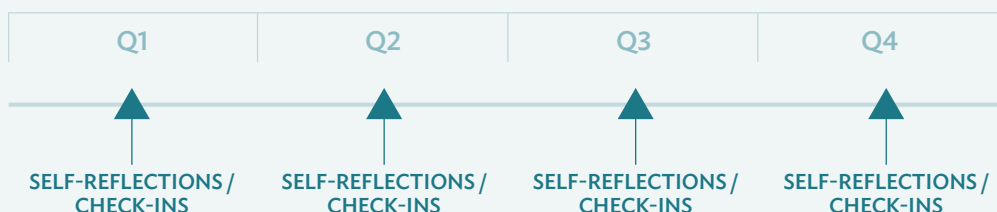
How to know if this is the right fit for your organization:

- You currently have no performance management process in place and you want to build a strong foundation
- Your leaders are ready to create a shared vision for what success looks like
- You want your approach to performance to be primarily developmental
- You want to encourage coaching conversations between managers and their direct reports
- People in your organization are not accustomed to giving and receiving candid and constructive feedback

Quarterly developmental coaching path

Managers and their direct reports check-in quarterly regarding expectations and what challenges or obstacles are to be anticipated

This path provides an opportunity for managers to learn about employee's strengths, skills, and career aspirations; it also allows managers and employees to create alignment around priorities

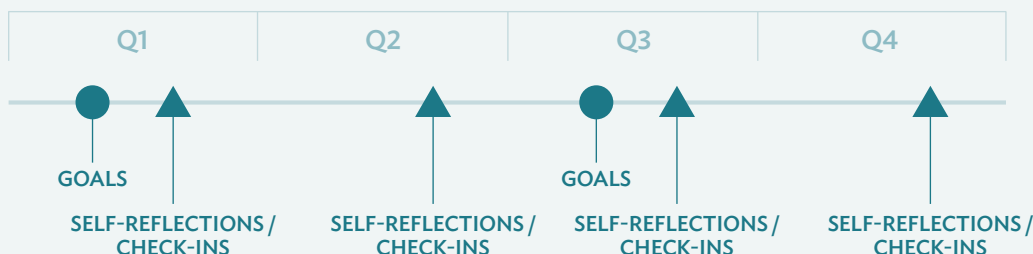


Quarterly goals check-in path

Self-reflections serve as a forcing function for aligning goals at different level of the organization

The focus of self-reflection and check-ins on this path is to translate and track company-wide key results into objectives that departments, teams, and individuals will own

Organizations often use this path to get started with implementing a goal setting framework (e.g., OKRs, SMART goals, formal KPIs, etc.)



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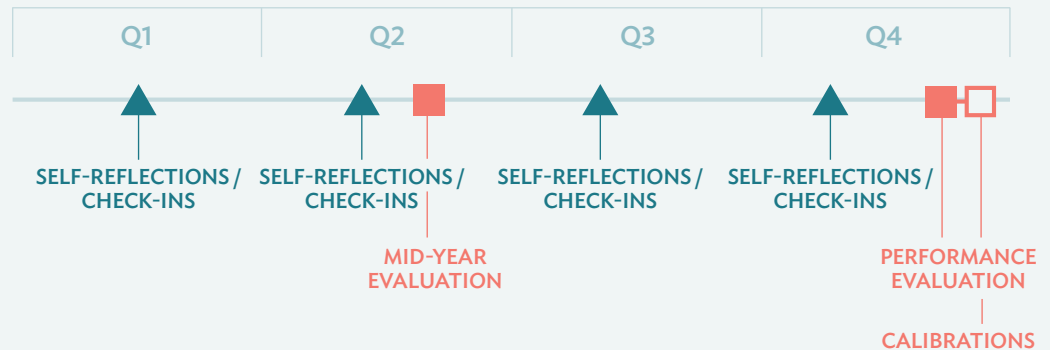
How to know if this
is the right fit for your
organization:

- Generally, people in your organization have clarity around their expectations
- Your managers can articulate how success will be measured for each role
- You want to include formal evaluations and performance reviews as part of your process
- You want to create more consistency in performance measurement
- Your organization and HR team is ready to access more detailed data and insights into people's performance
- People at your organization have an appetite for more feedback

Measurement alignment path

Quarterly developmental check-ins and semi-annual reviews ensure everyone is on the same page

Calibrations ensure leaders maintain a fair process and evaluate people consistently

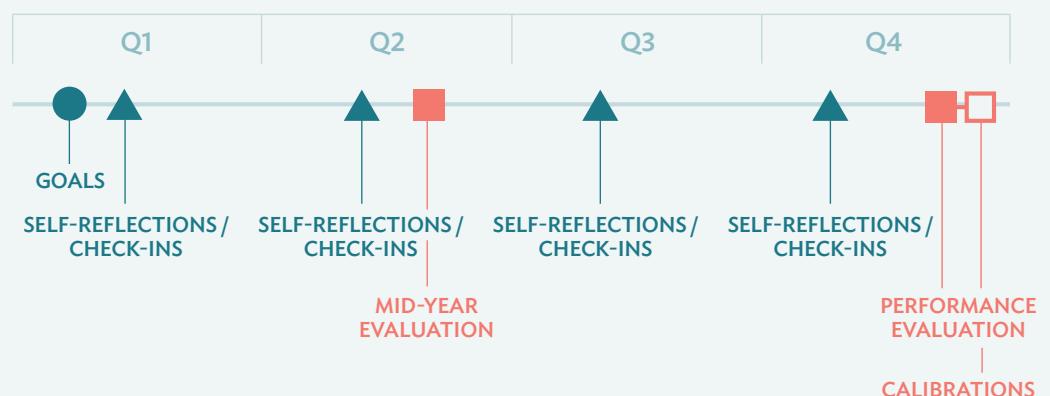


Goal measurement path

Goal-tracking provides a data point to consider as part of a final year-end evaluation

Final calibration session enables leaders to take circumstances other than goals into account when making talent decisions.

Organizations often use this path to carry on an existing goal setting framework



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How to know if this is the right fit for your organization:

- People in your organization are very accustomed to giving and receiving candid and constructive feedback
- Leaders model learning from mistakes and listen to developmental feedback
- You're ready to create a full picture of an individual's impact on the performance and potential of their team and organization
- You want to incorporate feedback from other people in order to make sure that your organization is evaluating and supporting employees within the context of their team members
- You want to create a performance process that includes elements of evaluative measurement as well as coaching and development
- Your organization has established expectations for the performance management process itself

Progressive teams path

Manager-requested feedback allows diverse groups of people at multiple points of time to provide feedback on an employee's performance

Quarterly check-ins enable knowledge workers to keep their managers up to date on their progress despite working in highly matrixed organizations with project-based teams

Rather than creating new evaluations from scratch, they become opportunities for aggregating information and data points



Progressive dual-track path

Two developmental and two evaluative cycles per year, with each alternating quarter shifting between being development-focused and evaluative

Organizations often use this path to build a strong combination of developmental and evaluative feedback



A performance management model that serves you better over time

Like any complex people operations responsibility, performance management is not a one-and-done process. It's an approach to managing and developing your employees that will evolve and grow as your company grows.

Culture Amp delivers on these paths by approaching business with three core guiding principles:

01 Performance should develop and grow your people

When done effectively, your performance process should actually develop and grow your people. We do this through the intentional design of our product and our overall goal of helping employees identify areas in which to improve and providing resources to help them actually get better.

02 Review processes should be fair and objective

Many organizations make decisions about promotions and compensation based on their performance management process, moments in an employee's life where measurement is critical. Culture Amp's performance management process is built on organizational justice theory, which contends that by making the process fair, transparent, and clear, individuals will be motivated and engaged by the process.

03 Performance management should be straightforward for everyone involved

Culture Amp Performance is designed to be easy-to-use for HR, Manager and individuals, as well as built to be adaptive to the flow of work. Because our process is straightforward, customers report performance review completion rates as high as 93% and goal creation increase by near 3x the previous year

Culture Amp can meet your performance management process where it is today while mapping out a clear path for it to evolve in the future. It captures and organizes your performance data in one place so you can measure and act on it – turning that data into a long-term investment in your people over time.



Use Performance by Culture Amp to create
a process that your employees will love.

Contact us