

PERFORMANCE PATHWAYS:

Performance Evaluation

This pathway helps standardize your approach to performance evaluation by focusing on structured performance reviews. It involves formal review cycles launched by HR to align employee performance with organizational goals.

BEST FOR ORGANIZATIONS THAT:

- ✓ Experience little or slow change
- ✓ Desire structured feedback, ratings to inform talent decisions, and performance accountability
- ✓ Need a systematic starting point to evaluate and guide performance



PERFORMANCE REVIEWS



GOALS



1-ON-1S



ACTIVITY

Mid-year and year-end performance reviews using a structured template.

Individual and/or team goals aligned to organizational goals.

Manager-employee touchpoints between reviews on tasks, priorities, development, feedback.



PURPOSE

Align on how performance compares to expectations. Use ratings to inform talent decisions like promotions and compensation.

Direct employee work to areas most critical for organizational success and use to assess performance.

Foster visibility, alignment, trust, and allow for open feedback.



TRAIL GUIDES

HR launches automated cycles. Managers complete reviews with employees.

Leadership sets organizational goals. Managers set aligned team goals and collaborate with employees on individual goals.

Managers and employees initiate.

MONTH 1



MONTH 2



MONTH 3



MONTH 4



MONTH 5



MONTH 6



MONTH 7



MONTH 8



MONTH 9



MONTH 10



MONTH 11



MONTH 12



SUGGESTED ITINERARY

PERFORMANCE PATHWAYS:

Performance Development

This pathway offers a structured framework for fostering employee growth and skill enhancement. It helps managers support employees at various stages of their career journeys, ensuring they receive targeted development opportunities.

BEST FOR ORGANIZATIONS THAT:

- ✓ Invest in employee engagement
- ✓ Experience unwanted turnover due to perceived lack of growth and development
- ✓ Are growing quickly, with increasing development, promotion, or project opportunities

SEE HOW FOSSIL GROUP DOES IT →



PERFORMANCE REVIEWS



GOALS



FEEDBACK



1-ON-1S



ACTIVITY

Mid-year and year-end performance reviews using a structured template that focuses on both performance and development.

Individual and/or team goals aligned to organizational goals and employee-set developmental goals.

Multiple feedback opportunities (project, work, multi-rater) from multiple sources (managers, team, customers).

Regular touchpoints for coaching to performance and development. Dedicated career growth conversation at least annually.



PURPOSE

Align on past performance, areas of development, and performance/development priorities.

Inspire individual performance and growth and align with organizational objectives.

Continuous feedback that supports personal and professional development.

Discuss goal progress, feedback, and developmental progress. Enable manager to coach to performance/development.



TRAIL GUIDES

HR launches automated cycles. Managers complete reviews with employees.

Leadership sets organizational goals. Managers set aligned team goals and collaborate with employees on individual goals.

HR launches automated multi-rater cycles. Employees and managers can request project and ad-hoc feedback at any time.

Managers and employees initiate. HR may launch cycles for development and/or career growth to build habits and guide conversations.

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MONTH 12



ONGOING: feedback, recognition



PERFORMANCE PATHWAYS:

Performance Coaching

This pathway empowers managers as agents of employee success through frequent, meaningful conversations that extend beyond performance reviews. This approach fosters a high-trust environment with robust feedback, development opportunities, and recognition.

BEST FOR ORGANIZATIONS THAT:

- ✓ Are fast-paced or undergoing rapid change (M&As, startups)
- ✓ Have remote or hybrid work models
- ✓ Have people-centric cultures
- ✓ Invest in manager effectiveness, holding people leaders accountable for engagement and performance

SEE HOW BENESCH DOES IT →



PERFORMANCE REVIEWS



FEEDBACK



1-ON-1S



RECOGNITION



ACTIVITY

Mid-year and year-end performance reviews using a structured template that focuses on both performance and development.

Annual 360 feedback and ad hoc project, upward, and anytime feedback.

Short weekly check-ins to align on priorities and a variety of engagement/performance conversations throughout year.

Peer-to-peer recognition and automated recognition for service anniversaries.



PURPOSE

Provide dedicated conversations related to performance and development to further ensure alignment and coaching.

Create a culture of rich, frequent feedback that fuels employee development.

Build trust between managers and employees; empower managers to support performance, development, and employee experience.

Create a culture that celebrates company core values, great work, and achievements.



TRAIL GUIDES

HR launches automated cycles. Managers complete reviews with employees.

HR launches automated 360 cycles. Employees and managers initiate other types of feedback.

Managers and employees initiate.

Any employee at any level initiates.

MONTH 1



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MONTH 12



ONGOING: feedback, recognition, weekly check-ins



SUGGESTED ITINERARY

PERFORMANCE PATHWAYS:

Collaborative Performance Coaching

This pathway leverages a systematic approach to employee feedback, closely tying performance management to business outcomes and career progression. This model is ideal for data-oriented organizations, matrixed environments, and those with structured hierarchies, ensuring alignment between employee contributions and strategic goals.

BEST FOR ORGANIZATIONS THAT:

- ✓ Use data for workforce management (vs talent development)
- ✓ Are matrixed, where manager is reliant on other feedback sources
- ✓ Deploy mentors or coaches to handle performance, development, and career coaching
- ✓ Have highly structured role levels or hierarchies that may create obstacles for talent growth
- ✓ Use business performance to influence most workforce/talent decisions

SEE HOW FORVIS DOES IT →



PERFORMANCE REVIEWS



GOALS



1-ON-1S



FEEDBACK



TALENT REVIEWS



ACTIVITY

Semi-annual reviews using a structured template that assesses competencies, goal progress, and feedback and lightweight performance conversations between reviews.

Annual performance goals by role/level, focused on business KPIs. Development goals are also common.

Topical conversations on projects, skill development, career path guidance

Multiple feedback opportunities and sources to support development and performance evaluation, often triggered by project completion or reaching KPI milestones.

Bi-annual talent review and calibration, often led by organizational leaders.



PURPOSE

Discuss and align on past performance and developmental goals. Performance reviews yield a rating.

Serve as performance metrics, create accountability for business objectives, and inspire employee development.

Discuss immediate and long-term topics that relate to current projects and priorities, professional development, and career growth.

Informs employee development, performance reviews, and workforce decisions.

Assess talent across the organization or within functions/regions to make promotion, compensation, or other talent decisions.



TRAIL GUIDES

HR launches automated cycles. Managers complete reviews with employees.

Leaders determine organizational goals. Functional leaders may set individual goals. Employees and managers/mentors/coaches set development goals.

HR may launch automated cycles or managers/project leads may initiate.

Often automated or launched by HR, managers, or project leads.

HR launches automated cycle.

MONTH 1



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MONTH 11



MONTH 12



ONGOING: feedback, recognition





PERFORMANCE PATHWAYS:

Continuous Performance Coaching

This pathway drives high-performing teams through alignment, frequent goal updates, and ongoing performance conversations. This approach is best suited for organizations prepared for a more continuous performance management approach.

BEST FOR ORGANIZATIONS THAT:

- ✓ Are fast-paced and focused on innovation
- ✓ Are rapidly growing
- ✓ Have dynamic, agile roles
- ✓ Are prepared for a continuous approach to performance

SEE HOW SCOOTER'S COFFEE DOES IT →



PERFORMANCE REVIEWS



GOALS



1-ON-1S



TALENT REVIEWS



SUCCESSION PLANNING



ACTIVITY

Quarterly performance conversations that result in simple rating such as *on track*, *realign*, or *off track*.

Individual and team goals aligned to organizational goals and employee development goals.

Weekly check-ins and dedicated career growth and development conversations.

Managers complete based on quarterly performance reviews and 1-on-1s, then leaders and HR Business Partners discuss and recommend actions.

Executive leaders determine and manage critical roles on an annual basis.



PURPOSE

Align with employees on performance/development and priorities for the upcoming quarter. Output fuels Talent Review ratings.

Align employee's efforts toward company objectives.

Support and coach employees on goal priorities and progress.

Continuously develop talent to meet current and future business needs.

Identify and develop candidates for critical roles for the organization's current and future success.



TRAIL GUIDES

HR launches automated cycles. Managers conduct reviews with employees.

Executives set company-level goals; executives, functional leaders set department goals; managers, employees collaborate on individual goals.

Managers and employees initiate conversations.

HR launches automated cycles.

HR facilitates process.

MONTH 1



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MONTH 6



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MONTH 9



MONTH 10



MONTH 11



MONTH 12



ONGOING: feedback, recognition, weekly check-ins



SUGGESTED ITINERARY