




# Module 2: Continuous Performance Management

Annual performance reviews have been the norm in corporations for years. But are performance and development really once-a-year events? Likewise, how useful can feedback be if it's shared one month—three months—or even eight months after the fact?

Click on the first lesson below—or the “*Start eLearning*” button above—when you’re ready to begin.

-  **A Better Way of Doing Things**
-  **Why It Works**
-  **How to Adopt a Continuous Approach**
-  **Summary**
-  **Knowledge Check**

# A Better Way of Doing Things



Most people are familiar with annual performance reviews, where employees and managers sit down together once a year to discuss and rank an employee's performance.

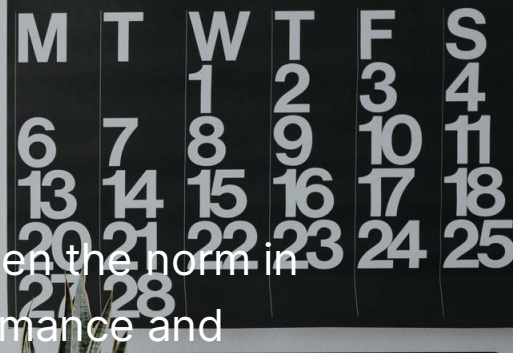
If you've ever had an annual performance review, you know that it's a lot of pressure.

And, as a manager, how are you supposed to boil down your feedback and discussions about an employee's accomplishments, opportunities, aspirations, and reflections from an entire year into a 30-minute conversation?

For employees, annual performance reviews can be nerve-racking. Employees may feel like they're left in the dark for the other 11 months of the year wondering, *"Am I on the right track? Where do I stand? How am I doing?"*

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Annual performance reviews have been the norm in corporations for years. But are performance and

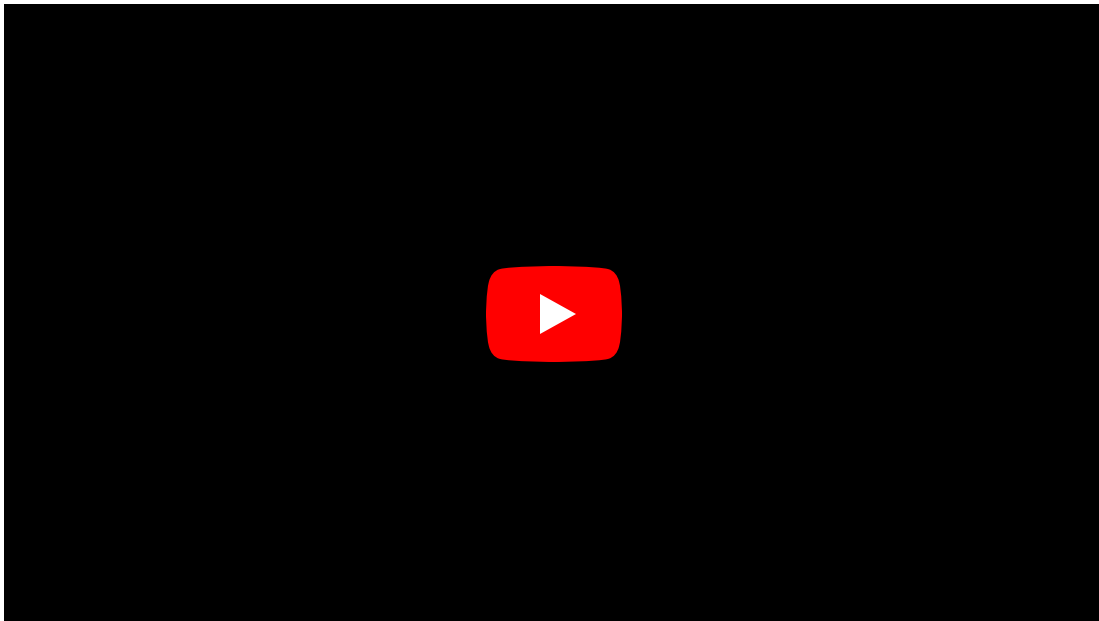


development really once-a-year events? Likewise, how useful can feedback be if it's shared one month—three months—or even eight months after the fact?

In this module, you'll discover a better approach to giving feedback, discussing development goals and progress, and supporting people to perform at their best. You'll learn all about **continuous performance management**, including:

- What it is
- Why it works
- How to adopt a continuous performance management approach

 **YOUTUBE**



## Continuous Performance Management

In this video, learn how to take a continuous approach to performance management to improve your team's performance outcomes, job satisfaction, and motivation.

**VIEW ON YOUTUBE >**

## What Is Continuous Performance Management?

Continuous performance management approaches performance as an ongoing development process, rather than an annual appraisal process. It involves giving direct, on-the-spot feedback as well as conducting regular and frequent meetings with employees to discuss their progress, development, and performance.

Explore what defines continuous performance management further by flipping the flashcards below:

First, continuous performance management approaches performance as

Approach performance as an ongoing development

1 of 3

an ongoing development process. It's less about

Give direct, on-the-spot feedback

Second, continuous performance management means giving direct, in-the-moment feedback. Managers are expected to talk to employees about unmet performance expectations as soon as they notice a problem. No waiting—and no hoarding feedback.

2 of 3

Meet frequently and regularly with employees

Finally, continuous performance management increases the frequency of conversations about employee performance and development. Performance conversations are not a one-time or once-a-year occurrence. You meet regularly and often with employees.

3 of 3



Complete the content above before moving on.

# Why It Works



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Effective performance management demands more than an annual performance review. Employees need timely feedback and regular communication about their performance to produce real results. A continuous performance management approach works because it:

- 1 Promotes transparency.** On-the-spot feedback and regular performance or career conversations ensure that employees always know how they're doing, where they excel, what their opportunities are, and what improvements they need to make.
- 2 Boosts communication.** With a continuous approach to performance management, employees have more opportunities to discuss their professional development and career aspirations with you, directly. Regular communication also ensures that you and your team members are aligned, and it allows you to address challenges, or recognise achievements, as you go.
- 3 Increases responsiveness.** Frequent check-ins also help managers and employees to be more responsive to team, company, and individual needs. It's easier to make small adjustments regularly than it is to make sweeping changes annually. Employees can quickly react to feedback, make necessary tweaks or changes, pivot directions, or get the support they need.

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In short, continuous performance management means no surprises. No one should be in the dark about their performance or expectations. Everyone should know how they're doing, how they contribute, and how they can continue to learn, develop, and improve.

## Compare and Contrast

Take a moment to compare and contrast the differences between the traditional approach of conducting annual performance reviews and the new approach of continuous performance management by sorting the cards into the correct category below:

Old Approach



May result in hoarding  
feedback or giving feedback  
after the fact

Employees don't always know  
how they're doing or where  
they stand

Performance and career  
conversations happen once a  
year

Fewer opportunities to check  
in on development goals and  
progress

Performance is ranked or  
rated

Continuous Approach

Feedback is given directly and  
in real time

Employees know exactly how  
they're doing and where they  
stand

**Performance and career conversations happen often and regularly**

**More opportunities to check in on development goals and progress**

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**Performance is approached as continuous development— not a ranking**



**Complete the content above before moving on.**

# How to Adopt a Continuous Approach



Now you have a foundational understanding of what continuous performance management is and why it works. The next question to answer is this: *How do you develop a continuous approach to performance management?* Expand the rows below to learn a few best practices:

## Check in With Employees Weekly

First, it's best practice to check in with employees weekly to monitor their progress, celebrate wins, address challenges, or discuss any other day-to-day items or ideas they want to bring up with you.

You might check in with employees by conducting brief team meetings at the end and/or beginning of each week. You might ask employees to send you a weekly email. Or, you might even research online reporting tools for employees to submit weekly updates.

Here are some prompts you might use to drive weekly check-ins:

- How are you feeling this week? (Rate on a scale of 1-5.)
- What were your biggest wins for this week?
- Did you face any challenges this week? How did you handle them or what will you do to handle them?
- What is the morale level you see in your team and the people around you?
- Do you need additional help or support from your team or manager?

## Conduct Monthly One-on-Ones

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Next, it's also a best practice to conduct one-on-one meetings with individual employees at least once a month. One-on-ones carve out regular time for you to invest in developing your team members as individuals. They typically last 30 minutes and are ideal for:

- Discussing how things are going and how an employee is feeling
- Sharing performance feedback
- Assessing an employee's progress
- Communicating development needs
- Setting individualized goals
- Identifying opportunities for growth
- Coaching employees

## Meet for Regular Performance Snapshots

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Third is what we call **performance snapshots**. Performance snapshots are a more formal discussion about an employee's development and performance. They're the closest thing to a traditional performance review.

Schedule performance snapshots every three to six months for 30-60 minutes with each employee. Focus on big-picture items, such as:

- Discussing career development or professional aspirations, goals, and opportunities
- Assessing an employee's performance over the past three to six months
- Highlighting an employee's greatest accomplishments and opportunities for growth over the past three to six months
- Setting new performance goals for the next three to six months
- Asking for feedback from employees about what they need to do their best work

## Give On-the-Spot Feedback —

Finally, you should also provide on-the-spot feedback throughout the entire year. In other words, tell employees how they can improve on a project as soon as it's turned in to you. Or, give praise on how an employee handled a situation as soon as they've handled the situation.



Complete the content above before moving on.

# Summary



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Continuous performance management is built on the belief that transparency, regular communication, and individualised development plans, support, and goal setting are essential for employees to perform at their best. Here are a few ways to practice a continuous performance management process:

- **Check in with employees weekly.** Ask employees to report on their progress, wins, challenges, and day-to-day items in your weekly check-ins.
- **Conduct monthly one-on-ones.** Meet with individual employees at least once a month to discuss their performance, assess their progress, set individualised goals, and gauge how things are going.
- **Meet for regular performance snapshots.** Also, schedule more formal meetings to discuss employee development and progress every three to six months. Focus on big-picture items such as employees' greatest accomplishments or opportunities for growth or conversations about employees' career and professional development.
- **Give on-the-spot feedback.** Finally, don't wait for a one-on-one or performance snapshot meeting to give employees feedback. Give feedback often and in real-time.

By taking a continuous approach to performance management, your employees will not only perform at a higher level but also feel more motivated and satisfied in their jobs by knowing how they're doing and what to work toward, next.



**Balance positive and constructive feedback.** Continuous performance management isn't limited to giving on-the-spot constructive feedback. Don't forget to give on-the-spot praise and recognition, too! Reinforce positive behaviours, regularly.

**CONTINUE**

Lesson 5 of 5

# Knowledge Check



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Module 2: Review Questions

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**Question**

**01/10**

What is the primary focus of continuous performance management?

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- Ranking employee performance
- Setting long-term goals
- Providing direct feedback
- Conducting annual reviews

**Question**

**02/10**

How does continuous performance management differ from annual performance reviews?

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- It occurs once a year
- It emphasises ranking performance
- It involves regular check-ins
- It relies on long-term goals

**Question**

**03/10**

Why is continuous performance management beneficial for employees?

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- It reduces pressure during reviews
- It provides ongoing learning opportunities
- It focuses on long-term development
- It replaces annual performance evaluations

**Question**

**04/10**

Which of the following options is ideal for conversations about an employee's bigger career goals or career development plans?

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- Weekly check-ins
- Monthly one-on-ones
- Performance snapshots
- On-the-spot feedback

**Question**

**05/10**

Which of the following options is ideal for reporting quick progress updates or celebrating weekly wins?

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- Weekly check-ins
- Monthly one-on-ones
- Performance snapshots
- On-the-spot feedback

**Question**

**06/10**

Which of the following options is an opportunity to recognise an employee's achievements, set performance goals, and give performance-related feedback?

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- Weekly check-ins
- Monthly one-on-ones
- Performance snapshots
- On-the-spot feedback
- All of the above

*Question*

**07/10**

**True or false.** If an employee is failing to meet your performance expectations, you should bring it up in your next one-on-one meeting with them.

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True

False

**Question**

**08/10**

What is a recommended best practice for monitoring employee progress and addressing challenges?

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- Conduct monthly one-on-one meetings
- Check in with employees weekly
- Hold quarterly team-building workshops
- Send daily email updates

**Question**

**09/10**

What is the purpose of conducting one-on-one meetings with individual employees?

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- To assess team performance
- To discuss employee grievances
- To share performance feedback
- To conduct formal performance reviews

**Question**

**10/10**

What type of discussion involves a more formal conversation about an employee's development and performance?

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- Weekly check-ins
- Monthly team meetings
- Performance snapshots
- Quarterly progress reports