# How does Performance Development differ from Performance Management?

Two CHROs are asked about Performance Management in their organization. Their responses are as follows:

**Barb**

Performance Management works for us. It keeps our team members happy and engaged, so much so that it contributes significantly to the retention of our key employees. We know that it helps us perform better, both at the individual level and for our organization as a whole. In fact, if we were to ask our team members and managers whether they would like "more" performance management, their response would be a resounding "yes!".

**Anne**

Performance Management is broken. We've tried some things to fix it – like moving from annual reviews to quarterly check-ins – but it feels like we might need a fundamentally different approach. I'm not sure what that might be though.

## Which sounds more like you – Barb or Anne?

- If your answer is **Barb**, you might want to go speak to a handful of team members and managers in your organization and see if they agree with you.

- If your answer is **Anne**, you are not alone. The HR profession has held the Anne's perspective for a number of years and has struggled to fix the problems inherent in Performance Management.

## Performance Development presents a different approach

- While Performance Management is organization-centric, identifying and tracking the things the team member needs to do for the organization, **Performance Development is employee-centric, with a core focus on helping team members develop and grow.**

- A Performance Development solution provides each team member visibility into all of the opportunities for them to develop within the organization – as opposed to being forced to look outside the organization for such opportunities – and an understanding of the skills and competencies required to be successful in any job.

- **Performance Development is done "for" team members, while Performance Management feels like it is done "to" team members.**

- Performance Development helps employees create their own personal roadmap for growth and development, step-by-step building their skills, taking on new challenges and increasing their contributions to the success of the organization.

- It is forward-looking and inherently positive, focused on building skills and aligning personal strengths, interests and passions to organizational needs and opportunities.

- On the other hand, Performance Management is embodied by the dreaded performance review, which is backward looking and characterized by anxiety and fear.

- With Performance Management, the manager is the judge, wielding power in the assessment of goals and the determination of the outcome of the review, whereas with Performance Development the manager is the coach, helping guide and mentor the team member as they grow and develop, providing direction, focus and resources.

- If you are like Anne, and know you need to fix Performance Management in your organization, take a look at what a Performance Development solution can do for you instead.