

Reshaping Talent Development



How Technology is Redefining Performance Management



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From assessment tools to learning management platforms, from ready-to-go streaming content libraries to gamification, from managing workforce training programs to artificial intelligence with predictive career and skill path modeling, technology is reshaping talent development. And it's becoming integrated across business units as HR and front-line managers step into a more hands-on coaching role, communicating more frequently and requiring more accountability in results—from employees as well as employers.

To effectively compete for talent, meet employee expectations, and impact business performance metrics, HR teams need robust solutions that enable them to deliver the work culture that today's employees demand.

Here, we'll look at the evolution of performance management, the experience gaps that remain, and how new, intelligent solutions are giving HR leaders and employees a better, more effective and efficient path forward.



While research suggests that performance management has been around since the 1920s, the early days certainly weren't about employee development. Instead, it was primarily focused on maximizing industrial productivity, output and profitability. In the 1950s, companies began [implementing formal appraisals](#), primarily focused on rating employees based on personality traits like trustworthiness, sincerity and loyalty. While these are certainly valuable qualities, they didn't offer much insight into how an employee's performance moves the needle on business objectives.

The 1960s saw a transition toward evaluating employees' future potential, goal-setting and [management by objectives](#), and by the 1980s, companies began to look beyond their own needs and see the value of performance management for the employee. Now with a more holistic approach—one that brings behavioral tendencies and employee motivation, education and engagement into the conversation—we've seen a dramatic shift toward making employee growth and career pathing a top priority.

Performance Management *has evolved*

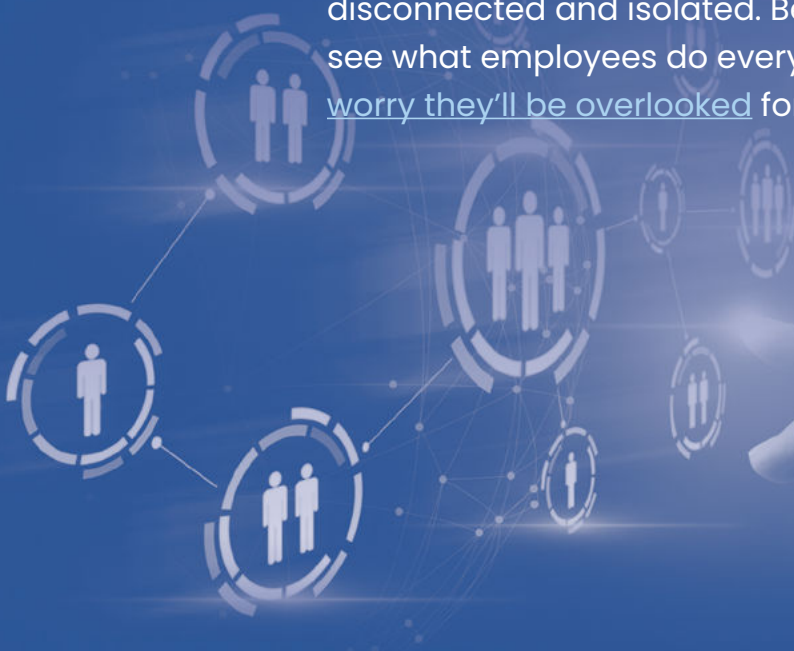
But challenges still persist.

As the objectives have changed, so too have the methodologies. In the early days, reviews were a laborious, manual process that resulted in reams of paper filling file cabinets. As technology evolved, companies implemented software to digitize the process, complete with automated reminders, workflow prompts and digital scoring or rating systems.

While this cut back on paper consumption and saved countless trees, it hasn't significantly improved the employee experience, nor generated real business value. Despite companies investing as much as \$35 million a year in the process, only 14% of employees feel inspired by their performance reviews to actually improve. **In fact, in some cases, it actually makes performance worse.**
Why are so many current processes failing?



They're a snapshot in time. Most reviews are conducted annually, bi-annually or quarterly, which means much of employees' day-to-day work goes unnoticed. This problem is being exacerbated by remote work, causing employees to feel disconnected and isolated. Because managers don't physically see what employees do every day, over a third of employees worry they'll be overlooked for growth opportunities.





They're tied *solely* to salary or pay for performance strategies.

Reviews often center on compensation versus Total Rewards strategies which represent full compensation, not just salary. An exclusive focus on salary creates enormous pressure on the employee and ignores their desire for growth and development beyond income. Today's employees are demanding career development, and it's a key factor in choosing an employer for more than 50% of the workforce, ranking a close second to compensation.



They're uncomfortable for giver and receiver. Employees often feel like they're under a microscope, and many managers are uncomfortable. Performance coaching is a desired skill for managers, yet many have received no training in communicating with employees, how to give useful, constructive feedback, or create growth plans.



There's no path for improvement. Too often, evaluations identify opportunities for improvement and growth, but they fall short on defining clear, measurable goals or a plan to get there. As a result, employees are left feeling as though their weaknesses have been laid bare, with no remedy to overcome them.

Must-Have features and integrations

Continuous two-way feedback

Employees deserve to know more about how their performance is perceived in real-time and not be kept in the dark; and often blindsided by an evaluation months later. Platforms that [enable employees to solicit feedback](#) on-demand empower them to take control of their own growth. Giving team peers the ability to provide 360 degree feedback creates a collaborative culture of continuous improvement.





Access to cloud-based performance management technology can make the process much easier

Taking a different approach

Ease of use

As the demands within today's workforce continue to escalate, managers may desire to provide continuous feedback but often find traditional processes cumbersome. Access to cloud-based performance management technology can make the process much easier with:

- Real-time access that allows managers to enter information immediately, from any device.
- Customized fields that continuously flex to meet organizational needs.
- Drop-down list control to ensure data consistency for reporting and legal compliance.
- Electronic signature capabilities to meet regulatory requirements.
- API integration with HRIS (Human Resource Information System) technology eliminates redundancy in staff time, processes, and data storage.

Newer technologies are giving HR teams the tools to build an integrated performance management and talent development program that serves the needs of the company and individual employees.




Evaluation guidance

Not every manager is equipped to provide feedback. In fact, [over a third say they're uncomfortable](#) doing so, and 1 in 5 even struggle with praising employees for a job well done. Aside from offering performance coaching and training to managers, HR teams can use a [review platform](#) that leverages AI to suggest topics for discussion and even offers empathetic phrasing of questions or comments. This can help both managers and employees feel better about the process and drive better results.



Targeted training delivery to fill immediate gaps



An overwhelming majority of [employees want to spend more time learning](#), and [54% want specific course recommendations](#) that will help them reach career goals. By integrating eLearning platforms and [on-demand content delivery](#) with performance management, companies can empower managers to recommend and deliver courses to employees immediately when they identify needs, either during reviews or in the course of daily work. Access to on-demand learning also helps employees embrace on-the-job stretch opportunities.



Employee self-assessments



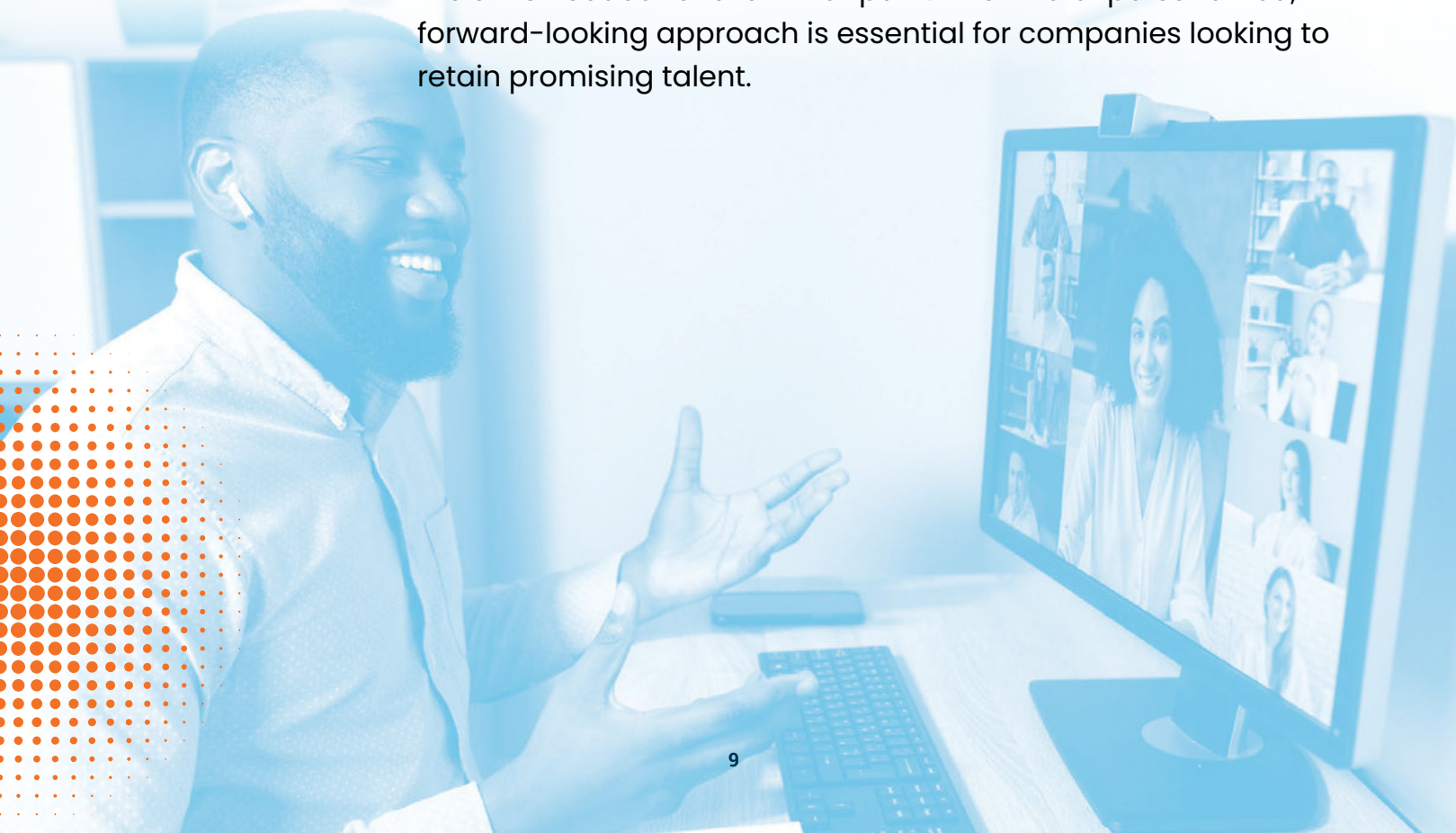
No two employees have the same personality and strengths. By integrating tools such as [Wiley Everything DiSC®](#) behavioral preferences and leadership assessments into performance management, managers can identify and cultivate employee strengths with additional training and growth opportunities. "It's incredibly important to me that the company I work for focuses on employee development," said [David Gafford](#), director of marketing at Shift Processing. "I want to be my best self, and I love that I work for a company that helps me identify my strengths and leverage current training to help me stay at the forefront of my field and job."

Collaborative goal setting

Employees who work with managers to set performance goals and link them to the organization's overall goals are [nearly 4X more likely to be engaged](#). Leveraging performance management technology that supports [collaborative goal setting](#) enables employees to see how their work adds value, helps managers foster personal investment within their teams and demonstrates a commitment to mutual growth. It also injects transparency into the process, measurement and results, which helps employees feel more engaged and in control of their own destiny.

Personalized career pathing

Just as employees differ in their strengths and skills, they also differ in their career goals. Not everyone wants a supervisory role—some may be more interested in cross-training or strategic positions. Tools like [kareer.ai](#) use AI to help map an ideal career path based on a behavioral preferences and skills profile compared against crowd-sourced CV profiles, as well as identify the skills needed to follow that path. This kind of personalized, forward-looking approach is essential for companies looking to retain promising talent.





Investing in employee growth has proven to drive real, bottom-line results—as much as [24% higher profit](#) for just \$1,500 spent per employee and up to 6% greater shareholder return by spending just \$680 more.

While many companies fear investing in an employee only to have them leave for another opportunity, the truth is, they can't afford not to. As the battle for talent rages amid [the Great Resignation](#), investing in employee growth is about more than just the financial gain: it's essential for attracting and retaining the talent you need to achieve business objectives.

The Future of **Talent Development** *is Dynamic, Intelligent*

Some [70% of employees say they'd leave to take a job](#) with another organization that is known for investing in employee development. That means companies not only can't afford to not do it at the risk of losing talent—it means they can use it as a strategic advantage to attract new talent.

“Having a conducive platform to upgrade yourself is beneficial for both you and your company,” said [Bernice Quek](#), Content Marketing Specialist at Traffic Bees. “Moreover, a working environment that actively encourages your growth will most likely be the kind of culture that you would enjoy working in.”

The future of talent development and performance management is a dynamic, collaborative process that combines data-driven insights, an employee-centric focus, and on-demand learning to elevate the overall experience and the results.

To deliver the personalized growth and meaningful engagement today's employees demand, organizations must invest in smart technologies that can help them meet ever-changing workforce needs. By leveraging today's performance management technology, [on-demand learning platforms](#), rich content, and other technologies that combine evaluation, assessment, conversational assists, learning and development, and [career pathing](#), HR leaders and company managers can turn performance management into a performance partnership that benefits both the organization and the individual.



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Ebook available for download in the Resources section at Trainery.com and JERHRGroup.com

Sandie Bateman, MBA, CPTD, is the Director of Learning & Development with JER HR Group, a leading human resource firm that helps organizations large and small to be their best. Teams work collaboratively with clients to develop effective solutions tailored to, and aligned with, the client's work culture, business strategy, and organizational learning and development needs. Sandie is an expert in organizational development, designing and implementing customized L&D courses for organizational initiatives. She is a Certified Professional in Talent Development (CPTD) and certified in EverythingDiSC®, PXT Select™, Profiles CheckPoint 360, Profiles Sales Assessment® and Profiles Managerial Fit®.

We make employee feedback happen.

ReviewCloud

Managers often don't know how to give useful feedback, and employees often don't know how to take criticism and grow from it. ReviewCloud simplifies performance management so you can focus on high-quality feedback instead of managing process. Bring employees from disengaged to engaged with this customizable employee performance management solution.

Delivering solutions made for you

Great Feedback. Focus on high-quality feedback instead of managing a process.

Simple Software. Automate employee reviews, conversations, and one-on-ones.

Huge ROI. Save hundreds of management & administration hours.

Communication Aligned to Your Mission. Adaptable to your workplace culture.

Ensure Accountability. Automated reminders & Single Sign-On summaries for HR, managers & employees.

Real-time Reporting. Status reports by feedback, goal or employees keep you in charge with just one click.

Flexible & Customizable. Include video, images, approvals, instructions, rule-based processes and more.

Dashboard Analytics. Easy to understand real-time analytics at a glance.

HRIS Integration. Employee profiles, history, assessments, L&D and more with API integration tools.

Knowledgebase & Training Videos. Extreme powerful and with great tools make it easy to learn and keep on learning.

Cloud-based Access & Full Mobility. Anywhere, anytime, any device.

New Features Rollout. Dedicated to growing solutions & technology for you.

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