

Performance Drivers: A Summary List

| Positive Impact on Performance | |
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| A-Level Performance Drivers | |
| <small>In rank order by impact on performance. Having 25% or greater positive impact on performance</small> | |
| 1. | Fairness and accuracy of informal feedback |
| 2. | Risk taking |
| 3. | Emphasis (in formal review) on performance strengths |
| 4. | Employee understanding of performance standards |
| 5. | Internal communication |
| 6. | Manager knowledgeable about performance |
| 7. | Opportunity to work on the things you do best |
| 8. | Feedback that helps the employees do their jobs better |
| 9. | Opportunity to work for a strong executive team |
| B-Level Performance Drivers | |
| <small>In rank order by impact on performance. Having 10.0-24.9% impact on performance improvement</small> | |
| 10. | Opportunity to help launch a new business, initiative, or program |
| 11. | Manager helps find solution to problems |
| 12. | Organizational flexibility |
| 13. | Emphasis (in informal feedback) on personality strengths |
| 14. | Emphasis (in formal reviews) on personality strengths |
| 15. | Opportunity to help turn around struggling business |
| 16. | Manager helps attain information, resources, and technology |
| 17. | Manager breaks down projects into manageable components |
| 18. | Opportunity to have significant responsibility and accountability |
| 19. | Opportunity to do challenging and leading edge work |
| 20. | Culture of innovation |
| 21. | Manager translates long-term goals into step-by-step plans |
| 22. | Manager clearly communicates expectations |
| 23. | Opportunity to experiment and take risks |
| 24. | Manager likelihood to deliver voluntary informal feedback |
| 25. | Function-specific training: IT |
| 26. | Employee understanding of how to complete projects |
| 27. | Employees' personal enjoyment of their work |
| 28. | Employee influence in selecting projects |
| 29. | Helps team get started on a new project |
| 30. | Challenge of projects and assignments |
| 31. | Level of specificity in informal feedback |
| C-Level Performance Drivers | |
| <small>In rank order by impact on performance. Having 0-9.9% impact on performance improvement</small> | |
| 32. | Overall effectiveness of training |
| 33. | Future orientation |
| 34. | Emphasis on specific outcomes of formal performance reviews (e.g., promotions, raises, or bonuses) |
| 35. | Importance of projects and assignment to employees' personal development |
| 36. | Employee understanding of connection between day-to-day work and |

- organizational strategy
37. Presence of 360-degree reviews
 38. Importance of projects to employees' long-term careers
 39. Coworker involvement
 40. Function-specific training: business (e.g., accounting, finance)
 41. Manager creates work plans and timetables
 42. Coworker cohesion
 43. Manager identifies/removes unnecessary barriers at work
 44. Manager encourages employees to be positive and enthusiastic about work
 45. Manager persuades/encourages others to move in desired direction
 46. Immediate versus delayed informal feedback
 47. Emphasis (in formal reviews) on specific suggestions for doing the job better
 48. Importance of project to business unit and organization
 49. Manager holds people accountable
 50. Opportunity to work with a diverse group of people
 51. Employee accountability for "things that matter"
 52. Manager listens carefully to views and opinions
 53. Measures performance and results
 54. Inspires others
 55. Opportunity to work with a mentor
 56. Opportunity to work in new divisions or business units
 57. Emphasis (in formal reviews) on skills to develop in the future
 58. Diffuses unhealthy rivalries or competition
 59. Employee understanding of how system works
 60. Opportunity to be promoted within the organization
 61. Opportunity to work in a variety of jobs and roles
 62. Diffuse decision-making authority
 63. Manager expresses confidence in employees' ability to do job
 64. Link between performance management and organizational strategy
 65. Manager recognizes and rewards achievement
 66. Emphasis (in formal review) on long-term career prospects
 67. Connection between successful project completion and raise in base salary
 68. Connection between successful project completion and opportunity for promotion
 69. Opportunity to work in new functional areas
 70. Connection between successful project completion and opportunity for stock options
 71. Connection between successful project completion and size of annual merit increase
 72. Extent to which employees receive performance ratings they deserve
 73. Fairness of performance standards
 74. Connection between successful project completion and opportunity for higher performance rating
 75. Emphasis (in formal feedback) on amount of effort put into job
 76. Presence of procedures for handling grievances with performance reviews

77. Connection between successful project completion and size of annual bonus
78. People management training (e.g., communication, team building)
79. Performance management system credibility
80. Opportunity to work in a different country
81. Differential treatment of low and high performers
82. Presence of employee development plan
83. Emphasis (in informal feedback) on specific suggestions for doing the job
84. Method of delivering informal feedback: face-to-face
85. Challenge and applicability of development plan
86. Emphasis (in informal feedback) on skills to develop in the future
87. Customer service training
88. Diversity training
89. Leadership training
90. New employee orientation
91. New product training
92. Process management training
93. Quality control training
94. Sales training
95. Technical training
96. Emphasis (in informal feedback) on performance strengths
97. Time to complete projects and assignments
98. Number of projects and assignments
99. Opportunity to spend time with a professional coach

D-Level Performance Drivers

In rank order by impact on performance. Having less than 0% impact on performance improvement

100. Use of rank-ordering
101. Increasing the number of formal reviews received each year
102. Emphasis (in informal feedback) on personality weaknesses
103. Emphasis (in formal reviews) on personality weaknesses
104. Emphasis (in informal feedback) on performance weakness
105. Emphasis (in formal reviews) on performance weaknesses
106. Manager makes frequent changes to employees' projects