**Why you should make Culture a Part of your Performance Management!**

**Many organisations just put their paper based Performance Management on-line, keeping all the negatives of the old system, without the real benefits of true on-line Performance Management – with feedback capability. Consequently, they have a number of toxic indicators, such as…..**

**They dominate - The "A" players**

“Do one or two big personalities seem to dominate every conversation in your office? When only a few people feel empowered to speak up, it’s a sign that the business isn’t particularly democratic, and you may have a toxic culture. You’ll also be missing out on getting an accurate measure of how things are across the company if employees don’t feel like they can be honest.”

**Underperformance**

“When someone isn’t meeting their objectives, it’s easy to blame the individual, but often poor performance may be more about a lack of engagement. A sign of toxic culture.

**Micromanagement**

“Successful companies hire good people then empower them to get the job done. When senior leaders feel the need to get involved in day-to-day operations or leaders micromanage, it’s a sign that something is broken. Lots of meetings and slow decision making might be signs that micro management is an issue at your organisation.”

**Lack of communication**

“Understanding why you’re doing something and what you’re working towards is key to being engaged in your work – knowing how our tasks contribute to an overall goal really helps us stay motivated. In many organisations, communication accounts for 70% of problems....

**Reluctance to challenge**

“Healthy work environments empower people to ask questions and challenge one another in a constructive way in order to move forward. When people don’t feel like they have a voice, they won’t speak up. As well as being a sign of a toxic culture, this holds real business risks as you’re not fully utilising your people and their ideas.”

**My time to be promoted....**

“Understanding why colleagues have been promoted or the expertise a leader brings to that position is crucial for creating professional trust and motivated teams with momentum. When the only reason for a promotion seems to be length of time at the company, it sends a message that it’s ok to coast until you’ve done your time rather than earning that next step through strong performance, this contributes to a toxic culture.”

**Walking the talk - Authenticity**

“Talking about changes or culture is easy, but putting them in to practice is hard. When a company says all the right things but doesn’t act on them, employees will pick up on this and become disengaged. It’s important to practise what you preach, otherwise confusion and resentment may build up, creating a toxic environment.”

**Negative vibes**

“Though it’s normal for everyone to get frustrated every now and again, an office where complaining is more common than celebrating is a big red flag. Looking at the reactions to staff meetings as well as paying attention to the way people talk to each other in the office are good qualitative ways to measure whether negativity is the norm in your company.”

“To perform at our best, we all need time to recharge. A common sign of a toxic environment is when the work-home balance isn’t respected and employees are expected to work overtime or during holidays. Our latest experience has found that leavism is more common than you might expect: 36% say they think their employer expects them to be on standby or thinking about work during annual leave. Productive companies with positive cultures recognise the importance of protecting their staff from burnout by ringfencing recovery time.”

**High staff turnover**

“Ultimately, when staff are unhappy, they vote with their feet. If you’re seeing turnover spike either in a specific team or across the company, it’s time to capture learnings from those leaving, engage with employees and take a close look at the company culture.

Making culture a part of your performance management makes sense, a performance management system that is easy to use, cost effective and tailored to the individual and organisation. **norman@learn4s.com**

The annual review has [a long history](https://www.fastcompany.com/90260641/the-complicated-and-troubled-history-of-the-annual-performance-review), and because of that, many companies continue to adopt it year after year without assessing its effectiveness. Your employees do want feedback–but chances are they don’t want you to deliver it in an overly formal, stilted, and outdated way. norman@learn4s.com

If you have any of the above, it is a reason you should review your Performance Management.

Thank you for watching.