

# Performance Management

A bold new perspective on  
how individuals, teams and  
organizations excel

Executive summary



# Introduction

Almost nobody we speak to in the corporate world seems satisfied with their performance management process—and absolutely nobody knows what to do about it. But we believe our recent research could prove a turning point. Our conversations with 67 top-flight performers from outside industry have opened our eyes to a new mindset and approach that could enable organizations to crack the age-old problem of how to cultivate feedback conversations that consistently drive improvements in performance.

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“Our conversations with 67 top flight performers from outside industry have opened our eyes to a new mindset and approach to performance management.”

This approach rejects much of the conventional corporate wisdom on performance management. It involves a radical simplification of traditional practices and processes. It makes feedback conversations a normal and daily feature of the workplace. Central to this is the replacement of backwards-looking annual reviews with cycles that are linked more closely to the rhythm of work.

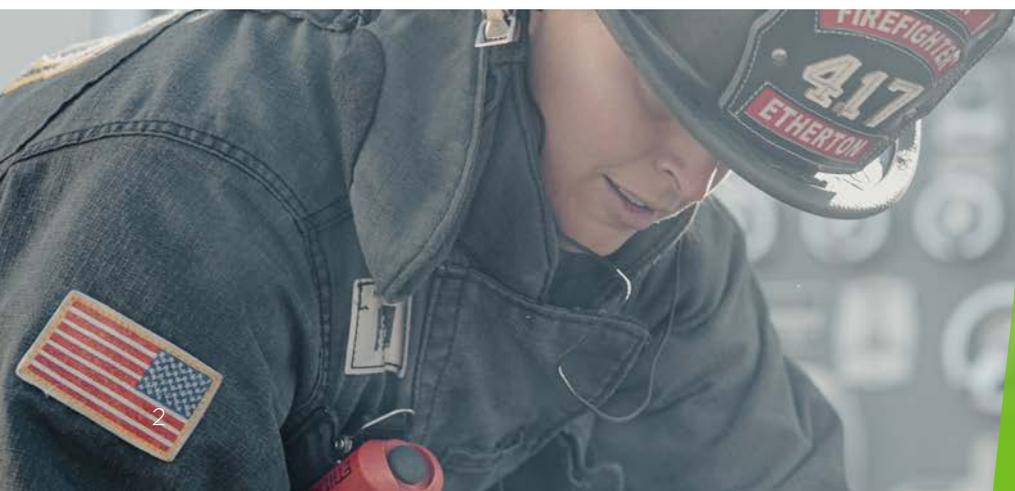
At the same time, organizations must develop, embed and sustain the right conditions to enable free-flowing feedback to thrive. These include a shared performance purpose, a strong cultural and values framework, and an inclusive climate of psychological safety, where any perception of threat or fear relating to feedback has been removed.

Individuals in the organization also have a critical role to play. Leaders need to be trained in human behavior from as early as possible in their careers. Only then will they be able to provide effective feedback in the moment and tailor it to every individual's needs.

As receivers, meanwhile, we all need to learn to seek out, accept and understand performance feedback, and use it to drive improvements on a day-to-day basis. This will be made easier if feedback is normalized throughout people's careers, but particularly in the early stages when it can help build the self-awareness that is a critical building block of high performance.

The ultimate aim should be to move to a more fluid, non-linear world of performance management, where feedback is a natural, regular and highly personalized endeavor involving close collaboration between feedback giver and feedback receiver.

They are already doing it—to outstanding effect—in fields ranging from theatre, dance, film and TV to medicine, the military and the emergency services. So, why can't we?



# Home truths

## What's wrong with performance management?

Over time, organizations have evolved a complex web of formal and informal links between performance management and other critical areas of intervention. This has been driven by the desire to “optimize return on investment,” pursue “HR process effectiveness,” deliver “technology enablement” or “HR data analytics and intelligence” and other similar buzz phrases. These may all be valid aims. But do they really support the primary goal of performance management, which is—let’s not forget—to drive performance?

## Let's get back to basics

Research has shown that changes to best-practice performance management techniques—ratings, structure, process—have minimal impact on driving performance when compared to feedback culture practices. The criticality of “feedback” in shaping growth, improvement, and course correction was universally recognized and highlighted as key to high performance by our research participants.



“Feedback is the only way to improve in rowing. You come off the water and analyze immediately. This feedback loop—three times a day—ensures you constantly do what is needed. If you leave [it] until later, you may forget or dwell on it and get stressed.”

**Alex Partridge, British Olympian**

## Make feedback part of the deal

Everyone we spoke to, no matter what their background, cultural context or field, has a mutual hunger and expectation for feedback. For them, it is not a tool to be brought out on special occasions; it is a cultural thread that runs through everything they do. We need to make feedback part of our culture in the corporate world too. And, crucially, this isn't just about top-down, hierarchical feedback-giving; this is a mindset that everybody in the organization needs to embrace.

In this paper we outline three key findings from our research that enable effective feedback-giving:

- 1 Getting the environment right
- 2 Helping our leaders see the person
- 3 Growing feedback-hungry individuals

And, we draw on these lessons to suggest a new way forward for performance management.



# 1. Getting the environment right

Effective performance conversations do not just happen by chance. It is critical to develop, embed and sustain the right conditions to enable free-flowing feedback to thrive within an organization. Our research found that there were three important dimensions required to help this work effectively:

## 1. A shared performance purpose for the team and individual around which everyone is galvanized.

There has already been extensive research to suggest that purpose-oriented companies exhibit higher levels of innovation, employee retention, and productivity than their competitors.

What we discovered was that a shared performance purpose is also critical to unlocking feedback flow. This was particularly true within the complex dynamic of the sports squad, where selection pressure means that you are both competing with your peers for a place on the team and, at the same time, united around the common performance purpose of collective success for the group.

Creation of a shared performance purpose encourages people to seek out, accept and understand feedback because there is a context and direction to it.

## 2. A strong cultural and values framework.

Culture and values provide an important point of reference for self- and team-analysis, ensuring the whole team stays “on-purpose.” It also helps to prevent complacency. When your team keeps winning, poor habits will often kick in. Culture and values help everybody in the team to recognize complacency and understand the standards they, as a group, need to be hitting to achieve their collective goal.

This helps break down traditional linear feedback channels. Instead, feedback becomes just “what we do around here,” and is given and received across the peer group.



### 3. An inclusive climate of psychological safety

Timothy R. Clark defines psychological safety as, “a condition in which one feels (a) included, (b) safe to learn, (c) safe to contribute, and (d) safe to challenge the status quo, without fear of being embarrassed, marginalized or punished in some way.”

For performance management purposes, this means an environment in which people do not feel threatened by feedback, and where they know they won't be punished for making a mistake. And, critically, a safe environment is easier to achieve if you have strong purpose, culture and values in place.

### Sort the timing of feedback

When it comes to increasing the impact of performance management, we think one of the most significant steps we can take in industry is to sort the timing of feedback. The system of backwards-looking annual reviews or even quarterly touchpoints is not just insufficient; it is, frankly, bizarre.

In response to this, many organizations have adopted OKRs (Objectives and Key Results), which strive to cascade organizational objectives into a clear, flexible, accountable and measurable framework of quantifiable results that can be tracked more regularly and with greater relevance to the individual's work. It's a step in the right direction. But it's not the solution. For that, we need to turn to our research participants, whose overriding focus was on providing feedback at the moment in time where the impact for the individual would be greatest. This is not notional, partial or conceptual. It is non-negotiable.

Translated to the corporate world, this would mean a performance management system in which individuals could set a personal rhythm for feedback directly linked to the cycle of their work.

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“Some players become informal leaders. They tend to be those who embody the culture and make hard decisions look easy. They then guide peers in a positive way and become curators, influencers, and hold the most weight. To be successful you need everyone to align and point the same way as the organization and strategy.”

**Gordon D'Arcy, Former Irish Rugby Player**

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“It has to be, not precisely in the moment, but very close to the event. Otherwise, it's not a clean interaction.”

**Patsy Rodenburg OBE, British voice coach, author and theater director**





## 2. Helping our leaders to see the person

The delivery of a more human feedback conversation starts with the feedback giver. It's hard to "listen with someone else's ears," as film producer, Alex Fitzpatrick puts it, if you have little understanding of your own flashpoints, biases and preferences. To deliver really nuanced feedback, you need to build not just a deep understanding of human behavior, but a significant level of self-awareness, as well. This takes time and experience. After all, what we are talking about here is a highly sophisticated skill.

Until now, many corporate feedback givers have managed to avoid developing this skill by falling back on standard feedback processes. In fact, there are still many organizations who identify, assess and develop managers of process, not managers of people. From now on, we recommend leaders become lifelong students of human behavior, learning what makes people tick, so they can deliver feedback that shifts the dial.

This is not to say that process is not important. Rather, that leaders need to balance learning about process with learning about human behavior. What's more, we think this balance is likely to change over the course of a leader's career.

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“As you become a bit older you know how to approach different situations. You can go, ‘I’ve been here before. My experience tells me today’s the day to step back, allow it to play itself out and pick up once it has done.’ Or: ‘My experience tells me if I don’t nip this in the bud, [it] could become a recurring theme of the rehearsal process and our whole entire production is going to get derailed.’ Experience really helps you navigate the different situations.”

**Jean-Pierre Van Der Spuy, Freelance Theater Director**



## What makes an effective feedback giver?

Our research participants described a very consistent set of traits that they believe define a successful feedback giver. They are: courage, humility, credibility, empathy, and honesty.

For truly successful feedback, all traits need to be present. Honesty without empathy can lead to “brutal” feedback. Courage without credibility can diminish the perceived value of the message. Credibility without humility can result in a leader failing to listen and forgetting they might not always be right.

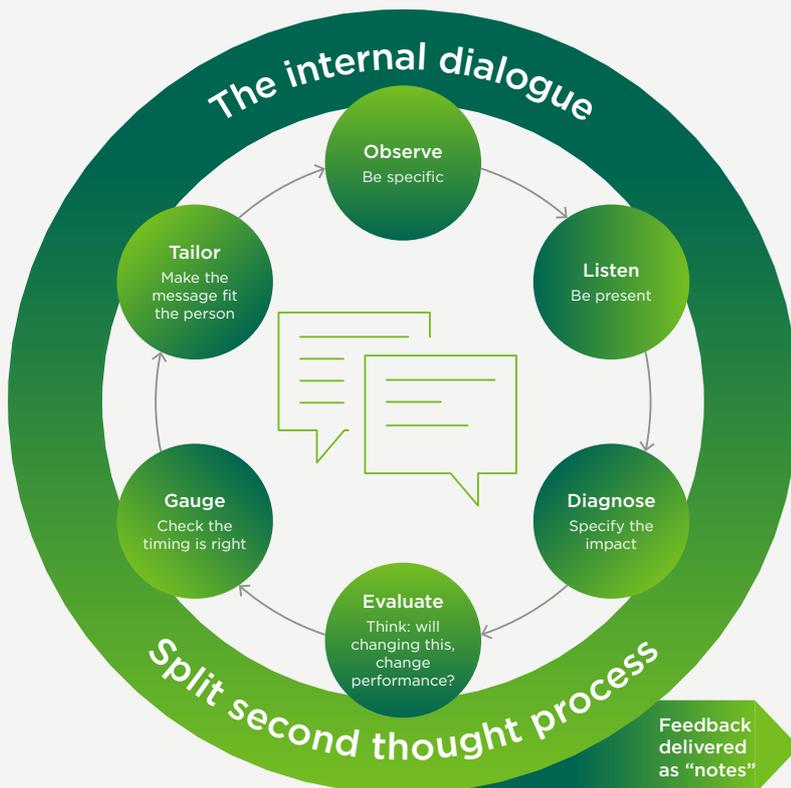
### Traits of the successful feedback giver



## How do effective feedback givers think and act?

This brings us back to purposeful practice for leaders. Like the surgeon or dancer who develops a foot-wide, mile-deep specialism, the leader needs to commit to having great development conversations as a fundamental part of their skillset.

Our research participants described a highly conscious internal dialogue they go through before delivering any feedback. The thought process they described to us looks something like this:



What is striking about this internal dialogue is that it isn't a lengthy, reflective process. The many hours our participants have spent studying and observing human behaviors enable them to negotiate this cognitive loop in a split second.

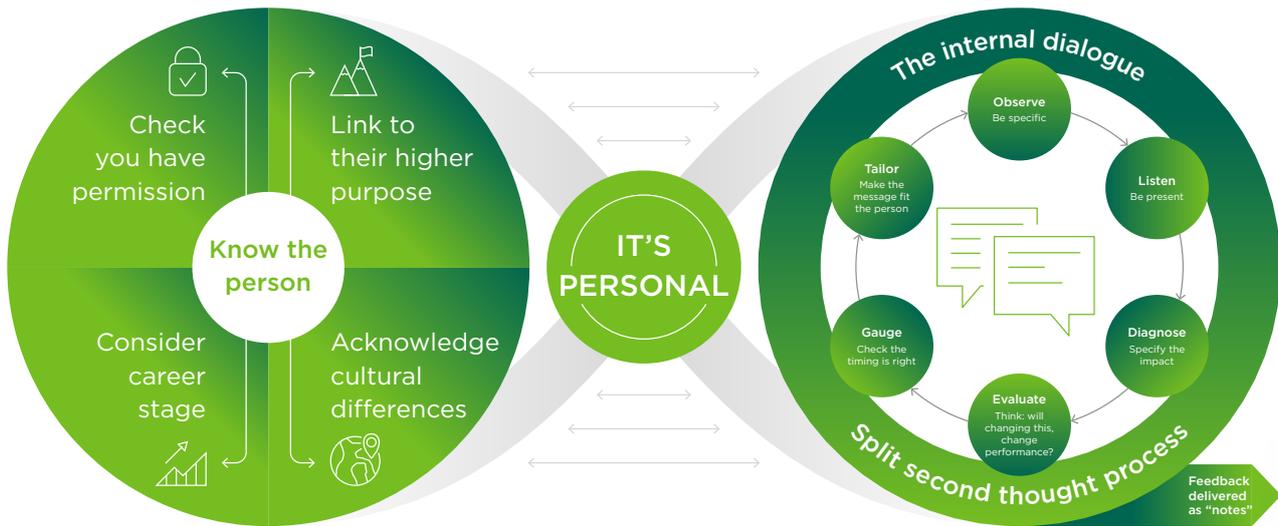
We think leaders in industry could learn to do this, as well. It takes practice and feedback. But it can be taught.



# It's personal

Knowing people matters. But knowing a person is just the start. From there, in the “mental model” of our research participants, they go on to consider four key questions when giving feedback: whether they have permission to give feedback; if there is a higher mission or purpose for the individual they

can use as an anchor for the feedback; whether there are any cultural differences that need to be taken into consideration; and, finally, how the feedback might need to be shaped according to the stage of the individual’s career.



## Honesty is always the best policy

The participants of our research have a lot to teach us about honesty, transparency, and how to have grown-up conversations.

Honesty was one of the strongest themes to come out of our research interviews, being mentioned 66 times (way ahead of words like “constructive” and “consistent”). From the point of view of our participants, honest feedback is central to the process of helping the individual reveal their personal capacity and improve their performance.

Despite there being plenty of academic research to back up this view, honest feedback is still relatively hard to come by in the commercial world. Why do we find it so difficult to be honest? One reason is because profoundly honest feedback takes a while to get used to.

Often, honest feedback can be easier to give and take in the moment, rather than waiting to make your observations at a later date.



“You have to take the person and the context into consideration. You need to be brutal sometimes and remind people this is for the good of the show.”

**Neil Mullarkey, Performer, Author and Communication Coach**

And, finally, what if someone challenges the feedback you give them? Well, the honesty-is-always-the-best-policy still applies.

## Employees must have the autonomy to act

If you really want to improve your performance, you need the space, freedom and time to act on that feedback as well.

Our interviewees scored much higher on the behavior of “Ensures accountability” than our benchmark senior leader population. This suggests they are more likely to encourage their people to take personal accountability for the feedback and to build their autonomy to act. Meanwhile, only 50 per cent of UK employees feel satisfied with the level of voice they have in decisions that affect them. So, in the commercial world, we clearly still have a long way to go.

A good place to start would be in helping people learn how to reflect on what they can control and what they can't. As Major General Kevin Copsey described so powerfully when speaking about feedback during active duty:

“As a leader you are trying to unlock performance that is in the muscle memory of the individual or team. In the moment, the feedback [you give] goes one of two ways—either you unlock their muscle memory or they potentially go into a form of fear-induced paralysis. You don't discipline someone for that. Their brain has just triggered. They have cashed in all their chips in the bank of courage. You then need to help them think through. Is this a momentary thing or more permanent? What do they have the power to change?”



# 3. Growing feedback hungry individuals

It's all well and good unleashing a pack of leaders in the business who are expert feedback givers. But to really boost performance, we need to think about feedback receivers as well.

In the corporate world, we spend a lot of our time focusing on the qualities of our leaders. Our interview cohort tended to take a different approach. Their thought and attention is focused on understanding team members, so they can help individuals unpick and identify the qualities that make them perform well.

## Self-awareness leads to self-improvement

The trait of self-awareness is a building block for many different things, from effective leadership and relationship-building to mental health and happiness. Unsurprisingly, it is also critical to driving personal performance. When compared to Korn Ferry's internal leadership benchmark, our research participants averaged in the top percentile for this trait. We believe that this high level of self-awareness stems from the regular, self-discovery style of feedback that is present from a very early stage in careers like these, often starting in school.

One thing that stood out when interviewing our research cohort was the diversity that existed in many of the industries they came from, whether it was the arts, restaurants, or security.

Businesses with a more diverse and inclusive workforce are proven to have better bottom-line results. They have higher growth and better profitability and are more innovative and faster to market. On an individual level, we also learned from our research cohort that a diverse and inclusive workforce can help provide varied styles of feedback early on in career development.



## Build resilience

We can probably all recall a time early on in our career or personal life where feedback elicited an unregulated emotional response. And our research participants are no different.

Because feedback, however constructive, is a form of adversity. And when we're growing up, we have yet to develop the resilience to cope. It is interesting to note that our research participants, who have faced the minor adversity of consistent, regular and honest feedback from very early on in their lives, score significantly higher for the behavior of "being resilient" than those in our business unit leader database. Interesting, but not that surprising. After all, we know that personal growth and development requires one's status quo to be disrupted so new personal capabilities and competencies can be developed—and personal growth is something our participants excel at.



"In a way, the feedback wasn't very different between the ages of 11 and 19. We were being prepared for a job and we were all able to receive directorial feedback. The sort of feedback I was given gave me a sense of resilience. It taught me how to pull myself out of a situation and view it almost dispassionately... [and] more constructively."

**Chris Hampson, Scottish Ballet  
Artistic Director**

Research shows that resilience can be broken down into seven measurable factors, all of which can be taught, learned and improved:

- 1 **Emotional regulation.** The ability to stay calm under pressure and to be aware of emotions and manage them. Also, using emotions to guide decision-making when appropriate.
- 2 **Impulse control.** The ability to shut out distraction and restrain immediate reactions.
- 3 **Causal analysis.** The ability to comprehensively and accurately identify the causes of a problem.
- 4 **Self-efficacy.** The ability to convey ideas and solutions in an assured manner.
- 5 **Realistic optimism.** The belief that things can change for the better is important. But contrary to popular belief, resilience lies in accurate thinking, not positive thinking.
- 6 **Empathy.** The ability to read and understand others.
- 7 **Reaching out.** The ability to seek out new opportunities, challenges, and relationships.

These themes cropped up many times in our conversations with participants. Clearly, these are people whose resilience has been built from an early age, shaped at least in part by their regular experiences of giving and especially receiving honest feedback.





# Performance management of the future

All the research has told us over and over again that it is this non-linear, open-ended part of work that motivates and delivers innovation and transformation. Our own research at Korn Ferry shows that organizations that are purpose driven and have made radical choices to build an environment that allows human potential to flourish, significantly outperform their peers. We call them radically human.

Our research participants understand this. They see the process of unlocking high performance as an exploratory one. And if they can do it, so can we.



As long as we continue to work in a hybrid environment, we will need a way for individuals and leaders to measure impact

## The future of performance management is non-linear.

It starts with the individual taking a view of their current capacity, using the framework we outlined in section two. This would lead to a conversation with their leader about organization context and overall performance purpose. Crucially, this is not a cascade of goals, but a wider discussion about what the organization is trying to achieve, akin to a director's vision for a play.

Insights from the discussion would inform the personal impact contract (PIC). Unlike most current performance management processes, this contract would be highly personalized, focusing on the impact the individual believes they could have on the organization. The PIC would be linked to the rhythm or cycle of the individual's work. If they are project-based workers, the PIC would link to the next project cycle. If the rhythm of their work is more consistent, individuals could choose their own timeline for their PIC. It could be annual, or it could be longer—or shorter. If the team is important to the individual's ability to perform, then the PIC could also contain commitments around impact on team performance. Individuals set their own targets with measures linked to impact. So instead of objectives and key results, the target becomes about the contribution the individual will make.

The PIC would also have a “sandbox” option—a way to capture the individual's self-determined, experimental work. And no templates to complete.

One point worth noting: as long as we continue to work in a hybrid environment, we will need a way for individuals and leaders to measure impact (or output if you like). For many, the absence of a regular, physical workspace means that the only true measure of how they have performed will be the impact they've had rather than their observable execution of tasks.

Once the PIC is established, the individual is free to move into their work cycle, which, again, would align with the natural rhythm of their work. “Notes” are baked into their day-to-day work, delivered by leaders who are skilled in human behavior either through regular moments at the end of meetings or interactions, or as part of daily stand-up meetings (if agile working is the norm). And if the individual's capacity shifts during the work cycle, say through the acquisition of new skills or a change in energy levels, then the PIC can be revisited at any time.

At the end of the work cycle, the individual rates themselves on the percentage achieved vs. the PIC. They can gather as much input as they like for this evaluation, from people inside and outside the organization. When they are ready, they trigger a “stand-back” meeting with their leader (or alternatively an expert in their personal subject matter). This places the individual in the driving seat, giving them autonomy and agency in the feedback process. Apply the approach across the organization's hierarchy, and you can build resilience and accountability early on in everyone's career.



## What about underperformers?

How will this individually led, non-linear process work for under-performers? Well, actually we think it will work better. Aren't those who need close attention likely to benefit from performance cycles linked to the work rhythm and regular "notes" on performance and impact? Compare this to the traditional process, where all too often leaders allow underperformance to drift until the year-end review, by which time it may be too late to correct.

We also think our new blueprint will help strengthen connections to other people processes. For example, regular impact scores could feed into an organization's promotions or talent process. The scores could also inform reward, opening up really interesting conversations about how to reward more flexibly for impact.

## How to ensure this new blueprint sticks

Our research tells us there are some key enablers of successful performance management transformation in terms of the process fundamentals, the individual, the leaders, and the organization. Get all these interdependent elements right and you will have gone a long way to driving individual and leader accountability for great feedback conversations.

Articulate a clear performance purpose, do what is needed to create an environment of psychological safety, and provide opportunities for individuals to gather feedback from the widest possible ecosystem... provide real opportunities for your people to experiment ("sandbox moments") and unlock new levels of capacity.

Aren't those who need close attention likely to benefit from performance cycles linked to the work rhythm and regular "notes" on performance and impact?

# The way forward for performance management

From	To
Annual performance cycle	Cycle linked to the rhythm of an individual's work
Cascade of overall business plan into individual objectives or OKRs	Personal impact contracts based on individual capacity and contribution to the organization's overall performance purpose
Formal feedback cadence	Feedback baked into day-to-day work
Feedback delivered as a process	Feedback delivered as notes by leaders who are masters in human behavior
Feedback primarily from the boss	Feedback from the team/SMEs facilitated by the boss
Feedback provided as part of a performance management process	A culture of feedback and dialogue as a component of the organization's DNA
Guessing about the effectiveness of feedback in the organization	Metrics that provide a current health check on feedback effectiveness from multiple stakeholders
No upward feedback to managers	Periodic, consistent upward feedback processes
Year-end review, triggered by the organization	Stand-back review at the end of the work cycle, triggered by the individual
Year-end review conducted by line leader	Stand-back review to include SMEs or other third parties as well as line leader



# Getting started



For many organizations, the prospect of jumping straight into a dramatically different, less process-heavy approach to performance management will be daunting. Luckily, you don't have to. There are options for evolving your approach in less dramatic, more exploratory ways, which may vary depending on your starting point.

The end goal is to move towards a more human approach to performance management and feedback.

We will leave the last word to one of our participants:

“You know, it's actually about regaining a human space where we listen to each other. Nobody minds the truth, if it's done in a human way with full presence and respect.”

**Patsy Rodenburg, OBE, British Voice Coach,  
Author and Theater Director**



# Methodology

We surveyed over 900 clients to identify the research topic. We then interviewed 67 participants from across the world using a structured interview guide and coded their answers to identify the competencies they displayed. Competencies were rated on a 5-pt scale. We compared these results against Korn Ferry's Business Unit Leader and Senior Executive Assessment Database ensuring that we had at least 1,000 or more data points per behavioral competency. We also undertook extensive desk research of the latest thinking in performance management.

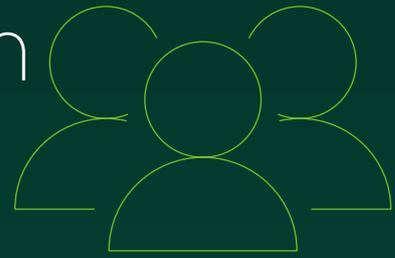
# Our participants

Interviewee name	Profession
<b>Alan Fitzpatrick</b>	Film Producer
<b>Alex Partridge OLY</b>	Wagestream Wellbeing ambassador and former British rower and Olympian
<b>Alexander Campbell</b>	Principal Dancer, Royal Ballet
<b>Alfonso Casado</b>	Musical Director and Conductor
<b>Alicia Blegen</b>	General Manager, Lilia Ristorante, New York
<b>Andrea Mackay</b>	Critical Care Nurse and Trauma Coordinator
<b>Andy Kistler</b>	Former Head of the Swiss National Show Jumping Team
<b>Andrew Vita</b>	Assistant Chief of Operations, City of Fairfax Fire Department
<b>Andy Wallace</b>	Music Producer
<b>Bruce Chapman</b>	Managing Director of Luka Holdings, The Better Food Distribution Co, The Wine Distribution Co and Co-founder and Managing Director of the Providore in Singapore
<b>Charlie Walker-Wise</b>	Director and Actor
<b>Chris Hampson</b>	Scottish Ballet Artistic Director
<b>Conor Gadd</b>	Head Chef, Trullo Restaurant
<b>Ed Shaw</b>	Lifeguard
<b>Ethan Rowe</b>	Esports Coach
<b>Furio Benussi</b>	Professional Sailor, Fast and Furio
<b>Gordon D'Arcy</b>	Former Irish Rugby Player
<b>Héctor Solís</b>	Chef and "Fiesta" Restaurant Owner
<b>Henry Paul</b>	Rugby Coach and Former International Rugby Player
<b>Isabel d'Escragnolle-Taunay</b>	Film Maker
<b>Jake Brennan</b>	WSO (Weapon Systems Officer), Australian Airforce
<b>James Robinson</b>	Artistic Director of the Opera Theater of Saint Louis
<b>James Berckemeyer</b>	Chef and "Cosme" Restaurant Owner
<b>James Sulton</b>	Support Manager for Training, Chicago ARTCC, Federal Aviation Administration
<b>Jason Cornish</b>	Air Traffic Controller
<b>Jean-Pierre Van Der Spuy</b>	Freelance Theatre Director
<b>Jessica Gethin</b>	Orchestra Conductor
<b>Joao Carlos Fragoso</b>	Audio Engineer and Sound Designer
<b>John Jeniec Jr</b>	Fire Captain, City of Fairfax Fire Department
<b>Justin Featherstone</b>	Former Major in the British Army, Freelance Leadership Development Consultant, Expedition Leader and University Lecturer
<b>Kelsey Moriarty</b>	Assistant Director, The Public Theater, New York
<b>Major General Kevin Copsey, OBE</b>	Deputy Commander, The British Army

# Our participants

<b>Laurie Bell (Dr)</b>	Retired Chair of Theatre Dept at Ohio Northern Uni and Former Chorographer
<b>Leo Cullen</b>	Rugby Coach and Former Professional Rugby Player
<b>Luke Adams</b>	Former Cabinet Advisor, UK Government
<b>Dr Mark Mugiishi</b>	Surgeon and CEO of the Hawaii Medical Services Association
<b>Mark Portlock</b>	Tour Manager (live music)
<b>Martin (Youth) Glover</b>	Music Producer
<b>Matt Noddings</b>	Production Manager
<b>Matthew Deakin</b>	Olympic Rower
<b>Brigadier General Matthew Smith</b>	The views presented are Brigadier General Smith's own, and do not necessarily represent the views of the Department of Defense or the Army.
<b>Morgan Pearse</b>	Opera Singer
<b>Natalie Abrahami</b>	Theater Director
<b>Neil Lamont</b>	Art Director - Film
<b>Neil Mullarkey</b>	Performer, Actor and Communication Coach
<b>Nick Fenwick</b>	High-Net-Worth Security Professional
<b>Patsy Rodenburg OBE</b>	British Voice Coach, Author and Theater Director
<b>Paul Warner</b>	Film and Theater Director
<b>Dr Raf De Vloo</b>	Head of Orthopedic Surgery
<b>Ralph Allwood MBE Dmus</b>	Choral Director, Teacher and Conductor
<b>Rangga Riantiarno</b>	Actor, Director and Writer at Teater Koma
<b>Rebekah Hall</b>	Orthopedic Surgery PA
<b>Robert Hall</b>	Fomer Infrantryman and Sniper in the US Army
<b>Ryan Patrick McLaughlin</b>	Theater Producer
<b>Sara Mattes</b>	Film Producer and Studio Director
<b>Sean Carroll</b>	Time Trial Cyclist
<b>Shawn Dunstan</b>	Captain, City of Fairfax Fire Department
<b>Shehryar Ahmad (Sherry)</b>	Former Band Manager for Junoon
<b>Steve Kilbey</b>	Musician and Leader of Australian Band The Church.
<b>Taylor Logan</b>	Senior Manager, The Public Theater, New York
<b>Ted Brandsen</b>	Director at Het Nationale Ballet - Dutch National Ballet
<b>Toby Wilsher</b>	Director, Trestle Theatre Company
<b>Tong Yow (TY) NG</b>	Specialist in Gynaecological Oncology
<b>Vastert van Aardenne</b>	Actor and Director
<b>Lieutenant General (ret) William C. Mayville, Jr</b>	Retired United States Army Lieutenant General

# The Korn Ferry team



## Core team

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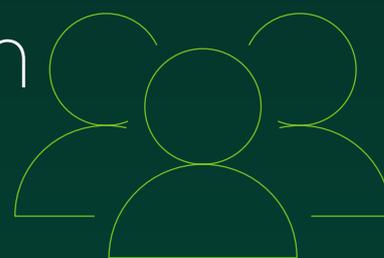
Lesley Uren	Global Lead, People Strategy and Performance
Alasdair Walls	Head of Reward & Benefits Consulting, UK & Ireland
Emily Pollard	Senior Consultant
Tom McMullen	Senior Client Partner
Hein Wendt	Director, Korn Ferry Institute
Riva Singer	Executive Assistant
Ken Kunkleman	Senior Client Partner
Madisen Clark	Associate Principal
Jennie Wright	Vice President, Global Marketing

## Research team

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Ally Van Deuren	Senior Consultant
Amanda Bragg	Senior Consultant
Beverley Whitaker	Associate Client Partner
Brett Miner	Associate Principal
Brittany Bunn	Executive Assistant
Carolyn Cho	Executive Assistant
Celine Henaux	Associate Consultant
Darcey Eldridge	Executive Assistant
Emily Voight	Principal
Enrique Lindeberg	Consultant
Gabriela Montjoy	Assistant
Helen Rutherford	Senior Solutions Analyst
James Lewis	Senior Director, Korn Ferry Institute
Maria Luisa Avellan	Senior Client Partner
Marie Crompton	Senior Consultant
Murray Priestman	Senior Client Partner
Nikki Severs	Associate Client Partner
Olivia Price	Sales Support Specialist
Patrick Whiston	Senior Client Partner
Sharmili Adhikari	Consultant
Sidney Wagner	Analyst
Snehal Bhosale	Senior Consultant
Vykinta Kligyte	Senior Principal
Youstina Mekhaiei	Consultant, Korn Ferry Institute

# The Korn Ferry team



## Wider team

Alex Jansen Birch	Maggie Patrick
Amanda Wethington	Michael Dodds
Annelis Fleurinck	Michael Franzino
Beatriz Fragoso	Michelle Seidel
Ben Frost	Mike Li
Bob Casey	Nathan Blain
Brent Herman	Neil Goble
Caoimhe Walsh	Peter Olson
Caoimhe Walsh	Peter Wertheimer
Chandi Conrad	Raj Chopra
Chris Davies	Sara Blegen
Claire Bruck	Sarah Chorus
Debra Lee	Sarah Rettke
Denise Tittle	Scott Erker
Eric Neumann	Simon Bailey
Fernando Guimaraes	Simon Fowler
Gregor Fiabane	Simon Wiggins
Harriet Hollbrook-Lui	Suzannah Conway
Henrik Martensson	Tania Mendez Tarazona
Henrik Maartensson	Tim Manasseh
Holly Addison	Tom Durie
Khoi Tu	Victoria Luby
Kjetil Bjornson	Virginia Bowden
Ludger Schwinn	

# The Korn Ferry team

We would also like to thank:

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To learn more about the research or to speak to us about transforming your performance management process, please do get in touch.

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