The Future of Performance Masterclass

Key Insights
October 2026

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Is your performance management fit for purpose?

At our **'The Future of Performance Masterclass'** we discussed the **design principles to make performance management fit for purpose as organistional value transforms.** Here are some of the **key insights that you discussed in your breakout rooms**:



Designing performance around business value by...

...starting from what creates value in your organisation, not from the individual or the process.

In practice:
Map the two or three things that most drive value in your organisation today (customer retention, speed to market, or quality of advice).

Redesign the performance conversation around one question:
What value did you help create, with whom, and what helped or held you back?



Measuring the value of performance...

...looking beyond aggregated individual metrics, and using AI to see value, not just to speed up the old process.

In practice:
Add at least one team or collective measure of value alongside individual measures: a shared customer outcome, a team goal, or peer input on contribution.

Identify and protect the moments that must stay human, such as development conversations, judgements about potential, and difficult feedback.



Build performance to deliver value by...

...identifying your strongest building block and fixing the one most holding you back.

In practice:
Choose your signature building block (systems and role design, culture, leaders, teams, individuals) - the block where you'll deliberately lead, because it fits how your organisation creates value.

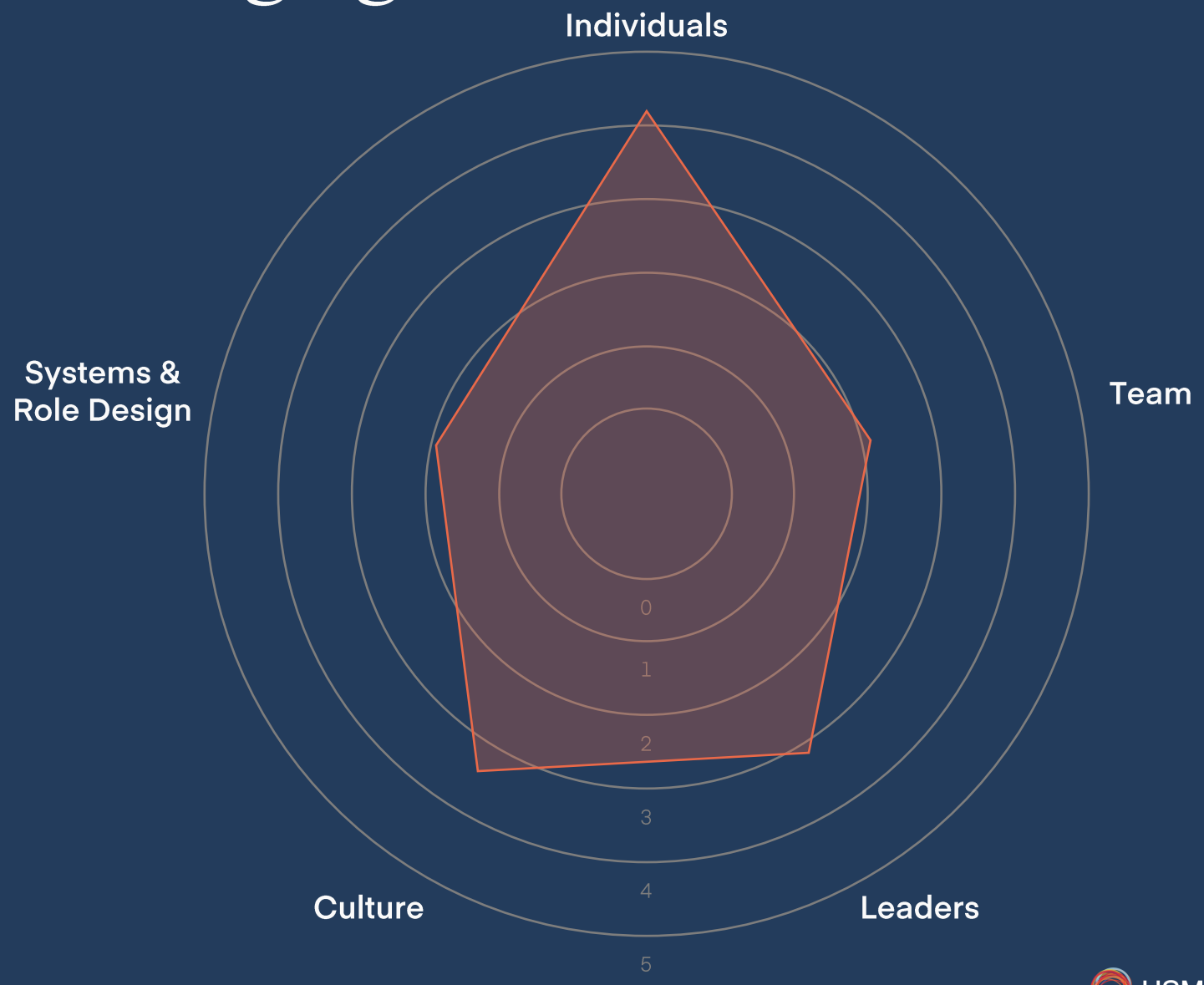
Pick one practical action for your weakest block. Map where time goes against value (systems), compare who gets promoted with what your culture says it values (culture), or add upward feedback for managers (leaders).

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How you are currently managing performance

We asked you to rate your performance management systems against each building block of performance, and the pattern was clear...

...organisations measure where performance is found, the visible outputs of individuals, but pay far less attention to where performance is formed, the conditions, structures, and dynamics that make it possible in the first place.



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