

How often should managers have performance conversations with their team?

More continuous conversations are preferred by employees and associated with higher employee engagement.

Overview

For decades, people leaders have relied on annual performance reviews to provide feedback about team member performance. However, more continuous one-on-ones are becoming more frequently adopted to provide more consistent feedback to employees. But do employees prefer this continuous feedback? And are they motivated by it?

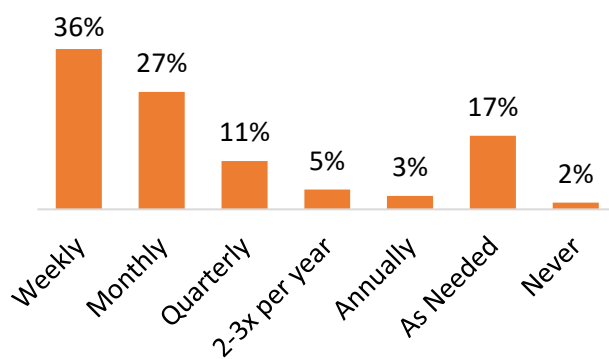
Research Findings

Our research found that more continuous conversations between managers and team members are preferred. More than one in three employees have weekly one-on-ones with their managers and they prefer it that way. We also found that more continuous conversations were associated with higher employee engagement compared with annual or sporadic feedback. Finally, we found that remote and hybrid employees prefer more frequent feedback compared with onsite employees.

Recommendations

- As organizations mature their approach to performance, they should aim to increase the frequency of one-on-ones so that managers and employees have continuous conversations about performance, development, engagement, and a multitude of topics that strengthen trust and alignment.
- Encourage managers to individualize these one-on-ones for each member of your team based on their preferences, tenure, and the need to provide effective feedback.

How often would you prefer to have performance conversations with your manager?



Employees with more frequent one-on-ones are more likely to be highly engaged

