

# How Adobe Rebuilt Its Performance Reviews

## About Adobe

Adobe is a multinational computer software company. The company historically focused on multimedia software products and is best known for its image editing program, Photoshop. Adobe's business is focused on opportunities in two key growth markets, digital media and digital marketing.

The company provides solutions that combine digital media creation with data-driven marketing, to help businesses improve communications, strengthen their brands, and achieve greater business success.

Industry:  
Computer Software

Year Founded	# of Employees	Revenue
1982	14,154	\$4.759 billion

### Company Values

- Genuine
- Exceptional
- Innovative
- Involved

## Adobe's Performance Management Problem

Adobe's internal surveys showed staff felt less inspired and motivated after the appraisal episodes, and the reviews required 80,000 hours of time from its 2,000 managers.

### The Old System

- Annual review
- Rating
- Stack ranking

### Incentive for Change

**"As a company, we were continuing to evolve from box software that takes 12 to 18 months to release to cloud-based software, real-time services, and cutting-edge digital marketing. But on the people resources side, a lot of our core processes had stayed the same. We just weren't seeing positive results from the way we had been addressing performance."**

– Donna Morris, Adobe

# Adobe's New Performance Management



Adobe's new process, launched in 2012, is driven by managers. There are no forms for employees or managers to fill out or document with HR. Managers were provided training on how to give good feedback, and the culture is built on clear expectations and giving feedback frequently. Performance conversations can happen as often as needed, and a check-in -- a structured conversation between managers and direct reports to touch base on goal progress, development or competencies -- is asked to be done.

**"It's liberating people. It has really helped to create teamwork instead of individualism, which is critical in a creative company."**  
 – Donna Morris, Adobe

## Eliminated

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- Annual review
- Ratings
- Stack ranking

## New

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- Check-ins: Manager-driven interactions, every eight weeks minimum
- Compensation: Managers decide on raises and bonuses annually
- Goals: Set at beginning of fiscal year

## Results

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Following the change, Adobe saw an increase in involuntary, non-regrettable attrition, indicating managers were not delaying having difficult conversations.

Want a performance management solution like Adobe's?  
 Contact Reflektive to get our intuitive, agile product configured to your needs.