

How Accenture Overhauled Performance Reviews

About Accenture

Accenture is a multinational management consulting services company, providing services and solutions in strategy, consulting, digital, technology and operations. Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders.

The company operates across more than 40 industries and all business functions, and in more than 120 countries.

Industry:

Professional Services, Technology Services

Year Founded	# of Employees	Revenue
1989	373,000	\$31 billion

Company Values

- Stewardship
- Best People
- Client Value Creation
- One Global Network
- Respect for the Individual
- Integrity

Accenture's Performance Management Problem

The Old System

- Performance review: Annual
- Ratings
- Stack ranking

Incentive for Change

"Instead of motivating or evaluating people, it just became piling tons of metrics and objectives on them."

– Pierre Nanterme, CEO of Accenture

Accenture's New Performance Management



In September 2015, Accenture rolled out its updated performance management system, which it said was a 90 percent new process. The annual review and stack rankings are gone completely, in favor of ongoing feedback from managers to reports. Managers also do a check-in, a structured conversation between managers and direct reports to touch base on goal progress, development or competencies, at the end of a project. Compensation will continue to be influenced by an evaluation of performance and is to be decided by the manager.

Eliminated

- Annual review
- Stack ranking

Adapted

- Compensation: Decided by manager, no peer comparison

New

- Real-time feedback: Ongoing from managers, following assignments

“We’ll eliminate the traditional closed-door ratings meeting where we talk ABOUT people. Instead, we’ll talk WITH people in frequent coaching conversations.”

– Ellyn Shook, Accenture

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