

## Performance

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## Reimagining Performance Management

**Are you ready to reimagine Performance Management? It's time to explore.**

We listened. During Generate.Action you told us that we need to 'kill performance reviews'. So we are.

Our performance management system has evolved, but some of you told us that it may be a roadblock to growth – it may not empower or inspire you, it may not be consistent between feedback, ratings and reward and it may not connect your personal goals to our broader, collective purpose. In short, performance management needs a makeover so that everyone is given the means to be their best self with Novartis. So that's what we're doing. We will:

- Move away from numeric ratings, toward quality conversations
- Nurture your development in areas that are personally meaningful and relevant to your career
- Recognize contributions in real-time and reward collaborative efforts that help us all succeed

This is a giant step in bringing us closer to the culture we want to create.

We're now running a series of experiments with groups of pioneers across the company to help us figure out how this should work. With their help we're testing concepts, learning and iterating so that together, we can find the best approach. Based on the learnings and feedback from the experiments, the goal is to have a new performance development approach approved by all stake holders for the whole of Novartis by the beginning of 2021.

We don't have all the answers yet, but your insights have already given us great ideas for an approach to performance management that's more useful, more human, and more *Novartis* than ever.

To find out more about how we are Reimagining Performance Management together, click on the links below.

- [Reimagining Performance Management: Overview](#)
- [FAQ](#)
- [Experiment locations](#)
- [Find out more about the Experiments](#)
- [Get in Touch](#)

**Want to know more? Here's some interesting reading/external perspectives**

- [After the storm](#) – How removing ratings has raised more questions
- [Six ways to fix Performance Management](#) – Step by step guidelines on how to fix performance management
- [Performance Rating Challenge](#) – To rate or not to rate performance? Some insights to consider in your decision-making