

DOW JONES NEWS

A note from Greg Giangrande

New Philosophy, New Direction Set for Performance Management

July 20, 2009

Dear colleagues:

Does anyone really look forward to performance reviews given how they're handled too often at too many companies? Tedious. Autocratic. Report card. Impenetrable institutional terms. Careers reduced to a check in a box.

Our company aspires to something more meaningful and useful. Performance appraisal should be more about performance than evaluation. The process shouldn't be about establishing grades as much as progress. That's where we are aiming: A two-way conversation about goals and how to get there.

The leadership of Dow Jones wants to establish a clear line of sight between objective and performance to advance the goals of all involved — employee, manager, department and company. Whether enhancing a productive approach to appraisal in some departments or new way of thinking in others, this is part of a broader, companywide initiative to manage talent and create a high-performance culture based on learning, development and growth. We want managers at every level and in every department to emphasize collaboration and mentoring. Soon we will be launching several new learning and development programs for all employees as well as leveraging resources available through News Corp.

This is a new philosophy and a new direction. It's a process, and we are in transition. This year, we upgraded the existing tools. Instructions and resources to assist you are available, including on-demand training and relevant performance-management material [available here](#) on the front page of DowJones.net. Those who traditionally used Success Factors will continue to do so. Those who used hard-copy forms will use those again this year. Next year, the entire organization will utilize more robust tools and technology to support performance management more effectively around the globe.

Our career goals may vary, but whatever our aspirations may be, we share a common interest in the success of Dow Jones. To realize our ambitions and to ensure the continued success of both individual and company, we need open, honest dialogue about performance, potential, career development and business objectives.

We all share responsibility for making this important initiative succeed, and I appreciate your support.

(For a preview of the new performance management philosophy in action, [click here.](#))

Best,
Greg

NEWS CATEGORIES

- [Dow Jones News](#)
- [News About Our Industry](#)