IP BEST PRACTICES

Performance and Behaviour

A best practice shared by Emanuele Mangiacotti.

Generated on 22 November 2026

Performance and Behaviour

Rethinking performance reviews by replacing subjective 'potential' with 'behaviour' — assessing not just what people achieve but how.

Key steps

Many companies have (semi-) annual reviews to evaluate and reward people based on their performance and potential, leading to a nine-cell grid.

Potential is a very subjective criterion, and innovative companies have replaced this dimension with the 'behaviour' dimension: what people achieved should be combined with how they achieved it.

Organise feedback on behaviour in a 180-, 270-, or 360-degrees set-up, and make sure to penalise people who score high on performance, and low on behaviour, to set a clear example.

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