POV: Are performance ratings still relevant in the age of continuous feedback? - HR Katha

Source: gnews-continuous-feedback | **Published:** March 09, 2026 | **PMS Relevance:** PMS CORE | **Type:** Opinion/Commentary | **Geography:** Asia-Pacific

Source URL: https://news.google.com/rss/articles/CBMiwgFBVV95cUxORnVNWWNBOU85UlR5QjlPaXhiNDl

Executive Summary

This article examines whether traditional performance ratings remain relevant as organizations adopt continuous feedback models. Three senior HR executives from Reliance Infrastructure, Omega Healthcare, and Blue Dart share their perspectives on balancing structured ratings with ongoing feedback. Jaidip Chatterjee argues that ratings alone are outdated and must be complemented by continuous feedback from multiple stakeholders using modern HRMS platforms. Nitin Barekere advocates for segmented approaches, maintaining biannual evaluations for mature talent while implementing quarterly reviews for early-career employees. Beena Jacob emphasizes that ratings and feedback serve complementary purposes—ratings enable fairness and comparability for compensation decisions, while continuous feedback drives development. All three executives conclude that the solution lies not in choosing one system over another, but in creating hybrid models that combine structured ratings with ongoing feedback practices.

Key Insights

1. Performance ratings require continuous feedback to remain relevant in agile work environments
2. Different employee segments may benefit from different performance management approaches
3. Modern HRMS platforms enable real-time feedback capture from multiple stakeholders including peers and customers

Practical Takeaways

• Organizations can implement segmented performance management systems with different evaluation frequencies for different employee groups

• Multi-stakeholder feedback through platforms can provide richer insights than manager-only evaluations

Frameworks Mentioned

360-Degree Review — Multi-stakeholder feedback mechanism that captures insights from managers, peers, cross-functional teams and customers

Bell Curves — Traditional performance distribution method that forces employees into predetermined performance categories

Critical Analysis

The article presents practitioner opinions from three organizations but lacks empirical data, research citations, or quantitative evidence to support the claims. The perspectives are valuable but represent limited organizational contexts. The discussion would benefit from addressing implementation challenges, costs, or measurement of effectiveness of hybrid approaches.

Organizational Practice

Reliance Infrastructure moves away from bell curves toward multi-stakeholder feedback; Omega Healthcare uses biannual evaluations for mature talent and quarterly reviews for early-career employees with compensation adjustments; Blue Dart integrates ratings with continuous feedback for different organizational purposes

Strategic Implications

Organizations are moving toward segmented performance management systems that tailor approaches to different employee populations, suggesting a trend away from one-size-fits-all performance models toward more personalized and context-specific evaluation methods

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Validation Status: passed
