

Twenty percent of goals were in the system

McKesson · 2026-09-14 · 2 min read

THE SHORT VERSION

- Goal entry in the HRIS sat at twenty percent, so the system held no reliable record of what anyone was working toward.
- The rebuild was end to end: what to add, what to remove, and the manager journey mapped with HRIS and Employee Experience.
- Goal entry reached ninety-seven percent and calibration errors fell by three quarters.
- Ninety-nine percent of teams said the conversation was worth having, which matters more than the ninety-eight percent who completed it.

5x

Goal entry in the HRIS, from 20 percent to 97 percent

Which is the number the whole engagement turned on. A performance system where four in five people have not recorded what they are working toward is not a performance system, it is a calendar reminder.

The situation

Performance management across the enterprise needed a redesign. Goal entry in the HRIS sat at twenty percent, which meant the system held no reliable record of what anyone was working toward. Every stakeholder group had a different view of what should change, particularly around calibration, performance labels, and how managers entered notes.

What we did

Interviewed stakeholders across HR and the business to find where the existing process actually broke, rather than where people assumed it did. Rebuilt the system end to end, deciding what to add and what to remove instead of layering more on top. Partnered with HRIS and Employee Experience to map the manager journey and take friction out of it. Introduced AI tooling that cut the time the process took to complete.

Then trained the HR Business Partner community directly, and more than four thousand people leaders on the system itself.

What changed

Goal entry went from twenty percent to ninety-seven. Calibration errors fell by three quarters. Ninety-eight percent of teams completed the conversation, and ninety-nine percent said it was worth having. The work received McKesson's HR Impact Award.

Completion tells you whether people did it. Whether they thought it was worth doing tells you whether it will still be running in three years.

Since then

The system runs inside McKesson. HR Business Partners deliver it, and the toolkits and job aids carry a new manager through their first cycle.

He proactively gathered input, determined what should be built and what should be removed, and designed the system end to end. He did not just hand over a document. He met with business leaders, trained the HR Business Partners himself, and partnered with us to work through every detail. The results speak for themselves. **Liz Musico**, VP, HR Business Partners, McKesson

Reason Talent, LLC · chris@reasontalent.com · © 2026. Published at reasontalent.com/insights/mckesson-performance-management.