

# Abolishing Performance Appraisals Why They Backfire And What To Do Instead

Getting to Resolution  
Intrinsic Motivation at Work  
Corporate Rebels  
Managing Performance  
Work Rules!  
Abolishing Performance Appraisals  
How to Manage Performance  
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The Leader's Handbook: Making Things Happen, Getting Things Done  
Catalytic Coaching  
The Performance Appraisal Tool Kit  
Test Interpretation and Diversity  
Useful Research  
From Cost to Performance Management  
Abolishing Performance Appraisals (Large Print 16pt)  
Driving Fear Out of the Workplace  
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8 Steps to High Performance  
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Reinvention Roadmap  
The Wiley Blackwell Handbook of the Psychology of Training, Development, and Performance Improvement  
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The End of the Performance Review

## Getting to Resolution

A guide to workforce motivation discusses the limitations of older practices, the importance of building a culture of purpose and self-management, and four methods by which managers can render work energizing and compelling. Reprint.

## Intrinsic Motivation at Work

## Corporate Rebels

A thoroughly tested, distinctive alternative to the appraisal process that draws on well-established principles of organizational behavior. Based around Tim Baker's '5 Conversations' approach, and with a timely focus on fostering innovation, this book is practical and easy to use - featuring case studies, interviews and useful templates.

## Managing Performance

A well-crafted performance plan has the power to dramatically impact a company's bottom line by increasing efficiency and

effectiveness in the workplace. This uniquely practical book provides a customizable appraisal template covering the essential areas of performance and conduct and reveals how you can adapt it to fit varying business strategies. Taking into account factors such as workforce composition, company growth stage, and organizational goals and challenges, The Performance Appraisal Tool Kit shows you how to:

- \* Profile ideal employee performance and behavior
- \* Design competencies that power performance, both at the individual and enterprise level
- \* Drive future change by setting your organization's strategic direction
- \* Retool the appraisal as needed to ratchet up expectations over time

Complete with model performance templates that make redesigning your current program simpler, this one-of-a-kind guide will help you create a dynamic appraisal system that's flexible and adaptable enough to accommodate market changes, revised priorities, and increasing productivity targets. This book is approved for HRCI Recertification Credit. See the SHRM store website for details.

### **Work Rules!**

The authors separate the five discrete functions of appraisal: coaching, feedback, compensation, employee development, and legal documentation and clarify the objectives of each. They examine the atrocious track record of appraisals.

### **Abolishing Performance Appraisals**

The decision of whether to go to college, or where, is hampered by poor information and inadequate understanding of the financial risk involved. Adding to the confusion, the same degree can cost dramatically different amounts for different people. A barrage of advertising offers new degrees designed to lead to specific jobs, but we see no information on whether graduates ever get those jobs. Mix in a frenzied applications process, and pressure from politicians for "relevant" programs, and there is an urgent need to separate myth from reality. Peter Cappelli, an acclaimed expert in employment trends, the workforce, and education, provides hard evidence that counters conventional wisdom and helps us make cost-effective choices. Among the issues Cappelli analyzes are: What is the real link between a college degree and a job that enables you to pay off the cost of college, especially in a market that is in constant change? Why it may be a mistake to pursue degrees that will land you the hottest jobs because what is hot today is unlikely to be so by the time you graduate. Why the most expensive colleges may actually be the cheapest because of their ability to graduate students on time. How parents and students can find out what different colleges actually deliver to students and whether it is something that employers really want. College is the biggest expense for many families, larger even than the cost of the family home, and one that can bankrupt students and their parents if it works out poorly. Peter Cappelli offers vital insight for parents and students to make decisions that both make sense financially and provide the foundation that will help students make their way in the world.

## **How to Manage Performance**

Crafting agreements with others is a fundamental life skill. Unfortunately, we were never taught how to do it. The agreements most people make are incomplete and ineffective—they usually focus on protecting against what might go wrong instead of figuring out how to make things go right. The Book of Agreement offers a new approach. Stewart Levine demonstrates the superiority of "agreements for results" versus "agreements for protection" and outlines ten principles for creating agreements that explicitly articulate desired outcomes and provide a roadmap to achieving them. He includes over thirty specific templates that can be used to create this new type of agreement for results in a variety of organizational and personal contexts.

## **Implementing Beyond Budgeting**

These quick reads, based on McGraw-Hill bestsellers, are designed to meet the needs of busy people. Titles in the series focus on each book's main themes and action ideas, reduced to a manageable page count for on-the-go readers. Goal-focused, commonsense techniques for stimulating greater productivity in the workplace and fostering true commitment.

## **Results**

Performance Management presents an end-to-end practical model of effective performance management that shows how to develop and implement performance management systems that yield bottom line results. Practical step by step guidance and examples Realities associated with implementing best practices and avoiding common pitfalls Jobs and circumstances where common practices will and will not work well Proven approaches from leading organizations Insights for everyone involved in performance management through senior leadership

## **The End of Performance Appraisal**

Break the rules and take charge of your career! The traditional job-search approaches just don't work anymore, and the days of trusting your career to your employer are long over. The new-millennium workplace requires all of us to rewrite the rules and start treating our careers like we're running a business—which means understanding the markets for our talents, knowing our value, and looking out over the horizon to plot our paths going forward. Liz Ryan is a former Fortune 500 HR SVP and the world's most widely read workplace thought leader. She understands the recruiting system as only an insider can, and she shows you how to stay focused on your goals and distinguish yourself from masses of job seekers. In Reinvention Roadmap, you'll discover new tools, such as a "Pain Letter" and your "Human-Voiced Resume" to land not just

any job, but a job that celebrates your unique talents and takes you to the level where you want to be. Whether you're entering the workplace or looking to switch careers, you can get the perfect job if you step off the beaten path and follow the approaches insiders use to gain access to the best positions. Reinvention Roadmap is the colorful, fun, irreverent, and deeply practical guide to getting the job you want and building the career of your dreams.

### **Behavioral Strategic Management**

Designed to help test interpreters learn to read test scores fairly, this book examines key psychometric ideas and judgment processes and offers guidance about the effects of language, acculturation, poverty, disability, and other factors on test scores. This volume is a resource for psychologists, government employees, educators, and lawyers who are concerned about the fair testing of diverse populations.

### **Will College Pay Off?**

Managing performance is a critical focus of HR activity. This title reveals what leading organisations are doing to manage their employees' performance and how they are delivering results. It shows you how to improve the management of your employees' performance.

### **The Book of Agreement**

Every manager is responsible for cost and performance management in one form or another. This book provides an unbiased survey and explanation of the cost and performance management approaches and methods currently available for application in business. Topics covered include cost management and performance management/measurement options including ABC/M, Total Quality Management, Supply Chain Management, and Balanced Scorecard. Contrasts with managerial accounting textbooks, which tend to be conceptual and theoretical and not easily adaptable to practical situations. Assists readers in choosing the best approach or blend of methods to address specific business problems. Supports learning through real-world applications. Provides a complete presentation of field-tested cost management and performance management/measurement options.

### **Dr. Deming**

As our world grows smaller, opportunities for conflict multiply. Ethnic, religious, political, and personal differences drive people apart—with potentially disastrous consequences—and it's the task of perceptive leaders to bring them together

again World-renowned mediation expert Mark Gerzon argues that leaders have failed to rise to this challenge. Our organisations, schools, and governments remain filled with divisive dictators and everyday managers, instead of what he calls mediators—leaders who transform conflict so that everyone can move forward together. Through absorbing examples drawn from decades of work with organisational, political, and global conflicts of all kinds, *Leading Through Conflict* provides a powerful new framework for the leader as mediator, and outlines eight specific tools these leaders use to transform seemingly intractable differences into progress on deep-seated problems. Both practical and passionate, this book makes the tools of cross-border leaders accessible to anyone who wants to help create healthier companies, communities, and countries.

### **Performance Management Systems**

Dick Grote shares his proven strategies for helping employees take personal responsibility for their behaviors and for helping managers turn problem employees into productive players.

### **Pivot, Disrupt, Transform**

The latest Wiley Blackwell Handbook of Organizational Psychology uses a psychological perspective, and a uniquely global focus, to review the latest literature and research in the interconnected fields of training, development, and performance appraisal. Maintains a truly global focus on the field with top international contributors exploring research and practice from around the world Offers researchers and professionals essential information for building a talented organization, a critical and challenging task for organizational success in the 21st century Covers a diverse range of topics, including needs analysis, job design, active learning, self-regulation, simulation approaches, 360-degree feedback, and virtual learning environments

### **The Complete Guide to Performance Appraisal**

This is the first book to seriously address the disconnection between nimble Agile teams and other groups in the enterprise, including enterprise architecture, the program management office (PMO), human resources, and even business executives. When an enterprise experiments with practice improvements, software development teams often jump on board with excitement, while other groups are left to wonder how they will fit in. We address how these groups can adapt to Agile teams. More importantly, we show how many Agile teams cause their own problems, damaging scalability and sustainability, by requiring special treatment, and by failing to bridge the gaps between themselves and other groups. We call this phenomenon “Agile illth.” Adopting a set of “best practices” is not enough. All of us, Agile teams and the corporate

groups, must change our intentions and worldviews to be more compatible with the success of the enterprise. Join us on the journey to enterprise agility. It is a crooked path, fraught with danger, confusion and complexity. It is the only way to reach the pinnacles we hope to experience in the form of better business value delivered faster for less cost.

### **The Journey to Enterprise Agility**

Performance appraisals are used in the overwhelming majority of workplaces. Yet, most organizations that use appraisal-and a similar percentage of givers and receivers of appraisal-are dissatisfied with the process. Many are beginning to deeply question whether appraisal is necessary and consistent with the work culture espoused by progressive organizations. *Abolishing Performance Appraisals* provides an insightful, well documented look at the flaws of appraisal-including its destructive, unintended effects-and offers practical guidance to organizations that want to move on to more progressive approaches to coaching, feedback, development, and compensation. While many books prescribe cures for appraisal, this is the first to focus exclusively on eliminating appraisal altogether and creating alternative, non-appraisal approaches based upon progressive and healthier assumptions about people. The authors expose and dispel the widely accepted myths and false assumptions that underlie common management strategies surrounding the five key functions of appraisal-coaching, feedback, development, compensation, and legal documentation. They then offer step-by-step practical guidance on implementing alternative non-appraisal strategies that deliver the objectives of each function. And they suggest ways to give supervisors and managers the freedom to choose for themselves the most effective ways of working with people. Filled with real-life examples, resources, tools, and detailed practical advice, *Abolishing Performance Appraisals* is an entirely fresh and radically different view of performance appraisal and its functions that will help people start over and discover new and more effective approaches.

### **Performance Management**

Performance management is the process by which organizations set goals, determine standards, assign and evaluate work, and distribute rewards. But when you operate across different countries and continents, performance management strategies cannot be one dimensional. HR managers need systems that can be applied to a range of cultural values. This important and timely text offers a truly global perspective on performance management practices. Split into two parts, it illustrates the key themes of rater motivation, rater-ratee relationships and merit pay, and outlines a model for a global appraisal process. This model is then screened through a range of countries, including Germany, Japan, USA, Turkey, China, India and Mexico. Using case studies and discussion questions, and written by local experts, this text outlines the tools needed to understand and 'measure' performance in a range of socio-economic and cultural contexts. It is essential reading for students and practitioners alike working in human resources, international business and international management.

## **The Performance Appraisal Question and Answer Book**

After two decades of hands-on experience with performance management systems in some of the world's most well recognized organizations, Markle has come to propound what he calls a universal law of modern business. People hate performance reviews. Drawing upon his studies of and experience with systems theory and illustrating his points with real-life examples, Markle explains why employees and managers both have come to regard the ubiquitous performance evaluation as industry's poorest performing, most ineffective, and least efficient personnel practice. By digging down to its roots, he helps us understand why attempts to correct the flawed system fail. He provides an innovative way to measure their ineffectiveness and inefficiency and then introduces his catalytic coaching to replace them. Markle shows how his system is superior to others in five key business outcomes: 1) positive behavioral change; 2) motivation to work hard; 3) retention of key contributors; 4) internal promotions and succession; and 5) prevention of and protection from lawsuits. Not only is catalytic coaching more effective, it is also more efficient: it requires far less time and paperwork to implement and maintain. Markle gives his readers all of the forms, instruments and detailed instructions they need to operationalize his system. Business executives, senior HR professionals, and organization development specialists will benefit particularly from his presentation, as will other managers, executives, and supervisors, all of whom must learn to take ownership of their responsibilities to their organizations and themselves.

## **The Leader's Handbook: Making Things Happen, Getting Things Done**

Joost and Pim, known as the Corporate Rebels, are on a mission to make work more fun. They quit frustrating corporate jobs to visit the world's most inspiring companies. Now, after visiting 100+ pioneering organisations and interviewing 1000+ academics, employees, and CEOs, they share eight lessons from the world's most progressive workplaces.

## **Catalytic Coaching**

Focuses on the missing ingredient in the quality movement--the human element--and is filled with many practical suggestions and insights on how to unleash the creative talent and ideas of the vast majority of people who live and work on four of their eight cylinders, primarily out of fear. --Stephen R. Covey, Ph.D., author of *The Seven Habits of Highly Effective People* This widely-praised book shows managers and executives how to eliminate fear, encourage quality performance, and increase corporate competitiveness. You'll discover: How fear prevents people from doing their best How fear operates in organizations The repercussions of speaking up How to build relationships without fear This work is a timely antidote to the insecurities of workers faced with the pervasive push toward leaner, meaner organizations. Let this practical guide show you how to create a high-trust workplace without fear.

## The Performance Appraisal Tool Kit

End every manager's nightmare: conducting performance appraisals.

## Test Interpretation and Diversity

Do you supervise people? If so, this book is for you. One of a manager's toughest—and most important—responsibilities is to evaluate an employee's performance, providing honest feedback and clarifying what they've done well and where they need to improve. In *How to Be Good at Performance Appraisals*, Dick Grote provides a concise, hands-on guide to succeeding at every step of the performance appraisal process—no matter what performance management system your organization uses. Through step-by-step instructions, examples, do-and-don't bullet lists, sample dialogues, and suggested scripts, he shows you how to handle every appraisal activity from setting goals and defining job responsibilities to evaluating performance quality and discussing the performance evaluation face-to-face. Based on decades of experience guiding managers through their biggest challenges, Grote helps answer the questions he hears most often: • How do I set goals effectively? How many goals should someone set? • How do I evaluate a person's behaviors? Which counts more, behaviors or results? • How do I determine the right performance appraisal rating? How do I explain my rating to a skeptical employee? • How do I tell someone she's not meeting my expectations? How do I deliver bad news? Grote also explains how to tackle other thorny performance management tasks, including determining compensation and terminating poor performers. In accessible and useful language, *How to Be Good at Performance Appraisals* will help you handle performance appraisals confidently and successfully, no matter the size or culture of your organization. It's the one book you need to excel at this daunting yet critical task.

## Useful Research

Features a who's who of leading management scholars Takes a stand on a major controversy in academia: should organizational research aspire to be relevant to practitioners? A sequel to the seminal book, *Doing Research That is Useful for Theory and Practice*, also edited by Ed Lawler, Susan Mohrman, and Associates For decades there has been an ongoing, at times heated, debate over how relevant to real-world organizational concerns academic organizational research should be. The contributors to this book argue that in order to keep organizational research relevant to both theory and practice, research must deviate from the orthodoxy of traditional positivistic research. The true test of whether knowledge is useful to practice is not whether it is “theoretically” impactful but whether it is theoretically impactful and results in improved organizational effectiveness. The contributing authors were selected for their demonstrated ability to conduct useful research and their distinguished academic careers. Part I of the book features active scholars who describe the choices they

make and the tactics they employ to ensure that their work advances both theory and practice. In part II, four highly respected researchers reflect on how they approached their careers so that they could have a broad impact on practice and still maintain academic rigor. Part III describes pathways to bring academic knowledge to practice—working with consultancies, executive PhD programs, OD specialists, and professional associations, as well as framing academic concepts in ways that are attention-grabbing, memorable, and credible to practitioners. Part IV looks at institutional constraints and enablers: the prospects for useful research in traditional academic settings like business schools, peer-reviewed journals, and the Academy of Management. Finally, part V sums up the themes of the book and the challenges and opportunities facing researchers who aspire to do research that advances both theory and practice. Contributors: Jean Bartunek, Michael Beer, George Benson, John Boudreau, Wayne Cascio, Thomas Cummings, Amy Edmondson, Lynda Gratton, J. Richard Hackman, Gary Latham, Phillip Mirvis, Allan M. Mohrman, David Nadler, James O’Toole, C. K. Prahalad, Denise Rousseau, Sara Rynes, Edgar Schein, Ramakrishnan V. Tenkasi, Michael Tushman, Andrew Van de Ven, Ruth Wageman, Ian Ziskin

### **From Cost to Performance Management**

When the status quo no longer works, the contrarian perspective reigns! In this innovative business how-to, leadership expert Marcia Daszko draws on her expertise to guide leaders at any level through a three-step process to radically improve their businesses: first, recognize and stop outmoded ways of thinking that fail to move the business forward (like focusing on the bottom line, conducting performance appraisals, and searching for best practices); second, start taking steps to introduce new, innovative ways of thinking and contrarian practices (such as developing leaders with the capacity to effect change, creating an interconnected team, and seeking knowledge through questions); and finally, transform your company into a more resilient, adaptive, and united organization. Recent studies have reported that 90% of start-ups will fail. In Silicon Valley alone, this means that more than 5,400 of the current 6,000 startups will flounder and disappear. But risky and cash-strapped start-ups are not the only corporate fatalities: More than 60% of the original Fortune 500 corporations no longer exist. Given these statistics, how can organizational leaders and their employees beat the odds and survive? The only solution is to question the usual business practices, re-think how to lead and inspire, challenge the accepted beliefs, and toss out the failures to accelerate business growth and profitability. Using Marcia's three-part stop, start, transform method, readers will learn to pursue significant untapped opportunities, achieve their organization's competitive edge, and pivot, disrupt, and adapt to unexpected levels of success.

### **Abolishing Performance Appraisals (Large Print 16pt)**

Our current models for ending conflict don’t really work. They waste incredible amounts of time, money, and energy and

take an enormous emotional toll on participants. The parties remain embittered, relationships are destroyed, and often the conflict just reappears later in a different form. In this second edition of his classic book, Stewart Levine offers a revolutionary alternative approach that goes beyond compromise and capitulation to provide a satisfactory resolution for everyone involved. Marriages run amuck, neighbors at odds with one another, business deals gone sour, and the pain and anger caused by corporate downsizing are just a few of the conflicts he addresses. The new edition has been thoroughly revised with new examples, new tools, new material about building trust and virtual collaboration, as well as a more global outlook. Levine rejects the adversarial legal model: "If both sides are unhappy, you probably have a good settlement." Resolution, he shows, provides relief and completeness for both sides. No one goes away unhappy. Effective resolution stops anger and resentment cold, drastically cutting the emotional cost and allowing both sides to return to productive, satisfying, functional relationships. Getting to Resolution outlines the ten principles underlying this new approach—what Levine calls “resolutionary thinking. Levine provides a detailed seven-step process for using this new mindset to resolve conflicts in a way that fosters dignity and integrity, optimizes resources, and allows all concerns to be voiced, honored, and woven into the resolution. Levine's model has a thirty-five-year track record. It has been developed, implemented, tested, and proven in business, personal, and governmental contexts. Getting to Resolution will enable readers to shift from thinking about problems, fighting, and breakdowns to thinking about collaboration, engagement, learning, creativity, and the opportunity for creating enduring value.

### **Driving Fear Out of the Workplace**

The performance review. It is one of the most insidious, most damaging, and yet most ubiquitous of corporate activities. We all hate it. And yet nobody does anything about it. Until now Straight-talking Sam Culbert, management guru and UCLA professor, minces no words as he puts managers on notice that -- with the performance review as their weapon of choice -- they have built a corporate culture based on intimidation and fear. Teaming up with Wall Street Journal Senior Editor Lawrence Rout, he shows us why performance reviews are bogus and how they undermine both creativity and productivity. And he puts a good deal of the blame squarely on human resources professionals, who perpetuate the very practice that they should be trying to eliminate. But Culbert does more than merely tear down. He also offers a substitute -- the performance preview -- that will actually accomplish the tasks that performance reviews were supposed to, but never will: holding people accountable for their actions and their results, and giving managers and their employees the kind of feedback they need for improving their skills and to give the company more of what it needs. With passion, humor, and a rare insight into what motivates all of us to do our best, Culbert offers all of us a chance to be better managers, better employees and, indeed, better people. Culbert has long said his goal is to make the world of work fit for human consumption. "Get Rid of the Performance Review!" shows us how to do just that.

## Leading Through Conflict

NEW YORK TIMES BESTSELLER WALL STREET JOURNAL BESTSELLER The Globe and Mail Top Leadership and Management Book Forbes Top Creative Leadership Book From the visionary head of Google's innovative People Operations comes a groundbreaking inquiry into the philosophy of work-and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed. "We spend more time working than doing anything else in life. It's not right that the experience of work should be so demotivating and dehumanizing." So says Laszlo Bock, former head of People Operations at the company that transformed how the world interacts with knowledge. This insight is the heart of WORK RULES!, a compelling and surprisingly playful manifesto that offers lessons including: Take away managers' power over employees Learn from your best employees-and your worst Hire only people who are smarter than you are, no matter how long it takes to find them Pay unfairly (it's more fair!) Don't trust your gut: Use data to predict and shape the future Default to open-be transparent and welcome feedback If you're comfortable with the amount of freedom you've given your employees, you haven't gone far enough. Drawing on the latest research in behavioral economics and a profound grasp of human psychology, WORK RULES! also provides teaching examples from a range of industries-including lauded companies that happen to be hideous places to work and little-known companies that achieve spectacular results by valuing and listening to their employees. Bock takes us inside one of history's most explosively successful businesses to reveal why Google is consistently rated one of the best places to work in the world, distilling 15 years of intensive worker R&D into principles that are easy to put into action, whether you're a team of one or a team of thousands. WORK RULES! shows how to strike a balance between creativity and structure, leading to success you can measure in quality of life as well as market share. Read it to build a better company from within rather than from above; read it to reawaken your joy in what you do.

## High-Output Management

The Complete Guide to Performance Appraisal supplies you with the quickest, surest, and most up-to-date methods available for making your appraisal system outstanding. Whether you want to get the maximum impact from your existing system, or you want to create and implement an ideal system from scratch, The Complete Guide to Performance Appraisal is your one-stop, how-to-do-it resource. Unlike many "systems" books, this guide is notable for its personal, forthright writing style. Author Dick Grote has worked with performance appraisal techniques for more than 25 years, and he tells you frankly which methods have been successful and which have flopped. This comprehensive book will help you set job objectives and measure the truly important aspects of an individual's performance; prepare managers for the rigors of the appraisal interview, with scripts and proven interviewing techniques; create forms and procedures that satisfy your organization's needs - and comply with legal requirements; gain support for your system throughout the organization; set up a training program for both appraisers and appraisees - a critical step for long-term success; increase employee skills

and capabilities using Dick Grote's original "Individual Management Development" procedure; explore the relationship between performance appraisal and compensation; and understand new and emerging trends such as team appraisal, [actual symbol not reproducible] feedback, and computer-generated appraisals.

### **The Performance Appraisal Tool Kit**

The ideal graduation gift for anyone about to enter the workforce, a witty, practical guide to 200 difficult professional conversations—featuring all-new advice from the creator of the popular website Ask a Manager and New York’s work-advice columnist. There’s a reason Alison Green has been called “the Dear Abby of the work world.” Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don’t know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You’ll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you’re being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate’s loud speakerphone is making you homicidal • you got drunk at the holiday party Advance praise for Ask a Manager “A must-read for anyone who works . . . [Alison Green’s] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “I am a huge fan of Alison Green’s Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide “Clear and concise in its advice and expansive in its scope, Ask a Manager is the book I wish I’d had in my desk drawer when I was starting out (or even, let’s be honest, fifteen years in).”—Sarah Knight, New York Times bestselling author of The Life-Changing Magic of Not Giving a F\*ck

### **Ask a Manager**

This book demonstrates, in detail, why annual performance appraisals might still work in hierarchical environments, but largely fail in agile ones. The annual performance appraisal is one of the world’s most widely used management tools. For many years, it was indeed seen as a pre-requisite for successful leadership and professional management. While most managers and employees have always been sceptical in this respect, those at a strategic level are now also realising it causes more harm than good, and a growing number of leading companies have similarly abolished this approach. One key reason lies in the changing working world, and the quest for greater organisational agility. Companies are moving away from rigid structuring. The arguments are presented objectively but with practical relevance, coherently illustrating the

available alternatives for achieving what annual performance appraisals largely have not.

### **How to Be Good at Performance Appraisals**

Performance appraisals are used in the overwhelming majority of workplaces. Yet, most organizations that use appraisal-and a similar percentage of givers and receivers of appraisal-are dissatisfied with the process. Many are beginning to deeply question whether appraisal is necessary and consistent with the work culture espoused by progressive organizations. *Abolishing Performance Appraisals* provides an insightful, well documented look at the flaws of appraisal-including its destructive, unintended effects-and offers practical guidance to organizations that want to move on to more progressive approaches to coaching, feedback, development, and compensation. While many books prescribe cures for appraisal, this is the first to focus exclusively on eliminating appraisal altogether and creating alternative, non-appraisal approaches based upon progressive and healthier assumptions about people. The authors expose and dispel the widely accepted myths and false assumptions that underlie common management strategies surrounding the five key functions of appraisal-coaching, feedback, development, compensation, and legal documentation. They then offer step-by-step practical guidance on implementing alternative non-appraisal strategies that deliver the objectives of each function. And they suggest ways to give supervisors and managers the freedom to choose for themselves the most effective ways of working with people. Filled with real-life examples, resources, tools, and detailed practical advice, *Abolishing Performance Appraisals* is an entirely fresh and radically different view of performance appraisal and its functions that will help people start over and discover new and more effective approaches.

### **8 Steps to High Performance**

Offers a brief profile of the American business consultant who helped develop Japan's successful postwar industry, and explains his points about quality control and management

### **Discipline Without Punishment**

Written by Bjarte Bogsnes, *Beyond Budgeting* pioneer, *Implementing Beyond Budgeting* reveals best practices from actual cases where the author headed up implementation of *Beyond Budgeting* in large global companies. Beginning with a Foreword by Robert Kaplan, cofounder of the Balanced Scorecard, this book reveals how your organization can maximize a performance climate with teams committed to a common purpose, shared rewards, and sustained value creation. This innovative book lucidly presents how every organization can release the ambition and energy of its people who were previously slaves to the budgeting process.

## **Get Rid of the Performance Review!**

The steps you need, for the results you want. There's no shortage of advice out there on how to perform better, and better than others, at work. The problem is knowing which methods are actually proven to work--and how you should act on them to get the best results. In *8 Steps to High Performance*, talent expert and bestselling author Marc Effron cuts through the noise with his signature "science-based simplicity" approach to identify what matters most and show you how to optimally apply your time and effort to boost your performance. It turns out that higher performance comes from doing many things well--but some of those things are not in your power to change. Effron reveals the eight key factors you do control and practical steps for improving yourself on each one. You'll learn: How to set goals that create higher performance Which behaviors predict higher performance in different situations How to quickly develop the most important capabilities Who to connect with and why How to understand and adapt to your company's strategy Why you sometimes shouldn't be the "genuine" you How to best manage your body to sustain your performance How to avoid management fads that distract you from high performance Research-based, practical, and filled with self-assessments, tools, and templates to support your performance goals at work, this short, powerful book will help you and anyone on your team deliver outstanding results.

## **Reinvention Roadmap**

A well-crafted performance plan has the power to dramatically impact a company's bottom line by increasing efficiency and effectiveness in the workplace. This uniquely practical book provides a customizable appraisal template covering the essential areas of performance and conduct and reveals how you can adapt it to fit varying business strategies. Taking into account factors such as workforce composition, company growth stage, and organizational goals and challenges, *The Performance Appraisal Tool Kit* shows you how to: \* Profile ideal employee performance and behavior \* Design competencies that power performance, both at the individual and enterprise level \* Drive future change by setting your organization's strategic direction \* Retool the appraisal as needed to ratchet up expectations over time Complete with model performance templates that make redesigning your current program simpler, this one-of-a-kind guide will help you create a dynamic appraisal system that's flexible and adaptable enough to accommodate market changes, revised priorities, and increasing productivity targets. This book is approved for HRCI Recertification Credit. See the SHRM store website for details.

## **The Wiley Blackwell Handbook of the Psychology of Training, Development, and Performance Improvement**

This unique text examines strategic management and its implementation in the context of what we know about how individuals and organizations actually make decisions. Through this behavioral approach, students gain a richer, more realistic understanding of how to create coherent strategies that take advantage their strengths and build their capabilities. Integrating analytical tools found in a typical strategy textbook with cognitive and psychological insights into decision making, the book focuses on core issues that will help students understand the complexities inherent in making profitable decisions. Readers will learn about the purpose of organizations; consider how political, technological, and industry environments play into firm capabilities; how these capabilities are used in competition; and how to adapt strategies over time. The authors also cover important topics like managerial cognition, learning, and corporate strategy, which receive scant attention in other texts. Chapter summaries, experiential exercises, and "Food for Thought" boxes featuring plenty of discussion questions provide practical insight into how to utilize a successful strategy and maintain a consistent, long-term direction within a firm. Succinct and well-written, Behavioral Strategic Management offers graduate students of strategy a deeper and broader understanding of the topic.

### **Abolishing Performance Appraisals**

Lead your organization into the 21st century with the help of this groundbreaking book that is already creating a stir in corporate boardrooms across America! In a book that does for managers what his mega-bestseller, *The Team Handbook*, did for teams, Peter Scholtes, who is widely acknowledged as one of the most influential Quality leaders of the decade, shows the real root of management problems. Learn how to stop blaming your workers and start changing the systems with the help of activities and exercises that enable you to immediately begin implementing breakthrough improvements in all your work processes!

### **The End of the Performance Review**

Every company has a personality. Does yours help or hinder your results? Does it make you fit for growth? Find out by taking the quiz that's helped 50,000 people better understand their organizations at OrgDNA.com and to learn more about Organizational DNA. Just as you can understand an individual's personality, so too can you understand a company's type—what makes it tick, what's good and bad about it. Results explains why some organizations bob and weave and roll with the punches to consistently deliver on commitments and produce great results, while others can't leave their corner of the ring without tripping on their own shoelaces. Gary Neilson and Bruce Pasternack help you identify which of the seven company types you work for—and how to keep what's good and fix what's wrong. You'll feel the shock of recognition ("That's me, that's my company") as you find out whether your organization is: • Passive-Aggressive ("everyone agrees, smiles, and nods, but nothing changes"): entrenched underground resistance makes getting anything done like trying to

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