

(Download) How to Be Good at Performance Appraisals: Simple, Effective, Done Right

How to Be Good at Performance Appraisals: Simple, Effective, Done Right

Dick Grote

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Dick Grote : How to Be Good at Performance Appraisals: Simple, Effective, Done Right before purchasing it in order to gauge whether or not it would be worth my time, and all praised How to Be Good at Performance Appraisals: Simple, Effective, Done Right:

8 of 8 people found the following review helpful. Excellent advice for difficult performance review conversations By John Gibbs The balanced-message technique which managers are typically instructed to use for discussing performance appraisals is categorically wrong, according to Dick Grote in this book. It is a time-proven failure and the

reason why people hate performance appraisals. It annoys and demotivates good performers while cheering and heartening poor performers. Instead, an effective performance review gives a single clear message, concentrating on strengths or on improvement needs. The book contains plenty of other helpful advice, including:

- * A performance appraisal is a formal record of a manager's opinion of the quality of an employee's work, so it should be drafted by the manager, not the employee.
- * Performance appraisal is necessary to identify gaps in talent within the organisation, best performers who need to be the subject of retention strategies, and worst performers who should be salvaged or cut loose.
- * Useful practices which are rarely used include calibration sessions to ensure consistency in appraisals, assessing how well managers do appraisals, and greater use of 360-degree feedback.
- * SMART (specific, measurable, attainable, realistic, time-bound) goals are a bad idea because they tend to aim too low.
- * If the appraisal is a positive one, it is helpful to give it to the employee an hour before the meeting, but if the appraisal is a negative one this is not a good idea as the message should be delivered verbally.

 I found the book very helpful, reasonably short, and entertaining to read. I would recommend it to anyone who has the job of conducting performance appraisals, and I would particularly recommend it to anyone who has the job of designing performance appraisals.

0 of 0 people found the following review helpful. Best reading on performance appraisals
 By Maria Kuuml;tThis book contains all important topics on performance appraisals from different perspectives, from rating scales peculiarities to how to set up the whole system. I took with me into practice the advise not to use hamburger technique with negative feedback and it works much better as so far learned pos-neg-pos. As with most business books time between writing and publishing is too long and performance management as such has taken a leap forward. However, if your organisation is using one of these old school rating-calibration-development systems, then this book is must read one.

0 of 0 people found the following review helpful. I work for a large Brewery so a lot of the corporate stuff doesn't work for me but this book still had great advice that I could
 By Joshua C RappGeneral enough to apply to any business. I work for a large Brewery so a lot of the corporate stuff doesn't work for me but this book still had great advice that I could adapt to a smaller company. I manage 10 brewers and found this book very helpful during review time

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'ts, 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 they're 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.

“This book offers managers the skills and confidence to navigate the minefield we know as performance appraisals. More importantly, it provides the wisdom and insight that will help any leader dramatically raise the performance level of their team.”
 - Donald H. Brush, Ph.D., President, The Renova Corporation
 “Those of us who are so fortunate to have worked with Dick Grote know that when he promises *How to Be Good at Performance Appraisals: Simple, Effective, Done Right*, we can expect solid advice based on real-life experience that actually works! Highly recommended to all managers!”
 - Thomas Sohns, HR Director, Novo Nordisk; Business Area Africa, Gulf India
 “Great tips and thoughts about how to do effective performance appraisals. A mandatory read for any manager who does performance appraisals.”
 - Edward Lawler, author of *Talent: Making People Your Competitive Advantage* and Professor, Marshall School of Business, University of Southern California.
 “Almost every manager on the planet struggles with the task of conducting performance appraisals. Finally, there is a practical guide based both on research and business best practices that provides enough advice and how-to steps to successfully guide any manager through the appraisal process.”
 - John Sullivan, Ph.D., Professor of Management, San Francisco State University
 “Dick Grote has been working as a change agent in the C-suite of some of the world's greatest companies for as long as I can remember. In his book *How to Be Good at Performance Appraisals*, he takes his expertise a step further. To say it plainly: this isn't a book for the C-suite; it's for anyone who manages people.”
 - Anne Ruddy, CCP, CPCU; and President, WorldatWork