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Appraisals makes a powerful

case for removing this well

intended yet ineffective

ritual organizations have

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Why They Backfire And
What To Do Instead

been requiring for decades.
Indeed, Coens and Jenkins
provide solid reason why
appraisals have to go, to be
replaced with quality
feedback mechanisms
including coaching and
support structures that

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enable employees to maximize
their own potential.

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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

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approaches to coaching,
feedback, development, and
compensation.

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Backfire and What to Do
Instead. This is the first
book to offer specific
suggestions on how to
replace performance
appraisals with a more
effective system that

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emphasizes teamwork and
empowerment.

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10 Good Reasons To Abolish
Performance Reviews 1.

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Performance reviews have long been a solution in search of a problem. They're supposed to keep companies from getting sued, but they don't, because...

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Instead offers suggestions
on how to replace
performance appraisals with
a system emphasizing

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teamwork, empowerment, and spirituality. Exploring such areas as coaching, feedback, compensation, promotion, and legal documentation, it challenges readers to think about the important questions surrounding the

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~~Book Excerpt: Abolishing
Performance Appraisals: Why
They ...~~

Assumption: People withhold effort if they feel they are not being extrinsically

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rewarded. Defect: Research shows that extrinsic rewards can actually cause more harm than good and can kill intrinsic motivation.

Focusing on creating meaning and joy at work unleashes intrinsic motivation.

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Appraisals do not motivate
us and destroy human spirit.

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Backfire and What to Do
Instead by Tom Coens and
Mary Jenkins Published by
Berrett-Koehler Publishers .
Contents Foreword by Peter
Block xiii Preface xvii
Preface to the Paperback
Edition xix Acknowledgments

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xxi Introduction: Letting Go
of a Hopeless Ritual 1

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Mary Jenkins Berrett-Koehler
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Appraisals makes a powerful case for removing this well intended yet ineffective ritual organizations have been requiring for decades. Indeed, Coens and Jenkins provide solid reason why appraisals have to go, to be

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replaced with quality
feedback mechanisms
including coaching and
support structures that
enable employees to maximize
their own potential.

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If not done properly,
performance reviews can lead
to disengagement, poor
morale, allegations of
favouritism, increased
turnover and even legal

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action. Therefore, there's
little wonder some experts
are starting to call for the
outright abolition of
performance reviews.
However, I wouldn't
necessarily go that far.

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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,

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Mary ...~~

For many people, anything
less than a top rating is

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demoralizing and discouraging, killing any interest in a conversation about improving performance. Worse yet, appraisals tied to pay raises, promotion eligibility, and even discipline, take the focus

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away from performance and
improvement---often the
conversation becomes
argumentative and defensive.

~~Why People Don't Get
Feedback at Work~~

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jackets like performance appraisals to get to that point. The thrust of the alternative is to place the responsibility with each person in the company for their own development, but be sure that they get access

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to the resources and
feedback they need to
improve.

Performance appraisals are
used in the overwhelming

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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

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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

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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

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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

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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

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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

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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

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real-life examples, resources, tools, and detailed practical advice, Abolishing Performance Appraisals is an entirely fresh and radically different view of performance appraisal and

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its functions that will help
people start over and
discover new and more
effective approaches.

The performance review. It
is one of the most
insidious, most damaging,

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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

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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

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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

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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

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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

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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

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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.

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Do you supervise people? If so, this book is for you. One of a manager's toughest—and most important—responsibilities

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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

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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-

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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

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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

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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

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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

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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

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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.

End every manager's

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nightmare: conducting
performance appraisals.

This book demonstrates, in detail, why annual performance appraisals might still work in hierarchical environments, but largely

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fail in agile Back 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 prerequisite for successful leadership and professional

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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

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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

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arguments are presented objectively but with practical relevance, coherently illustrating the available alternatives for achieving what annual performance appraisals largely have not.

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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

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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

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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

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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

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appraisal as needed to
ratchet up expectations over
time Complete with model
performance templates that
make redesigning your
current program simpler,
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that's flexible and
adaptable enough to
accommodate market changes,
revised priorities, and
increasing productivity
targets. This book is
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Performance appraisals is one of the most difficult and time-consuming tasks managers face. Perfect Phrases for Performance Reviews simplifies the job, providing a comprehensive collection of phrases that

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managers can use to describe employee performance, provide directions for improvement, and more. For example: "Sets priorities well" "Misses important deadlines" "Thorough, reliable, and accurate" All

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managers and HR professionals will value the book for its: Hundreds of ready-to-use phrases, organized by job skill and performance level Tips for documenting performance issues and conducting face-

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adapted performance review
templates covering five
performance levels With the
wide-ranging assortment of
descriptions available in
this book, managers will be
able to find the perfect

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terms to help them analyze and understand the work performance of each person they work with.

"Pay for performance" has become a buzzword for the 1990s, as U.S. organizations

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seek ways to boost employee productivity. The new emphasis on performance appraisal and merit pay calls for a thorough examination of their effectiveness. Pay for Performance is the best

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resource to date on the
issues of whether these
concepts work and how they
can be applied most
effectively in the
workplace. This important
book looks at performance
appraisal and pay practices

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in the private sector and describes whether--and how--private industry experience is relevant to federal pay reform. It focuses on the needs of the federal government, exploring how the federal

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pay system evolved; available evidence on federal employee attitudes toward their work, their pay, and their reputation with the public; and the complicating and pervasive factor of politics.

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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

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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

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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

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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

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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

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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

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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

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