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

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Abolishing Performance Appraisals provides an insightful, well documented look at the flaws

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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.

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Abolishing Performance Appraisals: Why They 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 emphasizes teamwork and empowerment.

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Abolishing Performance Appraisals: Why They Backfire and What to Do Instead offers

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suggestions on how to replace performance appraisals with a system emphasizing 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 use of appraisal.

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

Assumption: People withhold effort if they feel they are not being extrinsically 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. Appraisals do not motivate us and destroy human spirit.

~~Abolishing Performance Appraisals – OKRs and Performance ...~~

Abolishing Performance Appraisals: Why They 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 xxi Introduction: Letting Go of a Hopeless Ritual 1

~~An Excerpt From~~

Abolishing Performance Appraisals: Why They Backfire and What to Do Instead by Tom Coens and Mary Jenkins Berrett-Koehler Publishers, 2000, 300 pages. List price: \$27.95. ISBN: 1576750760.

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~~Amazon.com: Customer reviews: Abolishing Performance ...~~

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

~~Abolish Performance Reviews? Case For And Against~~

Abolishing performance appraisals [electronic resource] : why they backfire and what to do instead ... coaching, feedback, compensation, employee development, and legal documentation and clarify the objectives of each. They examine the atrocious track record of appraisals Print version record Access-restricted-item true Addeddate 2011-07-22 22 ...

~~Abolishing performance appraisals [electronic resource ...~~

Abolishing Performance Appraisals provides an insightful, well documented look at the flaws of appraisal—including its destructive, unintended effects—and offers practical guidance to

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organizations that want to move on to more progressive approaches to coaching, feedback, development, and compensation.

~~Abolishing Performance Appraisals by Tom Coens, Mary ...~~

For many people, anything less than a top rating is 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 away from performance and improvement---often the conversation becomes argumentative and defensive.

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

You have to eliminate strait 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 to the resources and feedback they need to improve.

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

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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.

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

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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.

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

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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.

End every manager"s nightmare: conducting performance appraisals.

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.

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

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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.

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

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SHRM store website for details.

Rethink, Redesign, Reboot. Most people associate performance management with the annual review, which is universally dreaded by employees, management, and HR professionals alike. It's a cookie-cutter, fear-based, top-down approach that emphasizes negatives over positives and stifles healthy career conversations. It's never been shown to motivate anyone to do anything but try to avoid it, but nobody feels like they have any alternative. Tamra Chandler has one—and it works. Actually, Chandler doesn't offer a single alternative—she offers an infinite number of them. Each organization that uses her Performance Management Reboot is able to develop its own unique version since it doesn't make a lot of sense for organizations with different cultures, in different industries and sectors, to do things exactly the same way. Grounded in the latest scientific findings about motivation, it's a transparent, employee-driven process that values collaboration over competition and rewards people for acquiring new skills and increasing their contribution instead of hitting arbitrary benchmarks. Chandler lays out the general principles and then walks you through each step in creating a performance management process that employees will actually embrace rather than avoid and that will help you meet the three objectives of great performance management: developing your people, rewarding them equitably, and driving your organization's performance. It's the first comprehensive, step-by-step guide to creating a performance management solution that's tailored to your organization's needs and goals and that places the emphasis squarely on your greatest asset: your people.

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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 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.

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