



The First-time Manager's Guide to Performance Appraisals

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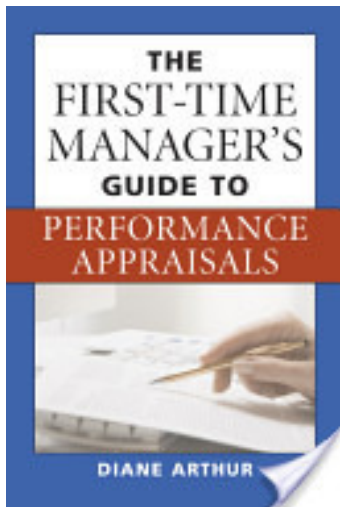
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ABSTRACT

The First-time manager's guide to performance appraisals is a novice's guide to mastering appraisals. Conducting performance appraisals can be a daunting prospect especially for new managers. The book is a chock full of helpful ideas, insightful observations and handy tips which serve as an excellent guide for a newbie manager.



KEYWORD

Performance appraisals

Counseling

Goals

Coaching

Body language

Documentation

"The First-Time Manager", this helpful guide provides straightforward, useful information that will enable anyone to take on this important task of conducting performance appraisals with confidence and skill. It's ready-to-use tools including sample dialogues, phrases, and documents, as well as plenty of useful tips, "The First-Time Manager's Guide to Performance Appraisals" shows readers how to: review an employee's past performance; prepare for the face-to-face meeting; assess how successful the employee has been at meeting goals; set new objectives; help develop career plans; evaluate performers at every level; understand the importance of coaching and counseling throughout the year; write up the appraisal and use ratings; and, follow up effectively. This book is an essential resource for managers who want to get the most from the performance appraisal process and from their people.

Using the methods as discussed by Arthur in this book, one will be able to turn an experience that both managers and employees often dread into a positive and constructive one. The author's writing style is clear, concise and focused; she gets her points across with bulleted lists, sample forms and a list of 70 tips scattered throughout the book and then summarized in an appendix. Arthur proposes healthy focus on coaching, counseling and future development to new human resource managers and supervisors who must conduct regular performance appraisals.

First time managers usually have a lot of new things to try and learn very quickly. One of the most dreaded for most new managers is the performance appraisal. This is especially true if some of those you are evaluating were your peers before your promotion. Diane Arthur through her long experience in HR provides solid advice to the newbie manager. The book is divided into six parts comprising 16 short chapters.

You get advice that the real value in a performance review is not to pass judgment on last year's work, but to use that to manage the employee to grow and become more

valuable in the coming year. She provides the 3 golden rules for performance reviews, and how you prepare for the next appraisal by coaching and counseling your employees throughout the year.

Author takes you through the preparatory process and how to get started on writing the review proactively, a month ahead of time so you have time to draft it, think about it, and rewrite it. That you have to gather documentary information from multiple sources to see things clearly and how to do it and why you should focus on objective measures rather than reacting subjectively to personal issues.

You are then guided through how to write the review, the tone you should use, and the dos and don'ts of performance review language. She gives you a seven step format for writing them up including letting the employee have enough room to respond to your evaluation.

The face-to-face meeting takes up four chapters because it is where the rubber meets the road. The key is to start right and create a supportive and comfortable atmosphere. The author takes you through what you should discuss to create a positive and constructive experience. You are also advised to speak no more than 25% of the time and to use active-listening, the other 75% of the time.

Arthur covers how to handle difficult employees. Her chapter on the typical performance appraisal pitfalls is also very insightful. The last section covers performance appraisals for employees of differing performance levels and how to manage those with different work arrangements such as telecommuters.

