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The End of the Performance Review: A New Approach to Appraising Employee Performance

T. Baker

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T. Baker : The End of the Performance Review: A New Approach to Appraising Employee Performance before purchasing it in order to gage whether or not it would be worth my time, and all praised The End of the Performance Review: A New Approach to Appraising Employee Performance:

1 of 1 people found the following review helpful. Here is a system that will produce results.By Horn PlayerI came across this book while searching for an alternative to traditional performance reviews. Our growing company of

physicians needed something to improve conversations and communication between leadership and new employees. Expectations needed better definition. We have also been searching for content and structure for a mentoring system for new group members. The mentoring project just never seemed to launch. As I read through the book making notes I suddenly recognized that The Five Conversations Format was the content and structure we needed. Dr. Baker includes forms in the book to facilitate collection of data from the "conversations." We have extended the concept to include established members and are now conducting small group conversations after first getting individual responses from members. The Climate Review worked particularly well since we kept the identities hidden of individuals who had given written comments thus allowing everyone to chime in during the group discussion. One member said "I believe in building people up rather than breaking them down. This (The Five Conversations Format) is perfect for mentoring." The project is rather time consuming and there is definitely a learning curve but I believe the process will lead to better communication, better teamwork, an incentive to develop career rather than just do a job and will allow our company to tap talent that was lying dormant, etc. I will post an update in a year.

1 of 2 people found the following review helpful. Very good in theoryBy JimmyI had the opportunity to explain the book's main ideas to a group of managers from different organizations. Although they liked the approach, they didn't consider it practical. One manager said: we have a lot of managers with more than 10 direct reports. It's impossible for our managers to devote so much time talking with each employee every month. Another said: it's not realistic to perform every meeting in 20 minutes since we have a lot to do and is difficult to have a conversation without being interrupted, and finally one manager said: I don't like this approach because it's not numerical. We need numbers to manage performance instead of meetings hellip;. I guess every organization will have to adapt the system to its own realities.

1 of 1 people found the following review helpful. This is a great step forward in thinking around the annual performance review process

By Karen RobinsonThis model provides a process for employers to create a more collaborative and innovative approach. I expect to see a more highly engaged and productive staff as a result of implementing this. It removes the barriers that are created by the typical assessment process.

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.

'Tim Baker's new book revolutionizes the way to view and conduct employee appraisals. His method is brilliant in its simplicity and highly effective in its approach. 'The End' for the traditional performance review but just the beginning for a groundbreaking new model.' - Marshall Goldsmith, global leadership thinker and million-selling author or editor of 32 books, including the New York Times bestsellers, MOJO and What Got You Here Won't get You There 'Dr Baker leads the world in offering an innovative new approach to appraising employee performance. His research and energy in the specialised field of performance management is evidenced by his international profile as a renowned speaker, management consultant and facilitator.' - Stephen Hartley, Australia's leading expert on project management and author of Project Management: Principles, Processes and Practice 'I believe this book will revolutionize the way we appraise performance in the modern workplace.' - Brent D. Peterson, Ph.D., co-author of Fake Work: Why People are Working Harder Than Ever but Accomplishing Less, and How to Fix the Problem 'Don't read this book- that is if you are happy with average performance. For HR Professionals and Managers whose careers depend on creating a culture of high performance and delivering performance outcomes , this book is an absolute must read.' - Danny Hovey, National Manager of Organizational Development, Aurizon 'A very thought provoking and alternative way to consider the age old performance management issue. The tools provided to assist in opening and continuing the dialogue between an employee and their supervisor are extremely valuable. The End of the Performance has definitely made me reconsider our processes, conversations and supervisor preparation.' - Barbara Miller, Director of People and Culture, CQUniversity, Australia 'My clients love using the 5 Conversations! I think it is a very good process and it has a huge amount of value for organisations who commit to taking it on.' - Anne Tocker, HR Manager, Watts Next "Companies need an entirely new approach to performance management. Baker offers an alternative model in a book that is practical in approach and features case studies, interviews and templates." - Frank Dillon, The Irish Times

From the AuthorI wrote this book because so many managers and employees told me that they dread the performance review and thought it is a waste of time. There must be a better way and there is. It is called the Five Conversations Framework!

About the AuthorTim Baker is an international consultant with 17 years of experience, and Managing Director of WINNERS-AT-WORK Pty Ltd, which specialises in assisting small, medium and large organisations to manage performance. He is a published author, executive coach, trainer, visiting university lecturer, and keynote speaker. He has degrees in education and psychology and was awarded a doctoral degree from the Queensland University of Technology where his thesis was recognised by the prestigious international Emerald/EFMD Outstanding Doctoral Research Awards in 2007. Dr. Baker is author of The 8 Values of Highly Productive Companies (2009) and over 100 journal articles. He serves on the QUT Council, is a Fellow of both the Australian Human

