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Performance Appraisals & Phrases FOR DUMMIES®

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- Save time while completing employee reviews
- Successfully complete each step of the appraisal process with the help of expert advice
- Take advantage of over 3,200 useful phrases organized by topic

Ken Lloyd, PhD

Organizational development consultant



Performance Appraisals & Phrases For Dummies®

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He is the author of the widely-acclaimed *Jerks at Work: How to Deal With People Problems and Problem People* (Career Press, 1999; revised edition, 2006), which has been translated into numerous languages, including Chinese, Japanese, Polish, and Korean. He also authored *151 Quick Ideas to Recognize and Reward Employees* (Career Press, 2007) and *Be the Boss Your Employees Deserve* (Career Press, 2002), and he co-authored *Ultimate Selling Power: How to Create and Enjoy a Multimillion Dollar Sales Career* (Career Press/Penguin

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Ken is a frequent television and talk-radio guest. He has appeared on ABC's *Good Morning America*, CNN, and NPR's *Morning Edition*, as well as KABC, KTLA, and the Fox Morning News "Ask the Expert" segments. He received his BA from UC Berkeley and his PhD in Organizational Behavior from UCLA. He taught for many years in the MBA Program at the UCLA Anderson School of Management, and he continues to lecture at various universities and speak before numerous organizations. Ken is a member of the American Psychological Association and the Society for Industrial and Organizational Psychology.

Ken lives in Encino, California with his wife, their three children, and their Golden Retriever.

Dedication

To Roberta, of course!

Author's Acknowledgments

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Introduction

As the time to conduct performance appraisals approaches, many managers experience one or more of the following feelings: anxiety, nervousness, nausea, aggravation, frustration, confusion, fear, stress, or dread. Frankly, based on the way that many companies put together their performance appraisal programs, these reactions aren't surprising.

The good news is that today's performance appraisals are user-friendly, easily administered, and an essential component of effective management. Performance appraisal plays a central role in developing your employees and enhancing their performance and productivity. As such, the appraisal process plays a key role in adding value to your employees — and ultimately to your department and your company at large.

And as for those negative feelings aroused by performance appraisal, the antidote is in your hands!

About This Book

I wrote this book to identify every key piece of the performance appraisal process, and to provide up-to-date information and tools to help you effectively manage them. Every chapter stands on its own, and you can jump around this book as much as you like, without missing a beat.

If you're interested in (or concerned by) a particular aspect of performance appraisals, you can flip right to it and hit the page running. For example, if you're

interested in how to conduct an appraisal session, there is a chapter just for you. And the same applies if you're interested in knowing more about the kinds of performance appraisals, how to gather the right performance data, how to avoid mistakes, how to follow up with employees, and how to do just about anything else when it comes to performance appraisals.

If you're interested in seeing the best phrases to use in the process, there are nine whole chapters of phrases — more than 3,200 phrases in all — waiting for you!

Conventions Used in This Book

I don't use many conventions in this book, but I do use a couple that you should be aware of:

Anytime I refer to a Web address, I put the address in monospace, to make it easier for you to spot.

I alternate the use of masculine and feminine pronouns for gender equality.

What You're Not to Read

Although I encourage you to read the whole book, you can still build your performance appraisal skills if you pass on anything marked with the Technical Stuff icon. (For more on icons, see the "Icons Used in This Book" section, later in this Introduction.)

This book has thousands of phrases that you can use when evaluating your employees, but you certainly don't need to read every single phrase. Think of these phrase chapters the way you would any other reference book — search for what you need when you need it and leave the rest for later.

Foolish Assumptions

As I wrote this book, I made a number of assumptions about you:

You're responsible for appraising employees. I assume that you're in a supervisory or managerial position, and that one of your responsibilities is to appraise the performance of each of your employees.

You're nervous, anxious, or annoyed with performance appraisals. And you're seeking new, user-friendly, and productive ways to carry out your responsibilities in this area.

You want to build your performance appraisal skills. Whether you're new to management or you're an experienced veteran, I assume that you aren't satisfied with your current appraisal skills and you're looking for a way to improve them.

If at least *one* of these assumptions sounds like you, then this book has some sound advice for you.

How This Book Is Organized

I've divided this book into four parts. Although the order of the parts basically follows the same sequencing that you would follow in the actual performance appraisal process, you can easily target any section and find all you need to know without having to read anything that precedes or follows it.

Part I: When It's Time to Appraise Your Employees

This part provides you with the full range of foundational information on the performance appraisal process. I cover the widespread and major roles that performance appraisal plays, as well as the vast array of performance appraisal systems, techniques, and forms, and the effectiveness of each.

Part II: Working Your Way through the Process

In this part, you find the best ways to carry out each of the performance appraisal steps. I give you hands-on information on topics that cover the full range of planning and preparation, gathering and analyzing employee performance data, completing the evaluation forms, and avoiding the most common mistakes.

This part concludes by focusing on the best ways to work with your employees in establishing performance and developmental goals, and then following up with appropriate coaching, guidance, feedback, and support.

Part III: Phrases and Expressions That Work

Part III provides the best appraisal phrases to cover the full spectrum of employee performance. There are over 3,000 such phrases, and they're specifically designed to encourage employees to continue their successful performance, while simultaneously energizing them to make appropriate improvements in areas where problems are found.

Part IV: The Part of Tens

Every *For Dummies* book ends with the Part of Tens, and this book doesn't drop the ball on that tradition. Here, I offer ten powerful words to include in any performance appraisal, and ten employee behaviors that deserve special recognition in a performance appraisal. When you're short on time, this is the part for you!

Icons Used in This Book

Throughout this book, I use three different icons to highlight different points. Here's what they mean:



I use the Remember icon to emphasize a point for you to keep in mind whenever you're conducting appraisals.



The Tip icon highlights particularly effective ways for you to carry out various performance appraisal steps.



The Technical Stuff icon flags information that focuses on, well, technical stuff — in other words, stuff that you can safely skip without missing the main point.



When you see the Warning icon, take heed: This icon marks common mistakes or problems that you can sidestep if you know where to look.

Where to Go from Here

If you're about to begin the performance appraisal process, your first stop should be the beginning of this book, namely Chapter 1. If you're ready to schedule a performance appraisal session, Chapter 6 has all the information you need to cover all the bases. To avoid making the most common mistakes in the process, it would be a real mistake to miss Chapter 7. And if you're seeking the best appraisal phrases for your employees' performance, you can easily find them right now in Chapters 9 through 17. You can use the table of contents and index to locate the information you need — including phrases to use in your written appraisals. Or just dive in anywhere that looks interesting to you!

Part I

When It's Time to Appraise Your Employees



In this part . . .

Performance appraisals play a remarkably wide range of roles. Instead of being an isolated annual event, appraisals are but one component in the overall process of performance management. Within this framework, a state-of-the-art performance appraisal system generates a vast array of positive and productive outcomes.

The chapters in this part show you how appraisals motivate your employees, build their self-insights, and set the groundwork for training and developmental programs, all the while enhancing individual and departmental performance.

You also find a snapshot of the wide range of appraisal systems, techniques, processes, and forms, along with insights into their strengths and weaknesses. Looked at in a slightly different way, these chapters conduct a performance appraisal of the various performance appraisal systems.

Chapter 1

Building Success with Performance Appraisals

In This Chapter

Facilitating the performance appraisal process from start to finish

Generating great results with state-of-the-art performance appraisals

Using performance appraisals to build your employees and their productivity

Many managers see the performance appraisal process as an administrative rite that consumes a lot of time, while producing little more than frustration, confrontation, and piles of paperwork. This reaction is totally understandable if your company is relying on a performance appraisal system that has fallen woefully out of date.

However, as I explain in this book, the performance appraisal process *can* play a remarkably powerful role in building your employees, as well as their performance and productivity — when it's done right.

Part of the problem with the appraisal process is that managers often see it as an isolated annual set of steps that are separate from all other managerial responsibilities. In actuality, today's performance appraisals are integrated into your ongoing managerial functions, year-round.