

HBR Guide to

Performance Management

Communicate frequently

Diagnose problems

Motivate employees



HBR Guide to Performance Management

1988 68 1986 1987 1987 1989 1989 07 - 07 03532



GIFT OF THE ASIA FOUNDATION NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á KHÔNG ĐƯỢC BÁN LẠI

HARVARD BUSINESS REVIEW PRESS

Boston, Massachusetts

HBR Press Quantity Sales Discounts

Harvard Business Review Press titles are available at significant quantity discounts when purchased in bulk for client gifts, sales promotions, and premiums. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact booksales@harvardbusiness.org, tel. 800-988-0886, or www.hbr.org/bulksales.

Copyright 2017 Harvard Business School Publishing Corporation

All rights reserved

Printed in the United States of America
10 9 8 7 6 5 4 3 2 1

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Cataloging-in-Publication data is forthcoming.

ISBN: 978-1-63369-278-7 eISBN: 978-1-63369-279-4

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48–1992.



Contents

Intro	duction: Performance Management for	
	a New Age of Work	1
	What changes to the process mean for you as a manager.	
SECTI	ON ONE	
Goa	al Setting	
1.	The Characteristics of Effective Goals	13
	Make them clear and specific, achievable but challenging.	
2.	Define Employee Goals—and Decide	
	How They're Measured	21
	Fit the needs of the individual and the organization.	
3.	Collaborate with Your Employee to	
	Create a Plan for Moving Forward	33
	Outline steps to accomplish objectives and adjust as necessary.	

SECTION TWO

Ongoing	Performance	Management
---------	-------------	------------

Assessing Performance Isn't a Onetime Event
 Note good and bad work, and identify root cause.

 Make a Habit of Providing Feedback
 Discuss your observations with your employee.

 Coach Your Employees to Close
 Performance Gaps
 Ask questions to help them solve problems and master new skills.

 How to Keep Your Employees Motivated
 Recognize good work, and encourage progress.

SECTION THREE

Developing Employees

Understand Your Employee's Wants
 and Needs
 Anow what your direct report aspires to.

 Expand Your Employee's Skill Sets
 Basic tactics to learn new areas of expertise.

 Craft a Development Plan
 Define a specific path for future growth.

 How to Develop Someone Who's Struggling
 Good performers aren't the only ones who need to grow.

SECTION FOUR

Formal Performance Reviews

12.	The Case Against (and for) Annual Appraisals	149
	How companies are changing the way they look at reviews.	
13.	Assess Performance, but Rethink Ratings	159
	Take an individualized approach.	
14.	How to Conduct the Review Conversation	181
	Tips and tricks for a productive discussion.	
15.	Define New Goals for a New Cycle	195
	Adjust objectives for continued growth.	
ECTI	ON FIVE	
	gh Topics	
16.	Responding to the Steady Worker	201
	What to do with your stalwarts.	
17.	Preventing Burnout on Your Team	207
	Make sure your people aren't running out of steam.	
18.	Managing the Performance of Remote	
	Employees	217
	From giving feedback to conducting annual appraisals.	
Sour	ces	229
nde		237