

MGT 200: Organizational Behavior and Theory

Performance Appraisal- How

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Overview

- Performance appraisal
 - Why
 - **How**
 - Who
 - What



Components of performance appraisal

Choosing **how** to approach the performance appraisal.

Choosing who appraises performance.

Choosing what factors to evaluate

Performance Appraisal System

Approaches to performance appraisal



Tell and Sell



Tell and Listen

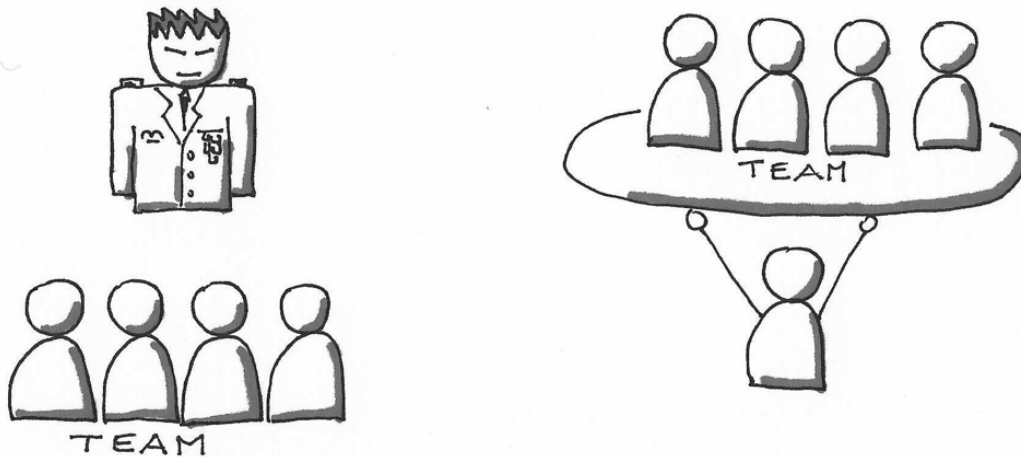


Problem solving

Administrative functions

EE development

Leader as Coach



Styles of Coaching

	Less involvement	More involvement
More Information put in	Directive	Situational
Less information put in	Laissez-Faire	Nondirective

Culture of Coaching

- Articulate the why
 - Link to organizational purpose, benefits of coaching
- Model the behavior
 - Leaders need to walk the talk
- Build capability in the org
 - What resources are needed to solidify this culture change?
- Remove the barriers
 - E.g. annual reviews, unproductive rituals



Take-aways

- How leaders approach the performance appraisal process is rooted in why
- Traditional approaches
- Trend towards coaching
- Creating a culture of coaching