

How to Use This Book

Why You Should Buy This Book

IF YOU DREAD THE annual performance appraisal process, invest in this book. You will learn a revolutionary process to track, monitor, document, and improve your subordinates' performance.

Who Should Read This Book

Managers/Supervisors. The Performance Conversations® model will give you tools to coach your employees to peak performance while still meeting the administrative requirement of many organizations to produce annual performance appraisal documents.

Human Resources Professionals. Those who are responsible for performance management systems can use this book to audit and improve their current performance systems. Most importantly, after learning the benefits of the Performance Conversations® model, you will decide to replace your current system. Tools and techniques to better train supervisors to manage and document individual performance will also be provided.

Senior Leaders. Chief executives, vice presidents, general managers, and those responsible for large enterprises will benefit from advice on developing an organizational culture that drives individual performance.

What Is in This Book

This book contains three major components:

1. An introduction to the Performance Conversations® model of performance management.
2. A critique of traditional appraisals.
3. A guide to twenty-first-century supervision and management techniques.

The topic areas included are as follows:

- how to avoid the fifteen fallacies of performance appraisals.
- why feedback is superior to appraisals.
- why *conversations*, not *evaluations*, are the key to successfully coaching performance.
- how to integrate supervision and performance management tasks.
- managing behavior, conformance, and performance.
- why and how organizational culture drives individual performance.
- introduction of the angle theory of feedback.
- how to use the Performance Conversations® model.
- pay alternatives that support twenty-first-century approaches to management.

How to Read This Book

The best way to read this book is in the order that it was written! ☺ However, busy managers who are eager for the solution should read chapters 1–3, the quick reference points at the end of each chapter, and then skip to part III. Part III (chapters 8, 9, and 10) comprises the how-to portion of the book. Part II presents the full argument as to why you should *never, ever* use traditional appraisals to manage performance.

Website and Other Resources

The website at www.performanceconversations.com is an ever growing resource on the subject of, and solutions to, more effective performance management. It contains tools, sample forms, newsletters, articles, a bibliography, and other resources for managers and supervisors.

I would be very interested in your experience with the Performance Conversations® model. There is a feedback section on the website, so please take an opportunity to share your thoughts and experiences. You can also write to share any horror stories about your past experience with performance appraisals.

I wrote this book because I am passionate about human performance. It is my hope that you are inspired to make performance management changes in your organization.