

# Performance Management : Putting Research Into Action

Editors : James w. Smither and Manual London

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Written for human resource managers, consultants and line managers, this important resource contains a wealth of information for implementing an effective performance management system. This book includes information on the fourteen features that help define a successful performance management system, seven drivers of alignment including the relationship between alignment and financial performance, five factors that affect the impact of goal setting, eleven steps to maximize the value of external coaches and CEO and board performance management process. This volume offers a compendium of the most current thinking, strategies, and best practices in management written by leading academicians, practitioners and consultants and researchers in the field. The book's seventeen chapters include an introduction of the concepts and issues, a review of theory and research, evidence-based best practices, dozens of illustrative examples as well as information on future directions, opportunities and challenges.

Any performance appraisal process puts the emphasis on annual evaluation of employee performance. Performance management shifts the focus to an ongoing process that includes setting and aligning goals, coaching and developing employees, providing informal feedback, formally evaluating performance for recognition and rewards. Despite all the talk of performance appraisals and their logical conclusion, it is also felt in the industry circles, that unless the employee's potential is assessed , how can goal setting be done and how it is assessed and how it is rewarded. Therefore the prerequisite for any performance appraisal is a

potential appraisal of the employee. Unless the individual's actual potential is assessed any goal setting and performance appraisal and subsequent reward and recognition systems are quite unjustified from the employee's perspective. In organizations, performance management is one of the cornerstones of human resource practice. No matter where you work, however big or small your organization or however simple or complex the business model, effective performance management is a key requirement whatever be the number of employees. Specifically, what are the jobs we need our employees to do, how do we measure their performance in the jobs, and how do we design and implement systems to reinforce performance standards that have been set. Organizations who set their sights on hiring the best and the brightest and building a diverse workforce must first have a crystal clear understanding of what they are hiring people to do and how they will be deemed successful or not.

The central goal of this book is to distill lessons from research that are of value to practitioners (including human resource managers, consultants and line managers who are at the heart of the performance management process). The authors have tried to provide the readers with a brief and non technical understanding of what research studies have learned about performance management and the implications of their research for practitioners. The result includes what we believe are evidence-based suggestions that guide the reader's efforts to design and implement performance management systems and process.

Particularly the articles by Peter Hashin, Jay Carson and Don Vorder Walle (“Practical Application of Goal Setting Theory to Performance Management), William Sheimann (“ Aligning Performance Management with Organizational Strategy, Values and Goals”), David Peterson (“Coaching and Performance Management: How Can Organizations Get T he Greatest Value? ”), Edward Salas, Sallie Weaver, Michael Rosen (“Managing Team Performance in Complex Setting: Research Based Best Practices”)Edward Mone (“ CEO Performance Management”)and Autumn Krauss and Lori Anderson Snyder(“Technology and Performance Management: What Role Does Technology Play in Performance Management?”) are quite interesting even for a general reader.

The volume is meant as a hard bound library edition which is slightly expensive for an individual to buy, but the publishers can think of a cheaper paperback edition which a management student can afford. Though an edited volume, it contains diverse view points on performance management and the articles are so elaborate and lucid that it can serve as a text book on the subject area.

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