

Chapter 6 Outline

Benefits of Performance Evaluations
Obstacles to Effective Performance Evaluation
Common Performance Evaluation Errors
Approaches to Performance Evaluations
 Comparative Methods
 Absolute Standards Methods
 Management by Objectives Method
Steps in the Performance Evaluation Process
 Before the Session
 During the Session
 After the Session
Coaching Overview
 Principles of Coaching
 Coaching Actions
 Set Performance Goals When Coaching
Informal Coaching
 Use Positive Reinforcement
 Re-State Expectations
Formal Coaching
 Preparing
 Conducting
 Following Up

Competencies

1. List the benefits of performance evaluations and common obstacles that interfere with their effectiveness. (pp. 173–177)
2. Identify common errors to avoid when evaluating employee performance. (pp. 177–178)
3. Describe the different approaches to performance evaluations including comparative methods, absolute standards methods, and management by objectives methods. (pp. 178–184)
4. Identify the steps supervisors should take when conducting performance evaluations. (pp. 184–190)
5. Describe coaching principles and techniques. (pp. 190–193)
6. Distinguish between informal and formal coaching. (pp. 193–198)