

BACKGROUND INFORMATION

You are a midlevel manager at the corporate office of a large financial services company. The company has recently initiated an organizational development program that involves, among other changes, establishing semiautonomous work groups, redesigning performance evaluation and compensation systems, and investing in employee education, cross-functional training, and quality improvement workshops. You have been appointed to serve on a committee responsible for developing the new performance management guidelines.

DEVELOPING YOUR INDIVIDUAL SOLUTION

Review the list of performance management activities that appear on the next page and on the *Challenge Cards*. Separate the cards from the booklet and from one another. Use the cards to sequence these 20 activities in the order they should be implemented to evaluate and improve the performance of appraisees most effectively.

Before you begin, note that the last five activities (P through T) include alternatives from which you must choose. In each case



*Performance Management Challenge*TM Participant's Booklet

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Activities

A	Determine what the evaluations will focus on (e.g., tasks, responsibilities, behaviors, competencies); develop preliminary performance standards at both the group and member level; and decide who will be evaluating whose performance.
B	Discuss observations and concerns not mentioned by the appraisee (and ask for and listen to any reactions regarding these concerns).
C	Write up the finalized performance evaluation standards and procedures; make sure that appraisees understand and accept them.
D	Jointly develop a plan for performance improvement that delineates who will do what to overcome deficiencies and promote the attainment of personal, work group, and organizational goals.



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(1)
Your
Individual
Solution

(2)
Your
Team's
Solution

(3)
The
Recommended
Solution

(4)
Difference
Between
Columns 1 and 3

(5)
Difference
Between
Columns 2 and 3

A					
B					
C					
D					



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