Armstrong on Reinventing Performance Management presents a holistic approach to performance management, drawing on Michael Armstrong's vast research and experience. Most organizations have performance management processes in one form or another, but these are often based on formal annual reviews, forced rankings and directly linked to pay decisions. These traditional approaches are often at the expense of continuous feedback and focus on looking back at what has or has not been achieved rather than looking forward. Direct links to pay decisions avert attention from people development, and managers often get lost in the bureaucracy of complex forms rather than fully engaging with their people.

The book details how to build a culture of ongoing feedback and coaching and provides case studies of how this approach to building performance has been effective in organizations such as Gap and Microsoft. Filled with practical advice, including how to improve objective-setting and identify potential, it enables organizations to remove overly bureaucratic and ineffective systems that are based on top-down judgments and ratings, and demonstrates how to get line managers' support for the process, focusing on actionable feedback and growth.

Michael Armstrong is a former chief examiner of the Chartered Institute of Personal Development (CIPD), a joint managing partner of e-reward and an independent management consultant. He has sold over 500,000 books on the subject of HRM including the bestselling *Armstrong's Handbook of Human Resource Management Practice*, *Armstrong's Handbook of Reward Management Practice* and *Armstrong's Handbook of Strategic Human Resource Management* (all published by Kogan Page).

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MICHAEL ARMSTRONG

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Building a culture of continuous improvement

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CONTENTS

Introduction 1

01 Performance management – the concept 5
Performance management defined 5
A short history of performance management 5
Features of performance management 22
Conclusions 27
References 28

02 Performance management – the reality 31
Performance management in the dock 31
How well is performance management working? Lessons from research 33
Why does performance management fail? 40
Conclusions 45
References 45

03 Effective performance management 49
Guidelines on effective practice in performance management 49
Conclusions 62
References 63

04 What's happening to performance management? 65
Examples of changes to performance management systems 66
Conclusions 73
References 73

05 Performance management – the issues 75
The issues 75
The role of HR 85
Conclusions 86
References 87

06 Improve objective setting 89
Introduction 89
The conceptual background 89
Criteria for an effective performance objective 91
Setting performance objectives 92
Objective-setting issues 98
Developing objective-setting skills 102
An alternative to objectives 102
Conclusions 103
References 103

07 Replace the annual performance review 105
Introduction: performance reviews under attack 105
The traditional approach to performance reviews 106
How are organizations responding to the challenge and the problems? 110
Reinventing the performance review 114
Conclusions 116
References 117

08 Abolish rating 119
Introduction 119
Rating 120
Forced ranking 134
Performance pay decisions without ranking 135
Identifying potential 136
Conclusions 138
References 139

09 Enhance personal development 141
Introduction 141
Continuous development 141
Coaching 143
Conclusions 146
References 147

10 Provide training 149
Introduction 149
Formal learning 149
Methods 150
Workshops 151
Less formal learning 179
Conclusions 180
Reference 180

11 Reinventing performance management 181
Introduction 181
Areas for reinvention 182
Finally... 193
References 194

Appendix A
Performance management case study: Gap Inc 195
Appendix B
Performance management case study: Microsoft 211
Index 221