



The Performance Appraisal Question and Answer Book: A Survival Guide for Managers

Dick Grote

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"Most managers hate conducting performance appraisal discussions. What's worse, few feel confident in their ability to accurately assess the performance of a subordinate. In *The Performance Appraisal Question and Answer Book*, expert Dick Grote answers over 100 of the most common -- and most difficult -- questions about this vitally important but often misunderstood and misused tool, including:

- * How should I react when an employee starts crying during the appraisal discussion . . . or gets mad at me?
- * Which is more important -- the results the person achieved or the way she went about doing the job?
- * Is there such a thing as a perfect performance appraisal form?

Many of the answers include a Hot Tip or Red Flag: a note to the reader making a particularly insightful suggestion. This book helps supervisors and HR professionals ease the pain of performance appraisal and use the process effectively."

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