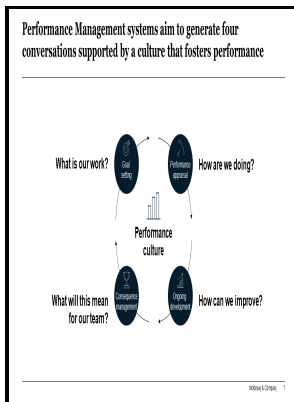


# Paradox of performance appraisals.

## - - Managing Five Paradoxes of 360



Description: -  
-paradox of performance appraisals.

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Personnel journal -- v.69, no.2 paradox of performance appraisals.  
Notes: Taken from Personnel journal, vol.69, no.2, 1990, pp. 107-111.  
This edition was published in 1990



Filesize: 18.62 MB

Tags: #The #Executive #Appraisal #Paradox

### Performance paradox

Managers should keep abreast of recent developments in compensation and reward systems so they can modify existing systems when more appropriate alternatives become available. The Measurement Paradox It seems logical that simple, objective, straightforward rating systems should generate the most useful appraisals. Accentuate the Positive — Celebrate In the first meeting, explain that you just want to focus on things that went well for the year and you will schedule another meeting to talk about their development for next year.

### 8.1 Performance Appraisal Systems

Common wisdom would suggest that people doing such jobs should be the ones supplied with the most effective feedback about their performance, simply because good, informative feedback helps them cope with the acknowledged demands of executive work. Yahoo is part of Verizon Media.

### The Executive Appraisal Paradox on JSTOR

For the past ten years, my research has focused on the theory behind, and practice of, 360-degree feedback. The downside is the time it takes for the manager to write the evaluation and discuss it with the employee. However, a phenomenon known as the performance paradox seems to suggest that performance evaluations may not be altogether futile.

### 8.1 Performance Appraisal Systems

On the other hand, she may perceive her female report to be less assertive, predisposing her to forget when the report suggested an effective strategy or was successful in a tough negotiation. The Paradox of Group Performance will be less of an issue when the right balance is achieved between evaluating the contributions of individuals and acknowledging the interdependencies and connections within groups and across boundaries.

### 11.1 Performance Evaluation Systems

Serving both these goals more effectively requires a change in strategy and direction for the journal.

## Getting 360

In fact, the simpler the measures and the fewer dimensions on which an individual is measured, the less useful the evaluation. The first are accessible surveys and reviews of contemporary knowledge about management and business issues.

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