

## Summary

The premise of this book is how traditional Performance Management involving formal annually rated reviews might in fact be having the opposite effect on performance. Chandler talks about the importance of having ongoing dialogue, empowering the employee to “own” their job and promoting a transparent culture which will help employees reach their peak potential. Coaching and feedback are key.

The book is based on eight main fundamental shifts that need to happen to take us out of our “comfort zone”, from what we have always done, into a more innovative, informal performance system. But it’s not just about improving performance; it’s also about the lasting effects of having more empowered, satisfied employees resulting in improved workplace culture, enhanced creativity and increased health and wellbeing. I have summarized the first four fundamental shifts. Please refer to the book to read about the remaining four!

*Shift #1 Open the Door: Shift from: Need to know - to: Transparency*  
The Master-Subordinate relationship destroys motivation. Share your organizational strategy, have open communication and maintain a transparent culture.

*Shift #2 Give the steering wheel to your employees: Shift from: Management driven - to: Employee powered*  
This means not telling employees how to do their job but instead sharing the direction of the organization and what you are trying to accomplish through coaching and feedback. This will result in peak performance.

*Shift #3 Change your focus: Shift from: Focus on past performance - to: Focus on future capability*  
Traditional performance reviews are about looking back rather than forward. This can be negative and cause defensiveness. Change the focus to “forward thinking” and future capability.

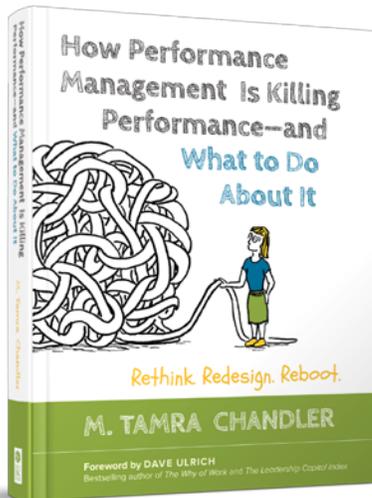
*Shift #4 Abandon Uniformity: Shift from: Once size fits all - to: Customized and nuanced*  
Ensure you promote core principles such as your mission, vision and values. Use a different performance management approach to meet the unique needs of each employee. Once size does not fit all!

## Recommendation

For more information on how to improve and/or build on your existing performance management structure I recommend you read this book. In addition to the eight fundamental shifts there is information on how to assess the current state of your performance management system, how to reboot your system, how to configure a solution to problem areas and how to effectively and successfully lead the change.

### REVIEWER

*Carrie Deon is a Human Resources Generalist for Mohawk College Enterprise (MCE), a business to business organization established by Mohawk College to provide training and consulting services to organizations across Ontario.*



## At a Glance

### TITLE

How Performance Management is Killing Performance -- and What to Do About it

### AUTHOR

M. Tamra Chandler

### FOREWORD

Dave Ulrich

### PUBLISHED

Berret-Koehler 2016

### PAGES

256

### BOOK DESCRIPTION

Performance reviews don't work - they demotivate and drag performance. Chandler presents the answer with the Performance Management Reboot process, an employee-driven solution that powers people up.