



THE SUNDAY TIMES

泰晤士报商务版

绩效评估

Performance Appraisals

- ★ 绩效基准比较
- ★ 借鉴著名企业经验
- ★ 提高盈利能力
- ★ MOTIVATE PEOPLE
- ★ CREATE PRODUCTIVE APPRAISALS
- ★ PERFORMANCE MANAGEMENT

● 鲍博·哈维德

● Bob Havard

THE SUNDAY TIMES

《星期日泰晤士报》

绩效评估

- 1. 绩效评估的定义
- 2. 绩效评估的目的
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- 6. 绩效评估的案例分析
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preface

Successful organisations are hungry for feedback. They became successful because of that hunger. Teams and individuals can display the same determination to succeed. Successful teams put considerable energy into assessing their performance and impact. Team leaders and members share information from internal and external customers and from suppliers. They celebrate success and plan for improvement. Successful individuals are often equally voracious in their appetite for feedback. They gather data both formally and informally. They do not rely on an annual appraisal to find out how they are doing. Usually they already know! For them, the organisation appraisal process is, at best, a useful supplement to the feedback mechanisms they have developed for themselves, and a useful way of taking stock and developing or adjusting plans for their future action. At worst, if the organisation review process is deficient, it may reduce their commitment to the organisation.

This book is about the performance appraisal approaches and mechanisms that help successful organisations to build on their success and to generate and meet the desire for feedback. The book also acts as a guide for organisations that are currently performing less well and want to do the things that successful organisations do. In addition, it aims to support individual managers who want to use performance appraisal to help them

前 言

成功的组织非常需要获取各种信息反馈，正是这种强烈的需要促成了他们的成功；而团队和个人也同样能够通过信息反馈获得成功。成功的团队会投入大量的精力，对绩效及其影响进行评估。团队的领导者和成员也会通过国内外的顾客和供应商了解各种情况。他们既会为取得的成功而庆祝，也会为未来的发展进行策划。成功的个人同样对反馈的信息如饥似渴^①。他们会通过正式或非正式的渠道搜集数据，从不依靠一份年度评估报告来确定自己该干些什么——因为他们对此早已了如指掌！对他们来说，组织的评估制度只是对他们自己建立的信息反馈机制的一种有益补充，是对未来发展计划进行检验、完善和调整的一种有效途径。如果组织的评估制度不尽完善，那么它能发挥的作用将会大打折扣。

本书主要讲述了绩效评估的方法和技巧，这些方法和技巧可以帮助成功的组织在以往成绩的基础上更上一层楼，并且进一步激发和满足他们对于反馈信息的需求。同时，对于那些近期运作不佳又想要获得成功的组织，本书也将起到积极的指导作用。

^① voracious a. (正式) 狼吞虎咽的；如饥似渴的

achieve their goals through the people working to them, in the absence of, or in spite of, their organisation appraisal processes. It will help those who are introducing changes to an appraisal process.

When I refer to 'organisations' I am including businesses, not-for-profit, and government organisations. 'People' within the organisation include staff, employees, associates, volunteers in charities - anyone who contributes to the work of the organisation.

The book pays most attention to ways of designing and using performance appraisal processes for individuals. I will demonstrate that to deliver results for an organisation, appraisal needs to be part of a comprehensive approach to managing organisational performance. Properly designed and implemented, performance appraisal can bring life and vitality to individual performance and create excellence. My intention is to steer readers through the issues. The aim is to provide a 'how to go about it' book to help those charged with introducing or revamping appraisal to decide what needs to be in place for appraisal to deliver benefits to the organisation. It will help to get those things into place, and help plan and action the introduction or reinvigoration of an appraisal process.

Central to this book are the notions that appraisal:

- draws on, and can bring together, other aspects of performance management-objectives, targets, etc;
- is used to take stock of an individual performance;
- covers a known review period;
- has at its core a face - to - face appraisal discussion;
- uses an informed appraiser;
- usually occurs at least once a year;
- provides an opportunity to recognise performance;
- results in an action plan for performance maintenance or improvement, eg through clarifying objectives, coaching, monitoring, training and development goals.

除此之外，本书的目的还在于帮助经理人运用绩效评估的手段来使员工们完成他们设定的目标——无论其所在的组织是否已经建立了评估制度。而对于那些力求改进评估制度的人，本书也会起到积极的作用。

当我提及“组织”一词时，我指的是商业机构，而不是盈利机构以及政府机构。组织中的“人们”包括了职员、雇员、合伙人和慈善机构的志愿者——也就是任何一个为组织工作的人。

本书侧重于讨论个人绩效评估制度的策划和实施的诸多方法。为了使评估制度发挥功效，需要将评估纳入综合性的组织绩效管理体系当中，这是我将阐述的一个重要观点。一旦策划得当，施行有方，绩效评估制度将会使个人取得出色的工作绩效。希望本书能对读者有所帮助，因为它的目的正是帮助那些负责推行或修改评估制度的人，教会他们“如何处理”推行和修改评估制度遇到的问题，使他们明确哪些是使评估能够发挥其作用所必需的措施。这本书将为他们创造有利的条件，帮助他们对评估制度的推行或修改进行策划和实践。

本书有以下中心论点，即评估：

- 运用了绩效管理的其它方面——任务，目标等，并与之保持协调一致；
- 适用于对个人工作绩效的考核；
- 是一次公开的考核；
- 其核心是面对面的评估会谈；
- 任命一位了解情况的人做评估人；
- 通常一年至少举行一次；
- 对绩效进行认可；
- 制定了一套保持或改进绩效的行动方案，如通过明确任务、进行指导、实施监督以及设立培训发展目标。

about the author

Bob Havard, MA, MPhil, FCIPD, has run his own management consultancy practice since 1988, working in the public, private and not – for – profit sectors. Havard Consulting helps clients to link the development of individuals, teams and the whole organisation. Earlier in his career, Bob worked in EMI's Personnel Department at the time the Beatles were still recording and was a Training Officer with Philips Electronics in the early 1970s. He has also worked for a youth and social work agency, lectured at two universities and was a management trainer and consultant in a management college. He has had a wide range of clients, including Pearl Assurance, Groupe Schneider, Barnados, the Ministry of Defence and a social services department.

He has helped introduce appraisal and performance management processes into client organisations and has trained well over 1,000 people in appraisal skills.

Other assignments have involved assessing organisational capability, assisting the successful merger of three companies, leadership and management development, HR strategy, profiling people-management practices, innovation management, making top team appointments and applying the EFQM Excellence Model. He is a Fellow and a registered consultant of the Chartered Institute of Personnel and Development, a licensed

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绩
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excellence and managing performance

what excellent organisations do well

This book aims to support organisations that want to use performance appraisal to help them to be acknowledged as, and remain, excellent organisations. Therefore, it is helpful to identify how excellent organisations operate.

the excellent garage

Andy runs a repair and maintenance garage. Over the last 20 years he has moved from employing one other person to employing 8, and now has custom-built premises. The garage has always specialised in Citroëns and Peugeots and has a very loyal customer base. Andy is straight dealing and always looking to offer a practical, quality service at the lowest cost locally, without taking risky shortcuts.