

SOME TRAPS MANAGERS FALL INTO DURING PERFORMANCE APPRAISALS

There are many ways for a manager to run an end-of-cycle appraisal discussion. Here are a number of more common ones:

- Scheduling an interview with little time for preparation.
- Jumping to conclusions too quickly.
- Feeling that the manager must always be right.
- Conducting a one-way dialogue with little appraisee participation.
- Setting up a closed “one-way” communication atmosphere.
- Failing to be sensitive to corporate or enterprise-wide requirements and constraints.
- Not putting themselves in the individual’s shoes.
- Reacting emotionally to information presented by the appraisee.
- Assuming that talking about the problem is the same as resolving it.
- Failing to recognize that facts can be interpreted in many ways, depending on your point of view.
- Failing to surface hidden agendas.
- “Playing God.”
- Getting too involved in teaching, arguing, persuading, and defending their authority.
- Creating an accusative atmosphere.
- Reacting to their own set of experiences, opinions, and biases, rather than to the individual as a person.

Once again, it is important to remember that this list is not intended to be exhaustive. By sharing experiences, it is possible for managers to become aware of many other pitfalls, and take action to try to avoid them.