

# Four decision issues managers faced when filling up their performance review form...

[Profession](#), [Manager](#)



3 February 2007 Introduction to Decision Making The common problems which arise in performance management typically involve the content, the process, and the different people involved in the performance review.

Recognizing that the main problem lies on the managers of the peoplewhoneedpeople. com, this paper will identify and address four decision issues managers faced when filling up their performance review forms.

Managers are influenced by their personal bias.

As individuals, managers are inclined to prefer certain employees than others. In this situation, the accuracy of the employee's performance review is directly linked with his or her likeability to the manager conducting the review. Often times, the managers solely based their review with their personal interaction with the customer instead of focusing on their responsibilities and accomplishments.

In order to minimize this problem, managers should be required to give their specific reason for the grades and evaluation. Through this, managers will be able to see that performance reviews should generally give an accurate overall performance of the employee. This will also enable them to see that their interaction with the employee is far outweighed by the way these customers deliver value for the organization.

Managers see performance reviews as annual events.

One of the most prevalent dilemmas in performance reviews are the managers perception of that this is a one-time annual reporting of how the employees fare. This hinders the management to give an accurate assessment of the employee under consideration as the manager may only

note how the worker performs for the past month of two.

In order to avoid this, managers should "invest time to give a day-to-day scorecard on individual qualitative and quantitative performance feedback impressions to employees on a day to day basis" (Heskett, 2006). Managers will be required to maintain a record of how their subordinates perform daily. This will be tallied every month in order to make it easier for employers to give a generalized assessment at the end of the year.

Managers assess the performance of employees using a common standard.

Managers don't often recognize that the functions of employees in a business organization are different from each other (Armstrong 2006). Thus, using a common standard in assessment will mislead them in their performance reviews.

In order to address this problem and aid managers in giving accurate reviews, the human resource department will provide them with enough background on the job description and responsibilities assigned to the employee. This action will enable managers to directly compare the performance with the tasks.

Managers find performance reviews tedious and time consuming.

Managers are usually apprehensive of conducting reviews because these are generally tedious and time consuming. The process of giving evaluation takes so much time from the managers and devoid them of time for their other responsibilities. This time constraint lessens the ability of the managers to give an accurate assessment of their subordinates.

In order to facilitate more efficient performance reviews, the company will design an information system which will enable managers to input their

reviews on a database. In this way, paperwork is reduced and the tedious process of overall computation of scores is minimized.

#### References

Armstrong, M. (2006). Performance Management: Key Strategies and Practical Guidelines. Kogan Page, Limited

Heskett, J. (2006). What's to be Done About Performance Reviews Harvard Business School Working Knowledge