

11.11: Introduction to Appraisal Effectiveness

What you'll learn to do: Discuss ways to improve appraisal effectiveness



Although performance management is a fundamental organizational and human need, appraisals are generally loathed by both managers and employees. A Harvard Business Review article cited a study that found 45% of managers “don’t see value in the systems they used.”^[1] In this section, we’ll discuss how to improve appraisal effectiveness, covering common errors and techniques for improving appraisal effectiveness.

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1. Cappelli, Peter and Anna Travis. "[The Performance Management Revolution](#)." Harvard Business Review. October 2016. Accessed August 20, 2019. ↵

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