

## 11.7: Introduction to the Appraisal Process

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### What you'll learn to do: Discuss the appraisal process

Given the stakes—that is, the upside potential of an engaged workforce—performance management is a critical organizational competency. As former Airbnb product lead Lenny Rachitsky phrases it, “done well, performance reviews improve performance, align expectations and accelerate your report’s career. Done poorly, they accelerate their departure.”<sup>[1]</sup> In this section, we’ll discuss how to do it well, including the steps in the appraisal process, appraisal methods and how to present the appraisal.



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1. Rachitsky, Lenny. "[The Power of Performance Reviews: Use This System to Become a Better Manager.](#)" First Round Review. Accessed August 15, 2019. ↵

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