

## **Learning Objectives by Chapter**

### Chapter 1, Understanding and Illustrating Performance Management Strategy

When you have finished the reading Chapter 1, you will:

- Identify ways performance management skills benefit you at work and at home
- Understand the three steps in the supervisory performance management strategy
- Understand the difference between day-to-day and long-term performance management strategies
- Understand how performance management activities form a system of communications
- Differentiate between people-based and information-based performance management system elements
- Understand how situational factors, such as span, affect the supervisory performance management strategy and needs of the support system
- Differentiate performance management from the performance appraisal activity
- List “discriminatory practices” a supervisor should avoid

### Chapter 2, Set and Communicate Performance Expectations

When you have completed Chapter 2, you should understand:

- How to spell out performance expectations
- How to communicate performance authority and responsibility
- How to link employee performance expectations to performance and the appraisal
- How to set objectives and goals
- How to set measurable performance standards
- How to set hard-to-measure performance standards
- How to keep the big picture in front of employees

### Chapter 3, Understanding Two Important People Skills for Solving Performance Problems

When you have finished Chapter 3, you should be able to:

- State the difference between descriptive and evaluative feedback
- Construct descriptive feedback statements
- Offer constructive criticism
- Use both direct and non-direct probing styles when analyzing performance shortcomings
- Discover the behavioral effects of direct and non-direct probing techniques

### Chapter 4, Deciding How to Handle Performance Problems

When you have finished Chapter 4, you will be able to:

- State performance problems properly

- Apply a performance problem analysis technique
- Practice analyzing situations to decide whether to train or to motivate

## Chapter 5, The Supervisor as a Trainer

When you have finished Chapter 5, you will be able to:

- Consider a developmental style when supervising others
- Understand the four stages of job development
- Understand the supervisor's role in employee development
- Differentiate between strategic and job-level training needs
- Choose training strategies that fit the employee's stage of job growth
- Determine development responsibilities
- Conduct a basic training needs analysis
- Identify formal and on-the-job training techniques
- Plan to apply basic training techniques such as an orientation plan and a job instruction training plan

## Chapter 6, Handling Won't Do Performance Problems: Motivating, Counseling, and Corrective Discipline

When you have finished Chapter 6, you will be able to:

- Understand the root of motivational problems
- Understand the seven reasons employees appear to lack motivation
- Perform a simple behavioral analysis before influencing situations
- Practice the steps of the employee counseling interview
- Identify the four factors that enhance a disciplined work environment
- Understand the steps used when taking disciplinary action with an employee
- Identify the components of a performance improvement plan.

## Chapter 7, Integrative Case Studies: Putting all the Pieces Together

Integrative Case Studies: Putting all the Pieces Together. This chapter allows practice integrating the earlier chapter material to handle common employee performance challenges. In addition, the reader is encouraged to apply the techniques to their own situation. By doing the elements of this case, the reader should internalize an analysis pattern that integrates performance management concepts, skills, and techniques.

## Chapter 8, Performance Appraisals that Support the Day-to-Day Strategy

When you have finished Chapter 8, you will be able to:

- Explain how performance appraisal contributes to managing performance
- State why good documentation is a prerequisite for accurate ratings

- State the three major objectives for performance appraisal discussion
- Practice the steps for conducting a performance appraisal discussion
- Develop a list of Do's and Don'ts when conducting a performance appraisal discussion.

Appendix, *Supervisory Management: A Brief Review of the Bigger Picture*

When you have finished the Appendix, you should be able:

- To define management
- To state the two concerns of management
- To state the five functions of management
- To relate management activities to management functions and processes