Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service, Compiled & edited by VCC Library

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BOOKSHELF SPOTLIGHT

CAPPELLI, P., & TAVIS, A. (2016). The Performance Management Revolution. *Harvard Business Review*, *94*(10), 58-67.
Please search Business Source Complete for this article.

Hated by bosses and subordinates alike, traditional performance appraisals have been abandoned by more than a third of U.S. companies. The annual review's biggest limitation, the authors argue, is its emphasis on holding employees accountable for what they did last year, at the expense of improving performance now and in the future. That's why many organizations are moving to more-frequent, development-focused conversations between managers and employees. The authors explain how performance management has evolved over the decades and why current thinking has shifted: (1) Today's tight labor market creates pressure to keep employees happy and groom them for advancement. (2) The rapidly changing business environment requires agility, which argues for regular check-ins with employees. (3) Prioritizing improvement over accountability promotes teamwork. Some companies worry that going numberless may make it harder to align individual and organizational goals, award merit raises, identify poor performers, and counter claims of discrimination—though traditional appraisals haven't solved those problems, either. Other firms are trying hybrid approaches—for example, giving employees performance ratings on multiple dimensions, coupled with regular development feedback. [ABSTRACT FROM AUTHOR]

Chakravorty, S. S. (2017). Mindfulness boosts process performance. *Industrial Engineer: IE*, *49*(9), 28-33.

The article discusses the concept of 'mindfulness' and how it an help in improving the performance of professionals ranging from sports to health care.

Derven, M. (2017). What About Teams?. *TD: Talent Development*, *71*(11), 40-45.

The article offers information on role played by performance management in addressing workplace requirements. It mentions that Effective performance management for teams can have a powerful impact to unleash the full potential and engagement of the workforce. It states benefits of implementation of two-way communication between managers and employees, versus the traditional top-down approach.

Burrell, L. (2018). Co-Creating the Employee Experience. *Harvard Business Review*, *96*(2), 54-58.
Please search Business Source Complete for this article.

Companies adopting agile talent practices are giving a lot of thought to how employees experience the workplace—in some cases, treating them like customers. In this interview Diane Gherson, IBM's chief human resources officer, discusses how that's playing out as the iconic tech firm revamps its business model. [ABSTRACT FROM AUTHOR]

Biech, E. (2016). THE 90% SOLUTION. *TD: Talent Development*, *70*(12), 58-63.

The article focuses on the 70-20-10 model based on the Center for Creative Leadership (CCL) for learning and development. Topics discussed include the use of the talent development strategy to improve workplace performance, several learning activities from the model such as feedback and role managers in employees engagement. It also provides statistics related to talent development.