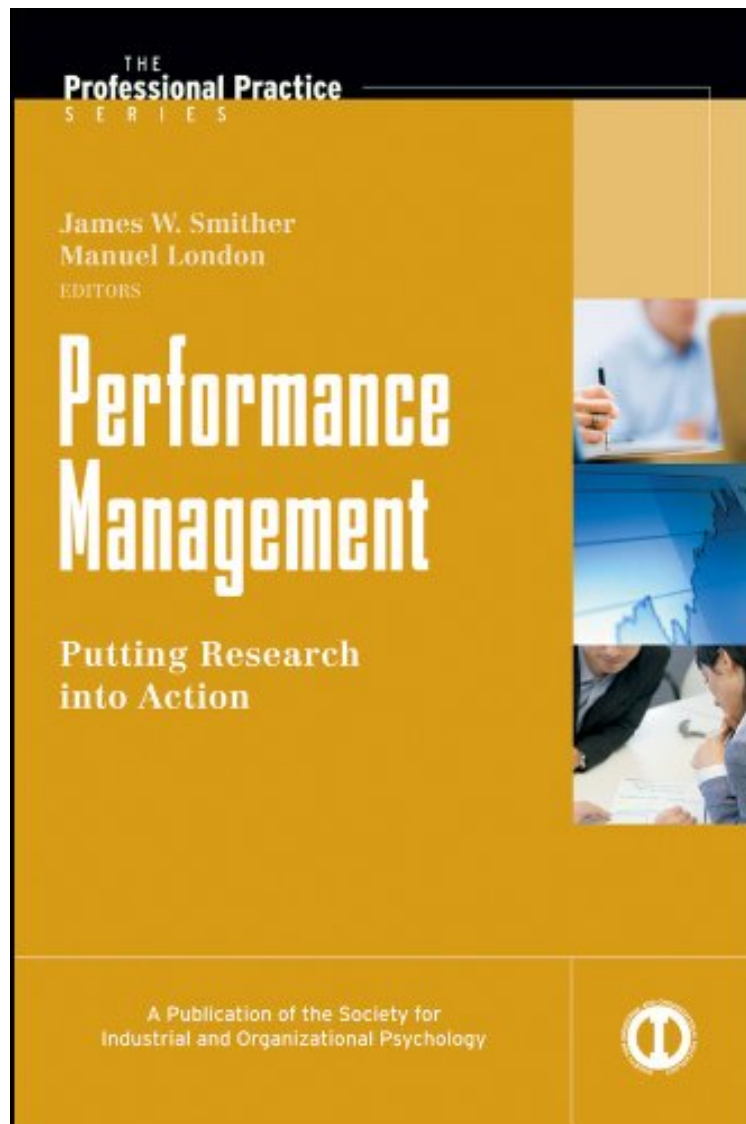


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There has been a shift in HR from performance appraisal to performance management. A new volume in the SIOP Professional Practice Series, this book contains a broad range of performance management topics, offers recommendations grounded in research, and many examples from a variety of organizations. In addition to offering state-of-the-art descriptions of performance management needs and solutions, this book provides empirical bases for recommendations, demonstrates how performance management tracks and helps promote organizational change, and exams critical issues. This book makes an ideal resource for I/O psychologists, HR professionals, and consultants. "In this comprehensive and timely volume, Smither and London assemble an exceptional collection of chapters on topics spanning the entire performance management process. Written by leading researchers and practitioners in the field, these chapters draw on years of research and offer a blueprint for implementing effective performance management systems in organizations. This volume is a 'must-read' for all those interested in performance management." —John W. Fleenor, Ph.D., research director, Center for Creative Leadership

From the Inside Flap Performance Management: Putting Research into Action The typical performance appraisal process puts the emphasis on an annual evaluation of employee performance. Performance management shifts the focus to an ongoing process that includes setting and aligning goals, coaching and developing employees, providing informal feedback, formally evaluating performance, and linking performance to recognition and rewards. Performance Management—a volume in the SIOP Professional Practice Series—offers a compendium of the most current thinking, strategies, and best practices in performance management written by leading academics, practitioners, consultants, and researchers in the field. The book's seventeen chapters include an introduction of the concepts and issues, a review of theory and research, evidence-based best practices, dozens of illustrative examples as well as information on future directions, opportunities, and challenges. Written for human resource managers, consultants, and line managers, this important resource contains a wealth of information for implementing an effective performance management system. The book includes information on the: 14 features that help define a successful performance management system 7 drivers of alignment including the relationship between alignment and financial performance 5 factors that affect the impact of goal setting 11 steps to maximize the value of external coaches CEO and board performance management process 8 dimensions of national culture that shape performance management processes Role of technology in developing and using a performance management system 6 assessment points that can be embedded in a comprehensive performance management system And much more The contributors offer HR professionals a comprehensive jargon-free understanding of the most recent research, proven practices, and lessons learned on performance management. From the Back Cover A new volume in the SIOP Professional Practice Series, Performance Management provides a comprehensive resource of the most current thinking, strategies, and best practices in performance management. Praise for Performance Management "In this comprehensive and timely volume, Smither and London assemble an exceptional collection of chapters on topics spanning the entire performance management process. Written by leading researchers and practitioners in the field, these chapters draw on years of research and offer a blueprint for implementing effective performance management systems in organizations. This volume is a 'must-read' for all those interested in performance management." —John W. Fleenor, Ph.D., research director, Center for Creative Leadership "The quintessential tool for the scientist-practitioner working on improving the performance management system in their organization." —Sandy Lionetti, Ph.D., director, Talent Management, Leadership and Organizational Development, GlaxoSmithKline Consumer Healthcare "Finally, a book that brings together the latest research findings on a very important process that needs to be executed with the greatest effectiveness and efficiency. The information is presented in a way that an HR practitioner, like myself, can readily apply." —Gale H. Varma, executive vice president, Human Resources, Charming Shoppes, Inc. About the Author The Editors James W. Smither, Ph.D., is a consultant and scholar, with years of corporate HR experience. He is a professor in the Management Department at LaSalle University. A prolific writer, he is also the editor of the popular Performance Appraisal: State-of-the-Art in Practice (from Jossey-Bass). Manuel London, Ph.D., is associate dean and director of the Center for Human Resource Management at the College of Business at the State University of New York at Stony Brook. He also has 12 years of corporate HR experience. He is the co-author with Marilyn London of First Time Leaders of Small Groups: How to Create High-Performing Committees, Task Forces, Clubs, and Boards from Jossey-Bass. The Society for Industrial and Organizational Psychology (SIOP) is a 3,000-member Division within APA. The Professional Practice Series provides practitioners and students with guidance, insights, and advice on how to apply the concepts, findings, methods, and tools from I/O psychology to solve human-related organizational problems.