



Abolishing Performance Appraisals: Why They Backfire and What to Do Instead

By Tom Coens, Mary Jenkins

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This is the first book to offer specific suggestions on how to replace performance appraisals with a more effective system that emphasizes teamwork and empowerment. Feedback, compensation, coaching, promotion, and legal documentation are all covered, as well as a variety of new alternatives that produce better results for both managers and employees.

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Editorial Review

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Regardless of from which side of the desk one has experienced the rite known as the performance appraisal, there are many who will welcome the authors' provocative proposal. Coens is an attorney and organizational trainer; Jenkins is a former human resources director at a division of General Motors. They acknowledge the countless books about performance appraisals and note that most suggest ways to make appraisal systems work better. Coens and Jenkins argue instead that appraisals do not accomplish what they are supposed to and that, in fact, they are counterproductive. They offer compelling evidence to demonstrate that appraisals backfire as they examine the five functions (coaching, feedback, setting pay, determining promotions, and documentation) for which appraisals are designed. Then they lay down sequential steps for phasing out appraisals and for designing and implementing separately the alternatives they propose for each function. The authors rate an "excellent" for demonstrating the ability to think creatively and for generally exceeding expectations for books in this category. *David Rouse*

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Review

"Coens and Jenkins have created a beautiful book about an ugly subject performance appraisal. -- *Dick Richards, author of Artful Work.*

From the Publisher

"Bravo! Its far more common for people in the business world to talk about thinking outside the box than to do it. Coens and Jenkins are refreshing exceptions: they dont offer suggestions for fine-tuning performance appraisals; rather, they ask why this practice should continue in any form. Their book, peppered with persuasive stories and studies, is obviously thought-provoking. One hopes it will be change-provoking as well." (Alfie Kohn, author of Punished by Rewards and No Contest: The Case Against Competition)

Users Review

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