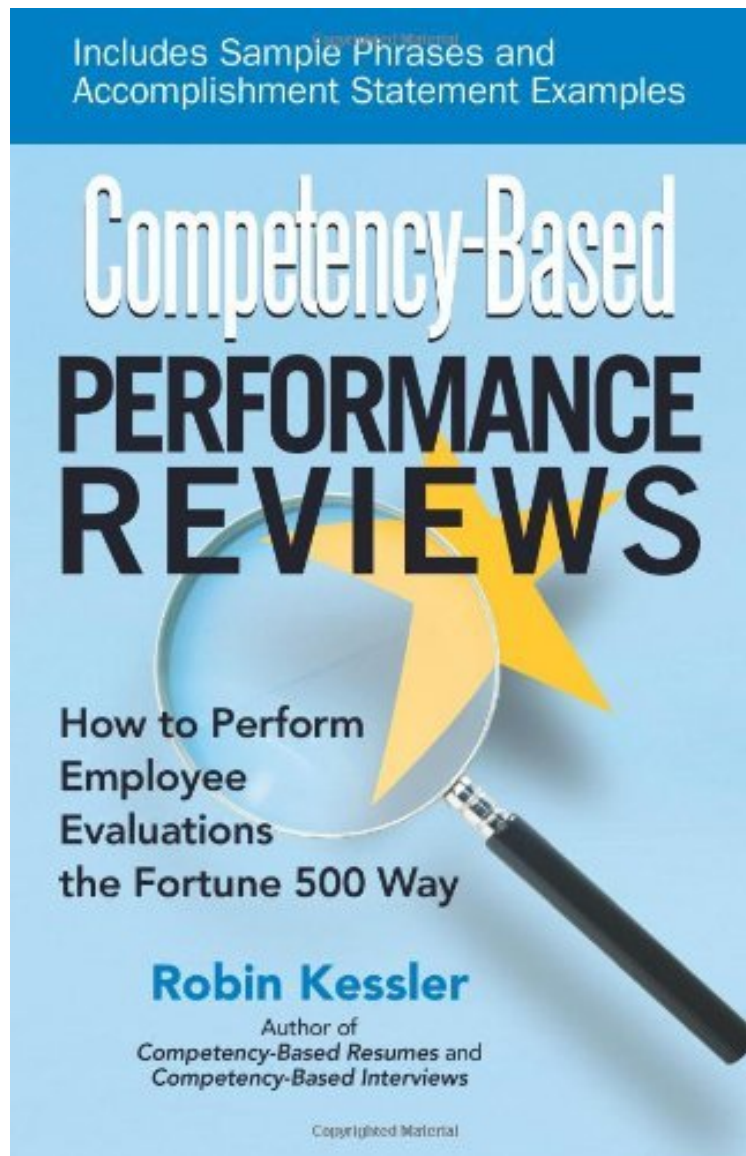


(Download) Competency-based Performance Reviews: How to Perform Employee Evaluations the Fortune 500 Way

Competency-based Performance Reviews: How to Perform Employee Evaluations the Fortune 500 Way

Robin Kessler

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Managers working in today's organizations often focus more on results than on the people who achieve those results. But regularly evaluating the performance of your employees is critical to improving the efficiency and output of your organization. Performance reviews have changed significantly in the past few years. Companies today are looking for the key characteristics, known as competencies, that help the most successful people in their field to be so successful. Managers and employees need to focus on those competencies, especially during performance review discussions. Competency-Based Performance Reviews offers you a new and more effective way to handle performance reviews and to coach your employees to emphasize the knowledge, skills, and abilities that they have and the organization needs. Most sophisticated U.S. and international employers are using competency-based systems to select, interview, and evaluate the performance of employees. Fortune 500 corporations such as American Express, Anheuser Busch, Coca-Cola, Disney, Federal Express, IBM, Johnson Johnson, and Pfizer are all looking for specific competencies. This book will give you the guidance you need to:

- * Perform competency-based reviews on your employees.
- * Help your team get the recognition they deserve in division meetings by providing the evidence to justify higher performance rankings.
- * Develop your own competencies--and those of your employees.
- * Coach employees to recognize competency-based accomplishments and advocate for themselves throughout the year.
- * Write smarter, targeted competency-based accomplishment statements to use on performance review forms.

By putting these competency-based performance reviews into practice, managers can strengthen their organizations, their careers, as well as the careers of their employees. Competency-Based Performance Reviews includes sample phrases to use on reviews, as well as sample accomplishment statements to guide employees to improving and writing their own.

From the Back Cover "This well-organized and easy-to-use book should be a staple on every manager's desk. The performance review is the most under-utilized tool in management--this book provides practical suggestions for every aspect of turning the most-dreaded management task into a truly helpful experience for the employee, the manager, and the company."--Signe Spencer, senior consultant, Hay Group and coauthor of *Competence at Work* and *The Indian CEO* "Robin absolutely nails it. If you want to change a culture permanently, you have to instill and model the behaviors that the company wants. Honest performance management is the oxygen of great companies. Competency-Based Performance s is a must-read."--Peter Conrad, vice president of human resources, Energizer Holdings, Inc.

About the Author Robin Kessler is president of The Interview Coach, a human resources and career consulting firm based in Houston; she also teaches Interviewing Skills, Training and Development, Organization Communication, and Writing for Presentations as an adjunct professor for the University of Houston-Downtown. Robin has more than 20 years of experience improving interviews, presentations, and organization communication as a human resources professional, consultant, and career coach. She is the author of two other books, *Competency-Based Resumes* and *Competency-Based Interviews*, which were the first books giving candidates and employees the information to communicate more effectively in competency-based organizations. She has been a guest speaker at national and international conferences, and has been interviewed for newspapers, magazines, and radio and television programs. Robin received her BA and MBA (MM) from Northwestern University.