

Performance Management Quiz Answer Key

Rate each of the following feedback statements with one of the following ratings"

EX = Excellent; **OK** = Acceptable; **NI** = needs improvement; **DU** = don't use; **TABOO** = don't even think about it. Be ready to defend your ratings and describe how you would improve the statements that are anything but excellent.

NI 1. Jenny, you are really a nice person. We love having you here.

Rational: **Needs to be more specific.**

OK 2. Bill, you routinely encourage your technicians to excel.

Rational: **It describes what he does, but could be more specific.**

NI 3. Bob, you don't seem to care much about your job.

Rational: **Makes an assumption that may or may not be accurate. Better to describe his behavior - tardiness, slow responses, grouchy demeanor - and ask him what's going on.**

EX 4. Debbie, you often come up with really creative ideas that turn out to have considerable benefit for the department. For example, the new product displays you set up have drawn more people to clothing and accessories than ever before.

Rational: **Describes specifically what she's doing that's good for the organization.**

NI 5. Sam, you seem to be so angry all the time. Don't you like working here?

Rational: **Vague - needs more specific description of job-related behavior that makes you think he's angry.**

EX 6. Jan, you called the temporary agency for help without checking to see if anyone would work overtime. It costs us extra when we have to call them and it should only be done as a last resort.

Rational: **Described what she did and why it impacts the organization, then described what she should DO in the future.**

EX 7. Bill, you completed that report in record time - and it's excellent. It's comprehensive while being succinct and accurate. Great job.

Rational: **Described what he did, and why it was good in sufficient detail to raise the odds he'll do it again.**

OK 8. Barbara, you have great potential to be a manager.

Rational: **OK but could be improved by being specific about why she has the potential to a manager.**

OK 9. Billy Bob, I love your moxie. You're a really cool dude.

Rational: **OK but could be improved by describing what he does on the job to show this moxie and why such behaviors benefit the organization.**

NI 10. Tim, I've received another complaint from the parts manager that you were hanging out there during working hours chatting with the new parts person. Accounting is not happy about it, nor am

Rational: **Should describe why accounting is not happy and describe what you would like him to do differently in the future.**

TABOO 11. David, your performance has been excellent this month. Unfortunately, you missed two weeks

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of work when you were on that industrial leave, so your overall productivity rating will have to be “needs improvement.”

Rational: **Lack of performance while on industrial leave is not fare game for any performance management discussion.**

TABOO 12. Bob, if brains were taxed, you'd get a rebate. Why are you sooo stupid?

Rational: **Talk about dancing in the lower right hand quadrant of the feedback grid, this kind of statement is not only insulting, if done in public, it could lead to a law suit for slander. You have no way of knowing what his IQ is. Better to describe what he did, why it was “not correct,” and make sure he knows what to do so it doesn’t happen again.**

TABOO 13. Judy, you seem to understand how to do engine overhauls pretty well. That’s really unusual for a woman.

Rational: **Her ability to overhaul engines has nothing to do with her gender. You may have had good intentions in saying, but these kinds of statements can land you in court.**

EX 14. Lana, there were a couple of major mistakes in your balance sheet. I’m concerned because this is the third time this has happened. These mistakes cost us money and can get us in trouble with the IRS.

Rational: **It specifically describes what the problem was, why you are concerned.**

TABOO 15. Dana, you could really get ahead here if you would stop getting pregnant so often.

Rational: **A person’s reproductive habits are non of your business. If you want to get sued for discrimination, saying something like this is a sure way to do it.**