Crisis Providing Performance Feedback Dropbox

[Name of the Writer]

[Name of the institution]

[Date]

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**Summary**

The book “Communicating for managerial effectiveness: Problems, Strategies, Solutions” is an exceptional business and management related book written by Phillip G. Clampitt in 2012. In the seventh chapter of the book i.e. Providing performance feedback, he has talked about the performance evaluation processes and its impact on employees and organizations in quite a detail. Feedback is a compulsion process that is undertaken in every kind of organization to assess the performance of its employees. This mechanism monitors the actual level of performance and then compares it to the desired level expecting from the employees. If the performance does not go well with the desired standard, then corrective measures are taken by the managers. Feedback is given for a specific purpose to the employees. It continuously maintains the balance in order to acquire something that is beyond the balance and feedback never settles down at any point, it keeps on going. Performance feedback is highly connected to job performance and satisfaction. If an employee is satisfied with his job, it will be quite natural that he will provide the maximum output to the organization. Employees themselves also evaluate themselves against the performance standards to reach self-actualization. Clampitt (2012) also talked about some basic principles regarding performance feedback in his book. The first and foremost principle is that every individual has performance standards he has set for himself. High-performance standards lead to employee improvement and development thus contributing to organizational viability. There is a misconception that not all employees receive feedback on their performance. Considering this, no feedback is also feedback given by managers to inform the employees about their work progress. The ideal feedback process is needed to drive employees towards commitment and evolving.

Clampitt (2012) also discussed the four key questions that should be kept in point while developing an ideal performance evaluation system for the employees. Before the formation of any kind of performance evaluation system, it is very crucial to make employees aware of their job responsibilities. Any system cannot be successful for employee development if he does not properly know his duties and obligations as an employee. Second important question is that, whether the employee knows on what basis he is being evaluated? It is the manager’s responsibility to let his employees aware about the methods through which their performance will be checked so that it becomes easy for employees to set their performance according to that standard. Informal feedbacks are very important on a daily basis to boost the employee's morale and helps him in motivation. The reason why most of the employees do not work efficiently enough is the fact their managers find it very time consuming to appreciate them informally every day in the workplace. Employees do not receive useful feedback from performance appraisals due to the different point of view of their managers. Managers often find their performance to be incompatible to be assessed against the performance appraisals.

**Reaction**

My first reaction to the chapter was that the book generalized the performance appraisals impact on all the employees. The chapter majorly talked about those employees who give importance to the performance appraisals and evaluations but there are certain exceptions here as well. Not all employees get motivated after receiving feedback from their managers. There are many employees who instead get upset when they are evaluated and often tries their best to avoid the performance appraisal process. This is because they lack positivity in the workplace and the way they are evaluated does not suit them. Some employees need more appreciation and motivation than others to keep them going in work. They believe that as long as the requirements of the work are met, there is no need to strive harder and treat it as a competition. It becomes hard to tackle these type of employees as they are resistant to any kind of evaluation and wants to make their own criteria for assessment. Performance appraisals must always play a positive part in boosting an employee's morale and should maintain a constructive competition among the employees.

My second reaction was my understanding of the principle that all the employees receive feedback about their performance. As it is analyzed that in a job environment it becomes hard to provide feedback to all the employees at all times. Few employees are normally appreciated and praised leaving other employees in ambiguity that whether their performance is noticed or not. They start inferring wrong responses from their managers and thinks that they might be performing well. It can be vice versa as well when employees perceive the negative feedback from their managers and start stressing over their performance. In any case, it is harmful and employees must be clearly delivered their feedbacks from the managers.

My third reaction after reading the piece was my strong agreement with the first two crucial questions that must be kept in mind while implementing any performance appraisals. Before conducting any sort of performance assessment, employees should be made aware of all the job responsibilities they are accountable for. It will be useless to assess them for the duties they do not have any idea of. Usually, in organizations, managers do not find it necessary to inform the employees about the standards of evaluation. They keep them away from the right information they should suppose to know. This reduces the productivity of employees at work.

**Case Study Questions**

Analyzing the whole impact of feedback assessment on employee's performance, it is realized that employees do take the feedbacks positively as long as they are constructive, well informed and are regular. Organizations often expect the employees to reach the standardized level set by them but they forget to praise them for their extraordinary performance. This action has a direct impact on decreasing the employee's morale as they have expectations too.

When I first received feedback, it was not quite satisfactory because my manager always believed that I can do better than that and I have the potential to excel in my career. He started motivating me and made me realize that it is not impossible and everyone can do it. After that, I worked hard to be praised by him for my performance. I wanted to experience how it feels when my manager appreciates me in front of everyone in the workplace. After months of trying, I finally able to impress the company with my performance. When my manager praised me, my morale was boosted and I felt that I have accomplished something big in my life. To make it consistent, I kept on working hard after that.

There are very few organizations that provide their employees with the option to evaluate the performance of their top management as well. Employees also want to evaluate the performance of their managers and the top hierarchy. This is why, if I were in a top management position I would introduce the policy of performance evaluation of top management as well by the employees. So that our performance gets improved and in return, it gives the employees a sense of affiliation and their morale boosts. Apart from that, assessment on a daily basis will have opted under my supervision. Daily assessment sometimes becomes difficult for the managers to handle, therefore, employees must be evaluated on at least a weekly basis so that their productivity does not drop.

**References**

Clampitt, P. G. (2012). *Communicating for managerial effectiveness*. Sage.