

**PERFECT
PHRASES**
for
**SETTING
PERFORMANCE
GOALS**



**Hundreds of
Ready-to-Use
Goals for Any
Performance Plan
or Review**

Douglas Max & Robert Bacal



Professional



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**Hundreds of Ready-to-Use Goals for
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0-07-145498-5

The material in this eBook also appears in the print version of this title: 0-07-143383-X

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DOI: 10.1036/0071454985

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Preface

There's a popular misconception that performance appraisal starts and ends with the performance appraisal meeting. That's not so. In fact, the many benefits of managing performance are lost when you focus solely on the appraisal process, the end point.

The secret to success—for organizations, managers, and employees—is to put more emphasis on making sure managers and employees know what they must accomplish. When each employee understands what he or she needs to do to succeed, it's much easier for that person to contribute. It's also much easier for managers to do their jobs, to improve productivity, and to manage proactively rather than spending time stomping out small fires later. Clear purpose helps everyone succeed and, bottom line, that's what everyone wants and benefits from.

This book helps you set performance goals—those statements that are used to aim and guide performance throughout the year. These same performance goals are also used to evaluate employee performance and, perhaps more importantly, help identify barriers to performance so they can be removed. Our

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purpose is to make the goal setting process as easy and painless as possible. When you get the goals in place, it also makes the appraisal process much easier.

The performance goals (“perfect phrases”) offered in this book can help you create a common understanding of expectations, improve your ability to track progress all year long, and reduce the stress and anxiety associated with performance reviews when the review criteria are fuzzy or vague.

If you would like more in-depth coverage and explanations of performance management and performance review processes, try the following:

Manager’s Guide to Performance Reviews, by Robert Bacal, McGraw-Hill, 2003, ISBN: 0-07-142173-4

Performance Management, by Robert Bacal, McGraw-Hill, 1999, ISBN: 0-07-071866-0

If you need assistance with writing performance reviews, try the first book in the “Perfect Phrases” series:

Perfect Phrases for Performance Reviews, by Douglas Max and Robert Bacal, McGraw-Hill, 2003, ISBN: 0-07-140838-X

We’d also like to invite you to make use of The Performance Management Resource Center on the Internet. You’ll find hundreds of articles and tips on the performance management process and be able to interact with others involved in performance management. You can access it at www.performance-appraisals.org.

Acknowledgments

You’d think that writing books like this is easy. It’s harder than it looks. We’d like to thank John Woods and Bob Magnan for their

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patience, perseverance, and contributions to this book. Also, Richard Narramore of McGraw-Hill, who initiated this project and its companion, *Perfect Phrases for Performance Reviews*.

Finally, a special thanks is due to Nancy Moore, who contributed to a number of the sections in this book with both general and specific ideas on goals.

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